



Call for Expression of Interest for the Chatham Kent Hospice Inc. Board of Directors

Hospice care is not as much about dying as it is about living – living each day and each moment to the fullest. We are there to help our residents live each day with dignity.

Chatham-Kent Hospice is a 10-bed residential hospice that serves the community of Chatham-Kent by providing care and engaging our community to change how families live the important experiences of end of life.

The following is information and application for the Board of Directors and/or Community Representatives. Thank you for your interest in the Governance of Chatham-Kent Hospice.

Through this recruitment, the Board is seeking individuals with strong leadership potential. Candidates are welcomed from a broad and diverse spectrum of industries and community segments. Healthcare/Clinical Quality Measurement, Human Resource/Labour Relations, Organizational management experience, a legal background, and experience on community boards and/or knowledge of governance processes will be considered as important. Bilingual abilities in French and English are a plus.

This package provides information on the board including “Duties and Expectations of a Board Director”, “Code of Conduct”, “Conflict of Interest” and “Board Confidentiality” and a formal member application form.

Each Board Member is required to sit on one of our Standing Committees. These are Finance, Governance and Quality Committees. In addition, we also require Community Representatives to sit on these committees as well as our Volunteer Committee. In the body of the application, you will be asked to indicate if you are interested in applying to be a Board Member, Community Representative, or either.

Our Mission

We provide care and engage our community to change how families live the important experiences of end of life.

Our Vision

Enriching lives; embracing each day at end of life.

Our Values

Caring, Dignity, Excellence, Integrity, Diversity, Collaboration.

Chatham Kent Hospice welcomes all members of the community, regardless of race, national origin, colour, political affiliation, religion, age, sexual orientation, economic circumstance or disability.

Chatham Kent Hospice welcomes and encourages applications from people with disabilities. Accommodations are available on request for candidates taking part in all aspects of the selection process.

Thank you for applying to the Chatham Kent Hospice Board and Committees. All Applicants will be contacted.



CANDIDATE INFORMATION AND
APPLICATION PACKAGE
FOR THE
CHATHAM KENT HOSPICE INC.
BOARD OF DIRECTORS

This package includes:

Part 1:

- a) Board of Directors Duties and Expectations
- b) Role of the Board
- c) Code of Conduct
- d) Conflict of Interest
- e) Confidentiality

Part 2:

- a) Chatham-Kent Hospice Board and Committee Application

For more information regarding Chatham Kent Hospice Inc. please visit:

<https://www.chathamkenthospice.com/>



Chatham Kent Hospice Inc.
Extracted from the Governance Policy
CKH-G5-Board of Director Duties and Expectations:

1. Fiduciary Obligation

- a) All Directors of Chatham Kent Hospice Inc. stand in fiduciary relationship to the hospice corporation.
- b) Each Director is responsible to act honestly, in good faith, and in the best interests of the Chatham Kent Hospice Inc. and each of their founding corporations and, in so doing, to support the hospice in fulfilling its mission, vision and values, and discharging its accountabilities.
- c) A Director shall apply the level of skill and judgment that may reasonably be expected of a person with his or her knowledge and experience. Directors with special skill and knowledge are expected to apply that skill and knowledge to matters that come before the Hospice.

2. Accountability

- a) A Director's fiduciary duties are owed to the corporations of Chatham Kent Hospice Inc., including observance of the objects, philosophy, and goals described in the respective corporation's by-laws.
- b) A Director is not solely accountable to any special group or interest and shall act and make decisions that are in the best interests of the Chatham Kent Hospice Inc.. A Director shall be knowledgeable of the stakeholders to whom the hospice is accountable and shall incorporate the interests of such stakeholders when participating in making decisions as a Board.

3. Education

- a) A Director shall be prepared to become knowledgeable about:
 - the Chatham Kent Hospice Inc.
 - the health care needs of the community served;
 - the duties and expectations of a Director;
 - the Chatham Kent Hospice Inc. role and responsibilities in the governance of not-for-profit organizations;
 - the Chatham Kent Hospice Inc. governance structure and processes;
 - Board-adopted governance policies; and,
 - Hospice policies applicable to board members.
- b) To achieve the desired knowledge noted above, a Director will participate in the Chatham Kent Hospice Inc. Board orientation program, orientation to committees, board retreats, and other board education/development sessions

