



## 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 end-of-life care and grief support that nurtures relationships for all.

### **Our Vision**

Together, we create a community where the best possible end-of-life care and grief support are available

### **Our Values**

Caring, Dignity, Excellence, Integrity, Inclusivity, 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) Chatham-Kent Hospice Board and Committee Application

For more information regarding Chatham Kent Hospice Inc. please visit: <https://www.chathamkenthospice.com/>

Part 2:

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



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:				

Chatham Kent Hospice Board or Committee Application

<b>Please list current or prior board experience:</b>	
<b>Please indicate if there are areas of board activity/responsibility that are of particular interest to you.</b>	
<b>Finance</b>	<b>Quality</b>
<b>Governance</b>	
<b>What skills/areas of expertise can you bring to the board?</b>	
<b>Please describe any linkages you may have had with various health/palliative care groups within this or another community:</b>	
<b>Please indicate if you are fluent in the French Language</b>	
<b>Should you wish to self-identify as a member of a traditionally under-represented group, please check off the appropriate category:</b>	
<input type="checkbox"/> Persons with special health considerations or disabilities <input type="checkbox"/> Visible Minorities <input type="checkbox"/> Indigenous People <input type="checkbox"/> LGBTQIA2S+	

**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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**Send Completed Application Packages to the attention of:**  
**Joan Byng, 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](mailto:celliott@standrewsresidence.com)  
 By Fax: 519-351-2407  
 Questions? Call 519-354-3113 or  
 visit our Website: [www.chathamkenthospice.com](http://www.chathamkenthospice.com)

**Policy References:**

- Duties and Expectations of a Board Director
- Role of the Board
- Code of Conduct
- Board Confidentiality
- Conflict of Interest

Date Received:



**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 cooperatively 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





















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 \_\_\_\_\_