



Lake of the Woods
District Hospital

Board of Directors Governance Policy Manual

Extraordinary care for every patient
October 8, 2026

Table of Contents

1. Board Charter	1
2. Establish Strategic Direction	
2.1 Mission, Vision, and Values	6
2.2 Strategic Planning	7
3. Provide for Excellent Leadership Management	
3.1 President and Chief Executive Officer (CEO) Selection and Succession Planning	8
3.2 President and Chief Executive Officer (CEO) Job Description	9
3.3 President and Chief Executive Officer (CEO) and Chief of Staff (COS) Performance Evaluation	14
3.4 Chief of Staff Selection and Succession Planning	16
3.5 Chief of Staff Job Description	17
4. Ensure Program Quality Effectiveness	
4.1 Ethics	18
4.2 Respect for Diversity	19
4.3 Handling of Complaints	20
4.4 Whistleblower Complaints	22
4.5 Privacy and Confidentiality	23
5. Ensure Financial and Organizational Viability	
5.1 Financial Objectives	24
5.2 Financial Planning and Performance	25
5.3 Monitoring of Financial Performance	26
5.4 Capital Projects & Capital Planning	27
5.5 Asset Protection	28
5.6 Approvals and Signing Authority	29
5.7 Investment Policy	32
6. Governance Policy Framework	
6.1 Principles of Governance and Board Accountability	33
6.2 Code of Conduct	35
6.3 Board Director's and Community Representative Annual Declaration	37
6.4 Guidelines for the Selection of Directors	40
6.5 Board Size and Composition	42
6.6 Board Committee Structure	43
6.6.1 Audit and Finance Committee Terms of Reference	44

6.6.2. Governance and Nominating Committee Terms of Reference	48
6.6.3. Quality, Patient Safety, and Risk Management Committee Terms of Reference	50
6.6.4 Capital Planning Committee Terms of Reference	52
6.7 Position Description for the Board Chair	54
6.8 Position Description for the Board Vice-Chair	57
6.9 Position Description for the Board Treasurer	59
6.10 Position Description for the Board Secretary	60
6.11 Position Description for a Standing Committee Chair	62
6.12 Position Description for a Board Director	63
6.13 Conflict of Interest.....	66
6.14 Corporate Rules of Order	70
7. Governance Process	
7.1 Process for Nomination and Election of Directors.....	72
7.2 Process for Nomination of Director, and Non-Director Members of Board Committees	74
7.3 Board Orientation	76
7.4 Ongoing Board of Director Education	77
7.5 Board Meetings	78
7.6 Receipt of Gifts by Board Directors.....	82
7.7 Board Director Recognition.....	83
7.8 Reimbursement for Board Directors and Committee Expenses	84
7.9 Resignation or Removal of a Board Director.....	85
7.10 Use of Social Media.....	86
7.11 Use of Technology and Virtual Meetings	87
8. Relationship Building	
8.1 Relationship Building	89

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Board Charter	Number: 1
Board Charter		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law References: 4, 5, 6		

Preamble

The Lake of the Woods District Hospital (LWDH) is a small hospital incorporated by an Act of the Ontario Legislature of the Province of Ontario and cited as the Lake of the Woods District Hospital Act, 1968: amended April 19, 1990. The purpose of this Board Governance Charter ("Charter") is to outline the roles and responsibilities of the Board of Directors ("Board") of LWDH pursuant to the Board's Strategic Plan in accordance with the Board's fiduciary, legislative, and corporate responsibilities.

Governance Framework

LWDH is governed according to the Corporate By-law of the Lake of the Woods District Hospital, first enacted in June 2002.

Roles and Responsibilities

Board of Directors

It is the Board's fiduciary responsibility to ensure that appropriate systems of governance, strategic direction, leadership, stewardship, risk, and financial management strategies are in place.

The Board fulfills its role by establishing policies for those managing the operations of LWDH, making decisions on matters that require Board approval, and monitoring and assessing organizational performance and outcomes.

The Board participates in the formulation and adoption of LWDH's mission, vision and values.

The key oversight responsibilities of the Board include:

1. **Strategy.** This includes leading the development, review, and implementation of the overall vision of LWDH, providing guidance on the long-term strategic direction of LWDH, and approving, adopting, and providing oversight in the implementation of the Strategic Plan.
2. **Overseeing the Role of the President and Chief Executive Officer (CEO).** This includes recruiting and hiring individuals to serve as the President, evaluating prospective Presidents, supporting the President in his/her/their role, providing him/her/them with advice and guidance, establishing evaluation parameters and evaluating the President's performance to ensure that they are advancing the objects of LWDH. It also includes oversight of the President's succession plan, and ensuring there is a plan for the development of the senior leadership team.
3. **Overseeing the Role of the Chief of Staff (COS).** This includes recruiting and appointing physicians to serve as the Chief of Staff, evaluating prospective candidates, establishing evaluation parameters and evaluating the Chief of Staff's performance to ensure that they are advancing the objects of LWDH. It also includes development and implementation of a documented process for succession in accordance with the Professional Staff By-law.