4. Board Policies and Hospice Policies

- a) A Director shall be knowledgeable of and comply with the Board and Hospice policies that are applicable to the Board including:
- the Code of Conduct;
 - the Conflict of Interest policy;
 - the Confidentiality policy;
 - the Boards' Role of the Board policy
 - the By-Laws;

5. Respectful Relationships

- a) A Director shall develop and maintain sound relations and work co-operatively and respectfully with the Board Chair, other members of the Board, and the senior management.
- b) It is recognized that Directors bring to the Board diverse background, skills and experience. Directors will not always agree with one another on all issues. All debates take place in an atmosphere of mutual respect and courtesy.
- c) All Directors are expected to be objective and willing to listen with an open mind, giving priority to Chatham Kent Hospice Inc. as a whole and to help the Board arrive at appropriate group decisions.
- d) The authority of the Chair must be respected by all Directors.

6. Community Representation and Support

- a) A Director shall represent Chatham Kent Hospice Inc. in the community when asked to do so by their Board Chair. Board members are encouraged to support the fundraising activities of the Chatham-Kent Hospice Foundation through attendance at Chatham-Kent Hospice sponsored events.

7. Time and Commitment

- a) A Director is expected to commit the time required to perform regular Board and committee duties. Chatham Kent Hospice Inc. Director is expected to adhere to the Board's attendance requirements, attending at least 75% of Board and committee meetings. The policies contain provisions for the removal of a Director if he or she is absent for three consecutive regular meetings of the Chatham Kent Hospice Inc. Board.
- A Director is expected to serve on at least one standing committee.
 - A Director is expected to participate in occasional planning and developmental retreats in addition to their regular time commitment, and to support other special events and celebrations as possible. Refer to CKH-G3-Board & Committee Meeting Attendance Policy

8. Conflict of Interest

- a) Directors avoid situations in which their personal interests will conflict with their duties to the corporation. Directors also avoid situations in which their duties to the corporation may conflict with duties owed elsewhere.
- b) Directors will be held to strict standards of honesty, integrity and loyalty. A Director does not put personal interests ahead of the best interests of

the corporation. Refer to CKH G2 Conflict of Interest Policy

9. Confidentiality

- a) It is recognized that the role of Director may include representing Chatham Kent Hospice Inc. in the community. However, such representations must be respectful of and consistent with the Director's duty of confidentiality.
- b) Every Director, officer and employee of the corporation shall respect the confidentiality of information about Chatham Kent Hospice Inc., whether that information is received in a meeting of the Board or of a committee or is otherwise provided to or obtained by a Director. Refer to Chatham Kent Hospice Inc. CKH-G1-Confidentiality Policy

10. Contribution to Governance

- a) Directors are expected to make a contribution to the governance role of their Board and the Chatham Kent Hospice Inc. through:
 - Reading materials in advance of meetings and coming prepared to contribute to discussions;
 - Offering constructive contributions to board and committee discussions;
 - Contributing his or her special expertise and skill;
 - Respecting the views of other members of the Chatham Kent Hospice Inc.;
 - Respecting the role and Terms of Reference of Board committees; and
 - Participating in board and committee evaluations and annual performance reviews.

11. Continuous Improvement

- a) A Director shall commit to be responsible for continuous self-improvement. A Director shall receive and act upon the results of board effectiveness evaluations in a positive and constructive manner.

12. Term and Renewal

- a) A Director may be elected for two (2) x three (3) year terms up to six (6) years (Article 4.6-By-Law # 1). A Director's renewal is not automatic and shall depend on the Director's attendance and performance. The only exception is that the outgoing Chair shall serve as "Past Chair" for one year regardless of years of service. A Director may, by resolution of the Board, have his maximum term as a Director extended for the sole purpose of that Director succeeding to the office of Chair or serving as Chair. (By-Law # 1-Article 4.8).

13. Board Spokesperson

- a) The Board has adopted a policy with respect to designating a spokesperson on behalf of the Board. Only the Chair or designate may speak on behalf of the Board. The Executive Director/ ED designate may speak on behalf of the organization.
- b) No Director speaks or makes representations on behalf of the Board unless authorized by the chair of the Board. When so authorized, the Board members representations must be consistent with accepted positions and policies of the Board.

14. Media Contact and Public Discussion

- a) News media contact and responses and public discussions of Chatham Kent Hospice Inc.'s affairs are to be made through the Board's authorized spokespersons. Any Director who is questioned by news reporters or other media representatives must refer such individuals to the appropriate representatives of the corporation.

15. Board Solidarity

- a) Directors acknowledge that properly authorized Board actions must be supported by all Directors. The Board speaks with one voice. Those Directors who have abstained or voted against a motion must adhere to and support the decision of the majority of the Directors.

16. Chatham Kent Hospice Inc. Board members contribute to effective governance by;

- a) Being clear about the Board's role in providing strategic direction.
- b) Understanding Chatham Kent Hospice Inc. structure and decision-making process.
- c) Understanding and functioning with a broad view.
- d) Attending 75% of all meetings and participating actively in them.
- e) Preparing for meetings by reading materials in advance.
- f) Responding to requests for information or action.
- g) Being open, frank, clear and concise when speaking.
- h) Being respectful of others.
- i) Expressing commitment to the organization and willingness to take on appropriate roles.
- j) Voicing conflicting opinions during board and committee meetings but respecting the decision of the majority even when the Director does not agree with it;
- k) Respecting the role of the Chair;
- l) Contributing to a relaxed, collegial climate during meetings, with adequate time for discussion.
- m) Keeping informed, sharing information with others, and proactively communicating with other Board members and staff.
- n) Participating in Board activities such as orientation, recognition and key events as well as evaluation.



Chatham Kent Hospice Inc.
Extracted from the Governance Policy
CKH-G7-Role of the Board

1. Oversight of Management

The Board recruits and supports the Executive Director by collaborating with St. Andrew's Residence Board of Directors to:

- a. develop and approve the Executive Director job description,
- b. undertake an Executive Director recruitment process and appoint the Executive Director,
- c. review and approve the Executive Director's annual performance goals,
- d. review Executive Director performance and determine Executive Director compensation,
- e. ensure protocol for action to deal with absence of Executive Director,
- f. exercise oversight of the Executive Director's supervision of senior staff as part of the Executive Director's annual review.

2. Strategic Planning and Mission, Vision and Values

As part of its responsibilities, the Board will:

- a. participate in the formulation and adoption of Chatham Kent Hospice Inc.'s mission, vision and values,
- b. participate in the development of and ultimately approve a strategic plan that is consistent with the mission, and values, which will enable Chatham Kent Hospice Inc. to realize its vision,
- c. oversee Chatham Kent Hospice Inc. operations for consistency with the strategic plan and strategic directions,
- d. receive regular briefings or progress reports on implementation of strategic directions and initiatives,
- e. ensure that its decisions are consistent with the strategic plan and the mission, vision and values,
- f. lead an annual review of the strategic plan as part of a regular annual planning cycle.

3. Quality and Performance Measurement and Monitoring

The Board is responsible for establishing a process and a schedule for monitoring and assessing performance in areas of Board responsibility including:

- a. fulfillment of the strategic directions in a manner consistent with the mission, vision and values,
- b. oversight of management performance,
- c. quality of client care and hospice services,
- d. financial conditions,
- e. external relations,
- f. Board's own effectiveness,

The Board:

- a. ensures that management has identified appropriate measures of organizational performance,
- b. monitors Chatham Kent Hospice Inc. and Board performance against Board approved performance standards and indicators,
- c. ensures that management has plans in place to address variances from performance standards indicators and the Board oversees implementation of remediation plans.

4. Financial Oversight

The Board:

- a. is responsible for stewardship of financial resources including ensuring availability of, and overseeing allocation of, financial resources,
- b. approves policies for financial planning,
- c. approves the annual operating and capital budgets,
- d. monitors financial performance against budget,
- e. approves investment policies and monitors compliance,
- f. ensures the accuracy of financial information through oversight of management and approval of annual audited financial statements,
- g. ensures management has put measures in place to ensure the integrity of internal controls.

5. Risk Identification and Oversight

The Board:

- a. is responsible to be knowledgeable about risks inherent in Chatham Kent Hospice Inc. operations and to ensure that appropriate risk analysis is performed as part of Board decision-making,
- b. oversees management's risk management program,
- c. ensures that appropriate programs and processes are in place to protect against risk,
- d. is responsible for identifying unusual risks to the organization and ensuring that there are plans in place to prevent and manage such risks.