4. **Finance, capital, and infrastructure.** This includes having oversight responsibilities for the overall financial stability of LWDH, advising on and approving financial policies developed by the Audit and Finance Committee, reviewing, and approving the annual budget, audited financial statements, and capital projects for LWDH. In addition, the Board monitors financial performance against the budget, and reviews and approves financial reporting processes, and ensures that LWDH operates in compliance with its Corporate By-law Article.
5. **Risk management.** This includes oversight responsibility for business and reputational risks, accountability for ensuring an appropriate process and framework is in place to monitor risk, ensuring compliance with applicable legislation, reviewing, approving, and overseeing the risk management policies of LWDH, and ensuring that proper mechanisms and insurances are in place to identify and mitigate principal risks and ensure accountability.
6. **Governance effectiveness.** This includes governing in a manner consistent with the needs of LWDH, developing and approving the Board Governance Charter and other policies of LWDH to ensure the effectiveness of the Board and LWDH, managing the processes for appointing and evaluating directors, approving standing committee and such other special committee mandates, interpreting and delineating responsibility among committees including conducting an annual review of Standing Committee Terms of Reference, and clearly defining and respecting the Board's role in relation to that of management.

The Board is responsible for recruiting a skilled, experienced, and qualified board. This includes ensuring that the Board composition and size is appropriate to support the Board's governance work. Appointments of Board Directors should take into consideration factors such as equal opportunity to serve, ability to commit the time required to effectively participate, interest, experience, and ability.
7. **Quality of Services Offered.** This includes periodically reviewing the quality of health services offered by LWDH, monitoring safety and risk reduction strategies for patients and staff, engaging with patients and families through the Quality, Patient Safety and Risk Management Committee, and other methods.
8. **Advocacy.** This includes advancing initiatives that impact the level of services offered through LWDH and other partners to LWDH catchment area.

Responsibilities of a Director

A director is a fiduciary with respect to the affairs of LWDH. This includes the responsibility to disclose conflicts of interest, and to avoid breach of confidence. Any actual, potential, or appearance of a conflict must be disclosed, considered, and appropriately managed under the process set out in the Board's Conflict of Interest Policy.

Directors must act honestly and in good faith exercising stewardship over LWDH's affairs and resources with a view to the best interests of LWDH. The standard requires that a director use reasonable care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances. Duties of care, skill and diligence consist of the following characteristics:

- Exercise reasonable care;
- Attend meetings;
- Keep informed;
- Apply appropriate due diligence in decision making;
- Provide appropriate oversight; and

- Question things that are not clear or understandable.

Directors **must have** as their primary concern, the welfare of LWDH and its stakeholders. Directors must exercise independent judgment and may not act as agents of any particular person or organization.

Chair of the Board

The Chair is the leader of the Board and has all of the responsibilities that an individual director has, as well as the responsibility to:

Manage the work of the Board. This includes the calling of meetings, working collaboratively to prepare meeting agendas, ensuring that the Board receives accurate, timely, and clear briefings and information to assist in making sound decisions, and ensuring clarity regarding decisions.

Represent LWDH. This includes acting as an ambassador and along with the President, being a spokesperson for LWDH to the public and government in cohesion with the President. The Chair's interaction shall be ethical, fair, dignified, professional, respectful, non-discriminatory, and shall comply with the privacy and confidentiality obligations of LWDH.

Ensure adherence to policies. This includes identifying, determining, and resolving conflicts of interest, rule on questions of order, ensuring that the Board conducts itself in accordance with this Charter, By-laws, and policies.

Provide leadership/mentorship to enhance Board effectiveness. This includes building Board unity, solidarity, and trust, assisting Board members in understanding their roles, responsibilities and accountabilities, ensuring the effective operation of the Board and its committees, communicating with directors between meetings, serving as an ex-officio member of all Board Standing Committees, identifying opportunities to meet the development needs of individual directors and ensuring assessment of directors and the Board.

Act as liaison between the Board and the President. This includes providing support and advice to the President while respecting the President's role and responsibilities, acting in an advisory capacity to the President in matters concerning the strategic interests of LWDH and working with the President to ensure that Board resolutions are carried out.

In the absence of the Chair, the Vice-Chair will act as Chair, assuming the responsibilities as noted above.

Role of Board Committees

The Corporate By-law provide for the establishment of committees to deal with specific areas of focus and to make recommendations for action to the full Board, which retains collective responsibility for decision making. The roles and responsibilities of committees and their members are more fully articulated in the Terms of Reference for each Board committee. The Board Standing Committees support the Board in fulfilling its governance responsibilities.

Terms of Reference are in place for each committee and are reviewed by the respective committee on an annual basis. In addition to the prescribed committees, ad-hoc committees may be established as deemed appropriate by the Board.

The Board may appoint Ad Hoc committees as required to assist it in carrying out its responsibilities. Expected deliverables and limitations on authority are established in the terms of reference. Ad Hoc committees cease to exist as soon as the purpose established in their terms of reference has been achieved.

Board Meetings

Prior to the beginning of each Board year (July 1st to June 30th), an annual Board meeting schedule will be prepared and approved by the Board for the upcoming Board year. The schedule lists dates, times, locations, and incorporates the Board's Annual Work Plan by noting the planned key agenda items to be covered at each meeting.

The Board will establish a formal meeting schedule for conducting Board business.

Directors are expected to attend all board meetings, including board retreats and assigned standing committee meetings. Pursuant to the Corporate By-law, directors who are absent from three consecutive board meetings, without cause, may have their position on the Board declared vacant. All directors are expected to serve on at least one (1) to two (2) Board Standing Committees, or other committees designated by the Board, and to represent the Board when requested. Directors must prepare for and participate in Board and committee meetings, events, and work cooperatively and respectfully with other directors.

The following options will be used in the event a Board Meeting is cancelled, or a Board Meeting is held but there is no quorum¹, and there is an urgent decision(s) that needs to be made by the Board that cannot wait until the next scheduled meeting:

1. A teleconference and/or videoconference meeting will be held by the Board, and the specific agenda items requiring approval will be shared through a briefing note and considered by the Board; or
2. if the Board Chair and Vice-Chair decide that the matter does not require a teleconference and/or videoconference meeting, then a briefing note outlining the background of the issue and the recommendation will be shared by email with the voting Board Directors, and they will be requested to consider the recommendation and confirm their decision by either a yes or no vote. For this motion to pass, it must be unanimous.
3. A resolution signed by all Directors entitled to vote is valid as if it had passed at a Board meeting. A resolution signed by Committee members entitled to vote is valid as if it had passed at a Committee meeting. The results of these resolutions will be reported to the Board at the next regular Board meeting.

The result of either a teleconference and/or videoconference meeting or the unanimous e-vote will be shared with the Board as minutes of this decision in the Consent Agenda at the next Board Meeting.

Board/President and Chief Executive Officer (CEO) Relationship

It is the Board's responsibility to appoint the President upon the recommendation of a Board Standing Committee overseeing the search process. The President of LWDH is entrusted with the responsibility and authority to carry out the plans and programs necessary to fulfill the strategy set by the Board. The Board establishes the performance standards and evaluation criteria for the President, coordinates the President's annual performance evaluation, ensures a succession plan is in place for the President, and oversees the search of a new President when required. The President is accountable to the Board for achieving the agreed upon goals as set out in the Strategic Plan. The Board evaluates the President based on measurable results.

Ideally and in practice, the working relationship between the Board and the President should be a collaborative one. It is important for the Board and the President to observe and respect the scope of each other's authority, and to delineate how they will work collaboratively in the discharge of their authority and responsibilities.

¹ A majority of the voting Directors shall constitute a quorum (By-law 5.2).

Board Evaluation

For the assessment of the Board as a whole, the Governance and Nominating Committee leads the process annually by ensuring the annual completion of Accreditation Canada's Governing Body Assessment Questionnaire, through which directors self-evaluate the effectiveness of the Board. The Chair, through the President, ensures that a process is in place to tabulate and disseminate the results of the questionnaire and to review them with the Board. The Board is responsible for developing and implementing an action plan to address any deficiencies identified through this self-assessment process.

The Chair, in co-operation with the Governance and Nominating Committee, is also responsible for leading the annual evaluation of individual directors' performance using the Individual Self-Assessment Questionnaire through which individual directors self-evaluate their own effectiveness and performance in discharging their general responsibilities as directors.

Orientation and Education

Effective governance relies on directors who are knowledgeable about their roles and responsibilities as fiduciaries, and who are knowledgeable about LWDH, its history and culture, its current situation and future plans. Directors must also be knowledgeable about the context in which they are asked to make decisions, including, for example, the environment and systems within which health service delivery is operating.

Each newly elected director will receive onboarding orientation to ensure their familiarity with the structure, policies, and processes of LWDH.

Board members will have periodic educational opportunities and an annual budget for professional development, training, and education to ensure that they are current on governance best practices, and their understanding of how the hospital operates.

Conflict of Interest

Directors must comply with the Board's Conflict of Interest Policy. A conflict of interest is any situation where an individual's private interests may be incompatible, provide a pecuniary advantage, or conflict with his/her/their duties and responsibilities as a director of LWDH. A conflict of interest exists whether or not the individual is actually swayed by the competing interest. Directors must refrain from placing themselves in any position in which there is a conflict of interest; actual, potential, or perceived, between their responsibilities to LWDH and their personal interests or their responsibilities to themselves or others.

Board Communication

In terms of formal public communication, including media enquiries, the Board Chair is the only person who speaks publicly on behalf of the Board. The President and the Board Chair are the official spokespersons for LWDH. Any public or media enquiries to any director are forwarded to the Chair, who in turn will address the matter with the President.

Review of Board Charter

The Governance and Nominating Committee has the responsibility of facilitating the annual review of the Board Charter to ensure that it is reflective of corporate governance best practices and continues to be relevant to LWDH. Any changes to the Board Charter are to be brought forward to the Board for review, discussion, and approval.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Establish Strategic Direction	Number: 2.1
Mission, Vision, and Values		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

Mission Statement

To support patients and families along their healthcare journey.