6. Stakeholder Communication and Accountability

The Board:

- a. identifies Chatham Kent Hospice Inc. stakeholders and understands stakeholder accountability,
- b. ensures the organization appropriately communicates with stakeholders in a manner consistent with accountability to stakeholders,
- c. contributes to the maintenance of strong stakeholder relationship
- d. performs advocacy on behalf of Chatham Kent Hospice Inc. with stakeholders where required in support of the mission, vision, values and strategic directions of Chatham Kent Hospice Inc..

7. Governance

The Board:

- a. is responsible for the quality of its own governance,
- b. establishes governance structures to facilitate the performance of the Board's role and enhance individual Director performance,
- c. is responsible for the recruitment of a skilled, experienced and qualified Board,
- d. ensures ongoing Board training and education,
- e. assesses and reviews its governance through evaluating Board structures including;
 - Board recruitment processes,
 - Board composition and size,
 - number of committees and their Terms of Reference,
 - processes for appointment of committee chairs,
 - processes for appointment of Board officers,
 - and, other governance processes and structures.

8. Fundraising

- a. Chatham Kent Hospice Inc. relies on fundraising through the Chatham-Kent Hospice Foundation for a significant portion of its funding.
- b. Each Director is expected to participate in assisting Chatham-Kent Hospice Foundation in achieving its fundraising goals. This includes personal participation and facilitating relationships on behalf of Chatham Kent Hospice Inc.

9. Officers of the Board (By-Law # 1, Ver. 6. Article 9)

- a. The Board appoints the officers of the board at the first meeting immediately following the AGM, based on a slate provided by the Governance Committee. Officers are experienced and engaged members of the Board who have demonstrated leadership qualities and dedication to the work of Chatham Kent Hospice Inc. and who have agreed to serve as an officer.
- b. Usually, the following are appointed: Chair, Vice Chair, Treasurer and Secretary. The Officers shall hold office for one (1) year from the date of appointment or until their successors are appointed in their place and shall be eligible for reappointment. When available the office of Past Chair would be appointed for a 1 year term.



Chatham Kent Hospice Inc.
Extracted from the Governance Policy
CKH-G4-Code of Conduct

1. Directors' Duties

- a. All Directors of Chatham Kent Hospice Inc. stand in fiduciary relationship to the corporation. As fiduciaries, Directors act honestly, in good faith, and in the best interests of Chatham Kent Hospice Inc..
- b. Directors and committee members are expected to attend all meetings to which they are assigned.
- c. It is recognized that Directors and committee members may be unable to attend some meetings due to conflicts with other commitments or other unforeseen circumstances. An attendance rate of 75% is minimum as referenced in Policy CKH-G3-Board & Committee Meeting Attendance.
- d. Directors will be held to strict standards of honesty, integrity and loyalty. A Director does not put personal interests ahead of the best interests of the corporation.
- e. Directors avoid situations in which their personal interests will conflict with their duties to the corporation. Directors also avoid situations in which their duties to the corporation may conflict with duties owed elsewhere.
- f. In addition, all Directors must respect the confidentiality of information about the corporation.

2. Best Interests of the Corporation

- a. Directors must act solely in the best interests of the corporation. All Directors, including ex-officio Directors, are held to the same duties and standard of care.

3. Confidentiality

- a. It is recognized that the role of Director may include representing Chatham Kent Hospice Inc. in the community. However, such representations must be respectful of and consistent with the Director's duty of confidentiality. In addition, the Chair is the only official spokesperson for the Board. Every Director, officer and employee of the corporation shall respect the confidentiality of information about Chatham Kent Hospice Inc., whether that information is received in a meeting of the Board or of a committee or is otherwise provided to or obtained by a Director.

4. Respectful Conduct

- a. It is recognized that Directors bring to the Board diverse background, skills and experience. Directors will not always agree with one another on all issues. All debates take place in an atmosphere of mutual respect and courtesy.
- b. All Directors are expected to be objective and willing to listen with an open mind, giving priority to Chatham Kent Hospice Inc. as a whole and to help the Board arrive at appropriate group decisions. The authority of the Chair must be respected by all Directors.