Vision Statement

Extraordinary care for every patient.

Values

Compassion: We are empathetic, sensitive and understanding to the unique needs of our patients, their families, our staff and our communities.

Collaboration: We are stronger together, working as a team and with our partners to improve the health of our patients.

Excellence: We are committed to quality care and service excellence for every patient. We stay current on evolving science and share our expertise.

Integrity: We are committed to honesty, confidentiality and trust, We act in a professional and ethical manner to best meet the needs of our patients, their families, our staff and our communities.

Respect: We embrace the strength in our diversity and treat patients, families, staff and partners with dignity, We value each individual and bring trust to every relationship.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Establish Strategic Direction	Number: 2.2
Strategic Planning		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Board of Directors, in collaboration with the President and Chief Executive Officer (Chief Executive Officer (CEO) and Senior Leadership Team, is responsible to establish the strategic directions for the Lake of the Woods District Hospital (LWDH). The Mission, Vision, and Values of the LWDH provide the foundation upon which the strategic directions are developed.

The Board of Directors will:

1. Consider key stakeholders, health care needs, and engage with the community served, Ontario Health North, and other health service providers when developing plans and setting priorities for the delivery of hospital-based health care;
2. Establish and periodically review and update LWDH's Mission, Vision, and Values;
3. Contribute to the development of, and approve the strategic plan of LWDH, ensuring that it is aligned with community need, Ministry of Health policy, and promotes where appropriate interdependencies with other health service providers;
4. Conduct a review of the Strategic Plan as part of a regular annual planning cycle; and
5. Monitor and measure corporate performance regularly against the approved strategic and operating plans, and Board-approved performance metrics.

The President and Chief Executive Officer (CEO) is responsible to the Board for establishing the strategic planning process for approval by the Board. The Board will engage with the President and Chief Executive Officer (CEO) and Senior Leadership Team in developing the Strategic Plan and monitoring it on an ongoing basis.

Once the Strategic Plan has been developed, everything the organization currently does, undertakes as new, or stops doing, will be measured against whether or not it advances the accomplishment of the Strategic Plan. Regular monitoring and progress reports will be provided to the Board.

The organization's annual operating plan will ensure the advancement of the Strategic Plan by addressing annual corporate goals and objectives. The annual corporate goals and objectives will be set by the President and Chief Executive Officer (CEO) with Board approval.

On an annual basis:

1. The Directors will consider a review of the corporate goals and objectives prepared by the President and Chief Executive Officer (CEO).
2. The Directors will establish goals for the Board consistent with the Mission, Vision, and Values, the Strategic Plan of the organization, and key issues which are a priority for the Board in the coming year.
3. The Directors will review the Strategic Plan and the progress being made toward its achievement. As necessary, the Board will direct management to augment, revise, and/or update the plan to ensure it continues to support the achievement of the vision of the LWDH.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Provision for Excellent Leadership Management	Number: 3.1
President and Chief Executive Officer (CEO) Selection and Succession Planning		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Board will ensure that provision is made for continuity of leadership for the organization and will have in place a documented process for succession should the President and Chief Executive Officer (CEO) position become vacant due to sudden loss, resignation, retirement, or termination. The succession plan will also specify the process for appointing an interim President and Chief Executive Officer (CEO), should he/she/they require an extended leave of absence due to personal, health, or other reasons. The President and Chief Executive Officer (CEO) will report on the succession plan annually to the Governance and Nominating Committee.

1. Sudden Vacancy (i.e., death, resignation, termination, extended leave)

The President and Chief Executive Officer (CEO) will identify to the Chair of the Board in writing, at the beginning of each Board year which member of Senior Leadership is recommended to fill the role of interim President and Chief Executive Officer (CEO), if a sudden loss of the Chief Executive Officer (CEO) occurs. The appointment of an interim President and Chief Executive Officer (CEO) will be subject to approval by the Board.

2. Short-term Vacancy (i.e., out of county vacation)

The President and Chief Executive Officer (CEO) will identify which member of Senior Leadership will act in the capacity of Acting President and Chief Executive Officer (CEO) during a short-term absence. This selection shall be at the discretion of the President and Chief Executive Officer (CEO) at the time of the absence. The President and Chief Executive Officer (CEO) shall advise the Board of Directors and Leadership Team of the selection prior to departure.

3. Planned Vacancy (i.e., retirement)

The process to fill a planned vacancy will include:

- 3.1. The Chief Executive Officer (CEO) will be responsible for developing internal successors through succession planning and development.
- 3.2. The Governance and Nominating Committee will lead the recruitment process for the new President and Chief Executive Officer (CEO). Support for the Committee will be provided by the Director of Human Resources.
- 3.3. The Governance and Nominating Committee may, at its discretion, select a search firm through a Request for Proposal to assist with the process. The Governance and Nominating Committee will select an interview panel, and will interview a shortlist of candidates, and recommend to the Board their candidate of choice.
- 3.4. In the event that a new Chief Executive Officer (CEO) has not been appointed prior to the departure of the current Chief Executive Officer (CEO), the Board will appoint an interim Chief Executive Officer (CEO) in accordance with Item #1 of this policy.
- 3.5. The interim candidate's offer will be subject to submission of satisfactory results of a criminal reference check.

An agreement to support the terms and conditions of employment will be in a form determined by the Board and will be executed by the Board Chair and the candidate accepting the position.

☒ Policy ☐ Procedure ☒ Exhibit ☐ Terms of Reference	Section: Provide for Excellent Leadership Management	Number: 3.2
President and Chief Executive Officer (CEO) Job Description		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 9		

Position Summary

The President and Chief Executive Officer (CEO) is the most senior, employed executive in the organization, and is responsible/accountable for the day-to-day operations of the organization as delegated by the Board of Directors and the Public Hospital Act and Regulations in Ontario.

Qualifications

Education:

- Master's Degree in Health Administration (MHA) or equivalent (e.g., MBA, CPA).

Knowledge and Skills:

- Member of a Professional Association such as the Canadian College of Health Leaders (CCHL), or the American College of Healthcare Executives (ACHE).
- Certified Healthcare Executive (CHE) or equivalent Ontario health leadership program.
- Good working knowledge of healthcare governance models.
- Understanding of government policy and funding models related to the Ontario health system.
- Indigenous cultural competency and awareness that supports key relationships in Northwestern Ontario is an asset.

Experience:

- Minimum five (5) years progressive senior leadership experience in a similarly complex operating environment with significant organizational change.

Duties and Responsibilities

- The President and Chief Executive Officer (CEO) also serves as the Secretary and may also serve as the Treasurer of the Corporation.

Duties of Secretary of the Corporation

The Secretary of the Corporation shall:

- be the custodian of the books of account and accounting records of the Corporation required to be kept by the provisions of the Corporations Act (Ontario), and/or the Not-for-Profit Corporations Act (Ontario), hereinafter referenced as the Act;
- submit a financial statement at each regular meeting of the Board indicating the financial position of the Corporation at the close of the preceding month;
- have all the accounts audited on an annual basis; and
- submit annual attestations to the Board and Ontario Health North on compliance with the following:

Hospital Service Accountability Agreement (H-SAA) including:

- the HSP has complied with the provisions of the Local Health System Integration Act, 2006 and the Broader Public Sector Accountability Act (the "BPSAA") that apply to the Health Service Provider (HSP);
- the HSP has complied with its obligations in respect of CritiCall that are set out in the Agreement;
- every Report submitted by the HSP is complete, accurate in all respects and in full compliance with the terms of the Agreement; and
- the representations, warranties and covenants made by the Board on behalf of the HSP in the Agreement remain in full force and effect.

Multi-sector Service Accountability Agreement (M-SAA) including:

- Article 4.8 of the M-SAA concerning applicable procurement practices;
- The Local Health System Integration Act, 2006;
- The Public Sector Compensation Restraint to Protect Public Services Act, 2010; and
- The Local Performance Obligations as listed under Schedule E4a of the 2018/19 M-SAA Extension.

Broader Public Sector Accountability Act (BPSAA) including, but not limited to:

- The completion and accuracy of reports required of the Hospital pursuant to section 6 of the BPSAA on the use of consultants;
- The Hospital's compliance with the prohibition in section 4 of the BPSAA on engaging lobbyist services using public funds;
- The Hospital's compliance with any applicable expense claims directives issued under section 10 of the BPSAA by the Management Board of Cabinet;
- The Hospital's compliance with any applicable prerequisite directives issued under section 11.1 of the BPSAA by the Management Board of Cabinet;
- The Hospital's compliance with any applicable procurement directives issued under section 12 of the BPSAA by the Management Board of Cabinet, and
- The Hospital's compliance with any applicable directives issued to prepare and publish business plans and other business or financial documents on its website under section 13 of the BPSAA by the Management Board of Cabinet.
- attend all meetings of the Board and of Committees of the Board;
- keep a record of the minutes of all meetings;
- keep a roll of names and addresses of the members of the Board;
- attend to correspondence;
- give such notice as required by the By-law of the Corporation relating to all meetings of the Corporation, the Board, and its committees;
- prepare all reports required under any act or regulation of the Province of Ontario;
- be the custodian of all minute books, documents, and registers of the Corporation required to be kept by the provisions of the Act;
- be the custodian of the seal of the Corporation;
- keep copies of all testamentary documents and trust instruments by which benefits are given to the use of the Corporation and provide the Office of the Public Guardian and Trustee in accordance with the provisions of the Charities Accounting Act (Ontario); and
- perform such other duties as the Board may direct.
- The Secretary may delegate to employees of the Corporation those duties that he/she/they consider appropriate to delegate and that he/she/they is allowed by law to delegate.

Duties of Treasurer

In situations where a Board Director is unable to fulfill the role of treasurer of the Corporation, and the CEO is able to fulfill the role Treasurer, the CEO as Treasurer shall:

- Keep up to date on audit and financial reporting requirements.
- Serve as a mentor to Board Directors.
- Assist with establishing agendas in collaboration with the staff support and attend meetings of the Committee.
- Present, or arrange for a presentation, to the Board of Directors and members of the Corporation at the annual general meeting, an audited financial statement of the financial position of the Hospital and the report thereon of the independent auditors.