5. Obtaining Advice of Counsel

- a. Request to obtain outside opinions or advice regarding matters before the Board may be made through the Chair



Chatham Kent Hospice Inc.
Extracted from the Governance Policy
CKH-G2-Conflict of Interest

1. Description of Conflict of Interest

- a. No Volunteer or external organization shall gain in any way from involvement with the Chatham Kent Hospice Inc. except through strict adherence to the conflict of interest procedure.
- b. The situations in which potential conflict of interest may arise cannot be exhaustively set out but some general examples are included below.
- c. Conflicts generally arise in the following situations:
 - i. **Interest of a Volunteer “Wearing Two Hats”** When a Volunteer transacts with the corporation directly or indirectly. When a Volunteer has a significant direct or indirect interest in a transaction or contract with the corporation. Failing to disclose is an offence under the Corporations Act, resulting in liability being imposed on the Volunteer for any profit realized from the contract and a penalty on conviction.
 - ii. **Interest of a Relative** When the corporation conducts business with suppliers of goods or services or any other party of which a relative or member of the household of a Volunteer is a principal, officer or representative.
Gifts When a Volunteer or a member of the Volunteer’s household or any other person or entity designated by the Volunteer, accepts gifts, payments, services or anything else of more than a token or nominal value from a party with whom the corporation may transact business (including a supplier of goods or services) for the purposes of (or that may be perceived to be for the purposes of) influencing an act or decision of the Board.
 - iii. **Acting for an Improper Purpose** When Volunteers exercise their powers motivated by self-interest or other improper purposes. Volunteers must act solely in the best interest of the corporation. Volunteers who are nominees of a particular group must act in the best interest of the corporation even if this conflicts with the interests of the nominating party.
 - iv. **Appropriation of Corporate Opportunity** When a Volunteer diverts to his or her own use an opportunity or advantage that belongs to the corporation.

2. Procedure

- a. Volunteers and their businesses are allowed to supply services, products and enter into contracts with the CKH provided they closely follow the following process. The purpose of the process is to eliminate any real or perceived conflict of interest, or unfair advantage that the Hospice Volunteers might have over the general public. The effect of such an unfair advantage would be to damage the reputation of the CKH or its leadership.

3. The Process

- a. The Volunteer will declare their conflict of interest (or their perception of another

Volunteer's) at the first meeting of the Volunteers after which they became aware;

- i. Request that the declaration be recorded in the minutes of that meeting;
 - ii. The presiding chairperson to determine what level of participation is appropriate as follows:
 - iii. Leave room during discussion
 - iv. Stay but do not participate
 - v. Stay, participate but do not vote
 - vi. The presiding chairperson to notify the Executive Director if not present.
- b. If there is a disagreement about whether a conflict of interest exists, the matter shall be decided by the presiding chairperson, subject to challenge by a majority vote of the remaining Volunteers present at the meeting. The Volunteer who is the subject of the issue shall not vote on any appeal of the chairperson's decision.

4. Process for Resolution of Conflicts and Addressing Breaches of Duty

- a. All Volunteers shall comply with the requirements of the By-laws. It is acknowledged that not all conflicts or potential conflicts may be satisfactorily resolved by strict compliance with the by-laws. There may be cases where the perception of a conflict of interest or breach of duty may be harmful to the corporation notwithstanding that there has been compliance with the by-laws.
- b. A Volunteer may be referred to the process outlined below in any of the following circumstances:

- i. Circumstances for Referral*

Where any Volunteer believes that that Volunteer or another Volunteer:

1. Has breached their duties to the corporation;
2. Is in a position where there is a potential breach of duty to the corporation;
3. Is in a situation of actual or potential conflict of interest; or,
4. Has behaved or is likely to behave in a manner that is not consistent with the highest standards of public trust and integrity and such behavior may have an adverse impact on the corporation.

- ii. Process for Resolution*

The matter shall be referred to the following process:

1. Refer matter to the Chair or where the issue may involve the Chair, to any Vice-Chair, with notice to the Executive Director.
2. Chair (or Vice-Chair as the case may be) may either (i) attempt to resolve the matter informally, or (ii) refer the matter to an *ad hoc* sub-committee of the Board established by the Chair in which the sub-committee shall report to the Board.
3. If the matter cannot be informally resolved to the satisfaction of the Chair (or Vice-Chair as the case may be), the Volunteer referring the matter and the Volunteer involved, then the Chair shall refer the matter to the process in (b)(ii) above.



**Chatham Kent Hospice Inc.
Extracted from the Governance Policy
CKH-1-Confidentiality**

1. Policy

- a. The volunteers shall not disclose or discuss confidential information concerning the business and affairs of Chatham Kent Hospice Inc. and its affiliates (Chatham-Kent Hospice Foundation, St. Andrew's Residence, Chatham and its affiliates) except as required in performance of regular duties.