Duties of The President and Chief Executive Officer

The President and Chief Executive Officer shall be a non-voting member of the Board and at any committees of the Board of which he/she/they is a member.

The President and Chief Executive Officer shall:

- be responsible to the Board for the general administration, organization, and management of the clinical and administrative operations of the Corporation in accordance with policies established by the Board;
- attend all meetings of the Board and act as Secretary to the Board;
- be responsible to the Board, for taking such action as the President and Chief Executive Officer considers necessary to ensure compliance with the Act, the Public Hospitals Act and regulations thereunder and the By-law of the Corporation;
- operate LWDH in an efficient, effective, and fiscally responsible manner in accordance with Board policies, directions, goals, and objectives and in accordance with requirements and directives of Ontario Health and the Ministry of Health;
- ensure that appropriate systems and structures are in place for the effective management and control of the Corporation and its resources;
- ensure structures and systems are in place for the development and periodic review of new programs, program expansions and program changes;
- ensure the Board is kept informed of significant aspects of LWDH leadership, operations, infrastructure, quality, and risk-related issues;
- report to the Board as necessary regarding the Occupational Health and Safety Program;
- report to the Board as necessary in respect of the Health Surveillance Program;
- report to the Board as necessary on matters in respect of the procedures to encourage the donation of organs and tissues;
- employ, control, and direct all employees of the Corporation;
- be responsible for payment of all salaries and amounts due from and owing by the Corporation which fall within the purview and scope of the approved annual budget, which may otherwise be directed from time to time by resolution of the Board;
- report to the Board any matter about which it should have knowledge;
- report to the Chief of Staff or appropriate Service Lead:
 - any concerns brought to his/her/their attention regarding quality of care at the Corporation;
 - any failure of a member of the professional staff to act in accordance with any statute or regulations thereunder, or Corporation's By-law and Rules; and
 - any other matter about which he/she/they or they should have knowledge;
- ensure that all aspects of the Corporation's services and programs respond to the needs of the population served by the Corporation;
- foster and maintain positive relations with the All Nations Health Partners, health care providers in Northwestern Ontario, and key providers and leadership authorities in the health care referral network in Manitoba;
- ensure positive relations in the broader health care community with Ontario Health, the Ministry of Health, and the Ontario Hospital Association;
- represent the Corporation externally to the community, government, media and other organizations and agencies;
- represent the Corporation as Executive Sponsor to the All Nations Hospital;
- represent the Corporation as a member of the All Nations Health Partners Ontario Health Team, as well as a member of its Primary Care Negotiation Team and its Rural Generalist Council;
- foster coordination of efforts and activities of LWDH staff, professional staff, volunteers and the LWDH Foundation so that these groups can work collaboratively and cohesively in support of the LWDH mission, vision, values, and strategic plan;
- communicate with LWDH and professional staff to provide and receive information;
- communicate with related healthcare agencies to promote co-ordination and/or planning of local healthcare services;
- scan the environment through engaging collegial and learning networks, participating in system and association briefings, and educational pursuits to provide direction on impending changes, future trends, and opportunities for change and improvement;

- establish an organizational structure to ensure accountability of all programs, services, and staff for fulfilling the mission, objectives, and strategic plan of the Corporation;
- be a member of the Medical Advisory Committee and participate with the Medical Advisory Committee in ensuring the provision of quality care;
- cause to be retained all written statements made in respect of the destruction of medical records, notes, charts, and other materials relating to patient care and photographs thereof; and be responsible for ensuring second in charge; and
- ensure a CEO succession plan is established.

Contacts

Internal:

- Board Chair and/or Vice-Chair
- Chief of Staff
- Leadership Team
- Professional Staff
- Senior Leaders
- Unions

External:

- All Nations Health Partners (ANHP) and ANHP Ontario Health Team
- ANHP Recruitment Committee
- Engagement with key elected representatives of municipal, provincial, and national governments
- Hospital Auxiliary
- Hospital Corporate and Liability Legal Counsel
- Hospital Foundation
- Kenora Rainy River Regional Laboratory Program – Board of Directors
- Local and Regional Health Care Partners
- Northwestern Ontario Hospital CEO Council and related committees
- Ontario Health North
- Ontario Hospital Association
- Other committees as necessary

Committee Membership

- Accreditation Governance Team (Chair)
- Active involvement, All Nations Health Partners table
- Hospital Committees (ex-officio)
- All Nation Hospital Committees
- Board Director (ex-officio non-voting);
- Board Standing Committees (ex-officio non-voting)
- Executive Management Team Committee (Chair)
- Fiscal Advisory Committee (Chair)
- Leadership Team (Chair)
- Medical Advisory Committee Member (ex-officio non-voting)
- Regional Committees participation
- Working Groups – All Nations Health Partners OHT
- Rural Generalist Council
- Professional Staff Committee (ex-officio non-voting)
- Ontario Health / Ministry of Health Ad Hoc Groups

Special Equipment Used

Computer/printer, phone, cell phone, valid driver's license.

Normal Working Hours

Monday to Friday, 37.5 hours per week (1950 hours per year including vacation). He/she/they are expected to attend some evening and weekend meetings/sessions as required by the Board.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Provide for Excellent Leadership Management	Number: 3.3
President and Chief Executive Officer (CEO) and Chief of Staff (COS) Performance Evaluation		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Board of Directors will establish measurable annual performance expectations in cooperation with the President and Chief Executive Officer (CEO) and Chief of Staff, assess their performance on an annual basis, and determine compensation.

The performance review process provides an opportunity to recognize the President and Chief Executive Officer (CEO) and Chief of Staff's levels of performance, to collaboratively develop the organization's priorities for the next fiscal year to present to the Board for approval, and to plan strategies to support the President and Chief Executive Officer (CEO), the Chief of Staff, and the organization's continuous learning and development needs.

Guiding Principles

1. Performance standards, measures, and indicators should be established in the Performance Evaluation Plan.
2. Performance commitments and measures should be set at a level that reflects the high level of performance expected.
3. Performance evaluations focus on improving organizational processes, structures, and outcomes, enhancing the President and Chief Executive Officer's (CEO) and Chief of Staff's performance, and providing recognition for performance against established targets and commitments.
4. Executive compensation is directly linked to performance and achievement of key results in specified performance areas, unless restricted under legislation.
5. The Performance Evaluation Plans should include reference to the President and Chief Executive Officer's (CEO) expectations for senior leaders within the organization, thereby promoting a consistent and continuous approach to performance measurement across the leadership group.
6. The Chief of Staff is subject to annual reappointment by the Board of Directors via the established credentialing process.
7. The performance reviews involve these key elements:
 - 7.1. annual goals as they relate to the Strategic Plan and Quality Improvement Plan;
 - 7.2. assessment of identified essential core competencies; and
 - 7.3. annual learning plan, development plan, and personal goals.

Process

1. The evaluation process is led by the Governance and Nominating Committee. An annual Board evaluation form is circulated to the following:
 - 1.1. President and Chief Executive Officer (CEO): To the Board of Directors, and the Leadership Team annually.
 - 1.2. President and Chief Executive Officer (CEO): To the Board of Directors, Leadership Team, hospital staff, professional staff, and external stakeholders every three (3) years.
 - 1.3. Chief of Staff: to the Board of Directors, Service Leads, and the Active/Associate professional staff members annually.
 - 1.4. Evaluation will also include a review of Leadership practice, including a periodic 360 assessment.

2. The collated results are reviewed by the Board Chair, Vice-Chair, and Chair of the Governance and Nominating Committee. The results will be kept confidential.
3. The results of the evaluation will be communicated to the President and Chief Executive Officer (CEO) and Chief of Staff privately and a Performance Evaluation Plan, consisting of annual goals and objectives, will be developed, and presented to the Board for approval prior to the Board's Annual General Meeting.
4. The confidential collated results will be stored by the Executive Assistant of the President and Chief Executive Officer (CEO).

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Provide for Excellent Leadership Management	Number: 3.4
Chief of Staff Selection and Succession Planning		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Board must ensure that provision is made for continuity of leadership for the organization. The Board will have in place a documented process for succession should the Chief of Staff position become vacant due to sudden loss, resignation, retirement, or termination. The succession plan should also specify the process for appointing an interim Chief of Staff, should the Chief of Staff require an extended leave of absence due to personal, health, or other reasons.

The Board will select and appoint the Chief of Staff as outlined in the LWDH Professional Staff By-law. Based on best practice, the Chief of Staff is expected to cultivate his/her/their successor through internal succession planning and is expected to report on this process annually during the evaluation process.

1. Sudden Vacancy (i.e., death, resignation, termination, extended leave)

The President of the Medical Staff Association will be asked to fill the role of interim Chief of Staff if a sudden loss of the Chief of Staff occurs. The appointment of an interim Chief of Staff will be done in conjunction with the President and Chief Executive Officer (CEO) and is subject to approval by the Board.

2. Short-term Vacancy (i.e., out of country vacation)

As per Professional Staff By-law, the Chief of Staff, in consultation with the President and Chief Executive Officer (CEO), will designate an alternate to act during an absence. The Chief of Staff will advise the President and Chief Executive Officer (CEO), Senior Leadership Team, and Board of Directors of the selection prior to departure.