2. Procedure

- b. Each Volunteer shall sign a confidentiality agreement.



CHATHAM KENT HOSPICE INC.
Volunteer/Board Confidentiality Agreement

Name of Volunteer/Board Member: _____

By signing this agreement, I agree to;

- Refrain from discussing internal organizational matters or developments with anyone outside of the organization, except as required in performance of regular duties.
- Treat all Chatham-Kent Hospice clinical, administrative and financial information about residents, clients, their families, and employees/volunteers as confidential information
- Ensure that private and confidential information is not inappropriately accessed used or disclosed either directly by me or by virtue of my password to systems.
- Ensure that information discussed at meetings remains confidential unless otherwise specified.
- Ensure confidential information is not shared through any channel of communication including social media.

If I am uncertain of the applicability of this agreement or individual responsibilities relating to it I will seek clarification and guidance before acting, from the Board Chair.

I understand and agree to abide by the conditions outlined in this agreement, which will remain in force even if I cease to have an association with Chatham Kent Hospice Inc.

Date: _____

Name *(please print)* _____ Signature _____

Name of Witness *(please print)* _____ Signature _____



The following information is provided with respect to my application for nomination to the Board of Directors.

I have also attached the following:

	A brief Bio
	Up-to-date resume

Please indicate preference ✓	
I wish to be considered for a Director on the Board	
I wish to be considered for a Community Representative only	
I wish to be considered for either a Director or a Community Representative	

Contact Information (please indicate your preferred contact method)				
Surname:		First Name:		
Address: <i>Include Street and PO Box Number if applicable</i>	<input type="checkbox"/> Home	Street	PO Box	
		City	Ontario	Postal Code:
	<input type="checkbox"/> Business			
		City	Ontario	Postal Code:
Email Address (please indicate preferred email)				
<input type="checkbox"/> Home:		<input type="checkbox"/> Business:		
Phone (please indicate preferred phone number)				
<input type="checkbox"/> Home:		<input type="checkbox"/> Cell Number:		
Assistant Contact Information (if applicable)				
Name:		Email Address:		
Phone:				

REFERENCES

Please list three references & contact information, (Friend, Volunteer or Work Related) These individuals must be over 20 years of age, should have known you for more than 2 years and may not be a partner, spouse, family member or have a direct relationship with the Hospice.

Name	Contact Details

Eligibility Criteria and Conditions of Nomination:

- a) Applicant must be at least 18 years of age.
- b) Applicant must be able to provide a satisfactory Police Check.
- c) Applicant must work or reside in the catchment area of the Municipality of Chatham-Kent.
- d) Ineligible candidates to CK Hospice Board include employees, spouses or immediate family members of a paid employee. (except by special Board consideration)
 - * An Immediate family member is defined as a parent, brother, sister, son, daughter, son-in-law, daughter-in-law, mother-in-law, father-in-law, grandparent or grandchild. Spouse means the person to whom a person of the same or opposite sex is married to, or living in a conjugal relationship outside marriage.
- e) Undischarged bankrupts are ineligible to serve as directors or community representatives.
- f) Directors and community representatives must fulfill the requirements and responsibilities of their position and abide by the policies as described in "Duties and Expectations of a Board Director", "Role of the Board", "Code of Conduct", "Conflict of Interest" and "Board Confidentiality"

By submitting this application, I declare that:

- a) I meet the eligibility criteria and accept the conditions of nomination as set out.
 - b) I certify that the information in this application and in my resume or biographical sketch is true.
- Please note that all information collected will remain confidential.

Signature:	Date:
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<p>Send Completed Application Packages to the attention of: Graham Kemble, Chair, Governance Committee By Mail or in person To: c/o: Christine Elliott Hospice Governance Committee Chatham-Kent Hospice 99 Park St., Chatham, ON N7M 3R5 By E-Mail To: celliott@standrewsresidence.com By Fax: 519-351-2407 Questions? Call 519-354-3113 or visit our Website: www.chathamkenthospice.com</p>	<p>Policy References:</p> <ul style="list-style-type: none"> ➤ Duties and Expectations of a Board Director ➤ Role of the Board ➤ Code of Conduct ➤ Board Confidentiality ➤ Conflict of Interest <p>Date Received:</p>
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