3. Planned Vacancy (i.e., retirement)

- 3.1. The Board will establish a Chief of Staff Selection Committee. As per the Professional Staff By-law, the Board shall appoint Chief of Staff after considering the recommendation of the Selection Committee and the opinion of the Medical Advisory Committee.
- 3.2. There is no limit to the number of consecutive terms a Chief of Staff may serve, however, he/she/they are expected to reapply every three (3) years in an open, fair, and competitive process that looks to develop leadership skills among all professional staff.
- 3.3. The Selection Committee will interview a shortlist of candidates and recommend to the Board their candidate of choice. The term shall be for three (3) years.
- 3.4. In the event a new Chief of Staff has not been appointed prior to the departure of the current Chief of Staff, the Chief of Staff may be requested to hold office until a successor is appointed.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Provide for Excellent Leadership Management	Number: 3.5
Chief of Staff Job Description		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

Reporting to the Board of Directors, the Chief of Staff is an ex-officio Director on the Lake of the Woods District Hospital (LWDH) Board of Directors, and a member of the LWDH Executive Team. The Chief of Staff provides professional expertise, leadership, and direction, supports teamwork and personal/professional growth as a means to provide quality medical care and services. Physician recruitment and retention is an important function in this role. An integral part of the role involves networking with the OHA, CPSO, and other regulatory bodies, professional groups, regional health care partners, and other external agencies. As a member of the Executive Team, the Chief of Staff provides medical and professional leadership in the planning and implementation of LWDH's strategic plan and organizes the professional staff to ensure that the quality of patient care is in accordance with established policies, rules, and processes.

Qualifications

- Medical physician licensed and in good standing, or eligible to be licenced, with the College of Physicians and Surgeons of Ontario (CPSO).
- Able to gain active privileges to practice medicine at LWDH.
- Respected physician leader who has gained strategic-level experience in a hospital or health system.
- Experience assuming team leadership and mentorship roles.
- Knowledge and experience in guiding health quality improvement initiatives.
- Experience assuming team leadership roles.
- Clearly demonstrated achievements in leadership and healthcare service planning within the health care sector.
- Demonstrated ability to authentically engage Professional Staff in decision making.
- Extensive knowledge of healthcare policy and planning.
- At least five (5) years of clinical practice or equivalent is preferred.
- Demonstrated involvement with Quality and Patient Safety, Risk Management and Utilization Management processes.
- A strong clinical voice that can speak to and advocate for the needs of front-line staff.
- Excellent clinical and administrative leadership skills.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Ensure Program Quality and Effectiveness	Number: 4.1
Ethics		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Board of Directors shall approve the values that serve as the ethical foundation for the organization and shall review and approve policies that provide a framework for addressing ethical issues arising from care, education, and research at Lake of the Woods District Hospital (LWDH).

The President and CEO is responsible for ensuring these values and policies are embedded into the orientation and ongoing operations of the hospital.

The hospital shall maintain an Ethics Committee to provide consultation, education, and guidance on ethical issues, to support the identification and resolution of ethical concerns, and to contribute to the development and review of policies, procedures, and guidelines with ethical components.

All Directors shall respect requirements for confidentiality, privacy, and discretion concerning information received and matters discussed, particularly those of a sensitive nature.

LWDH shall operate in compliance with its Articles of Incorporation, By-laws, governance policies, and applicable legislation.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Ensure Program Quality and Effectiveness	Number: 4.2
Respect for Diversity		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Lake of the Woods District Hospital (LWDH) is committed to fostering a just, respectful, and inclusive environment that upholds the dignity and worth of every individual.

LWDH will provide equal rights and opportunities without discrimination, in accordance with applicable human rights, equity, and privacy legislation. We are dedicated to removing barriers to accessibility and to continuously developing and applying best practices that advance diversity, equity, inclusion, and belonging across all areas of our operations.

The organization, as represented by the Board of Directors, staff, professional staff, and students, value and respect the diversity of its patients and their families, the community, and each other. In addition to abiding by all relevant legislation and organizational values, the organization will:

- Establish the principles, processes, and responsibilities essential for creating and maintaining a positive work environment consistent with federal and provincial legislation;
- promote a climate of understanding and mutual respect for the dignity and worth of every person;
- act courteously and tactfully in all interactions;
- respect the customs, beliefs, and values of individuals in a manner consistent with the mission of LWDH;
- strive towards equity and fairness, and act with honesty, integrity, respect, and good faith;
- promote harmonious relationships with health care partners and community stakeholders;
- provide equal rights and opportunities without discrimination;
- be sensitive to potential barriers to accessibility; and
- strive to uphold the recommendations of the Truth and Reconciliation Report.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Ensure Program Quality and Effectiveness	Number: 4.3
Handling of Complaints		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

Operational Complaints

The purpose of this policy is to ensure that complaints about services provided in the Lake of the Woods District Hospital (LWDH) be resolved, wherever possible, at the first line of contact through established hospital policies; yet provide a formal mechanism for unresolved complaints to come to the attention of the Board. Accordingly, when a Board Director receives a complaint about an operational matter, the following process must be followed:

1. Where the complaint is made by an employee of the LWDH or member of the credentialed professional staff (physician, dentist, midwife, nurse practitioner), the Board Director shall inquire if the proper internal communication protocol for registering concerns has been followed. If not, the complainant shall be directed to the appropriate person.
2. Where the complaint is made by a member of the public, the Board Director shall explain that the Board has delegated responsibility for handling complaints to the President and Chief Executive Officer (CEO) and direct the complainant to the President and Chief Executive Officer (CEO).
3. Where the complaint is made by a partner organization, the Board Director shall inquire if the issue has been addressed with the appropriate contact within the hospital.
4. IN ALL CASES, the Board Director shall not offer any evaluative comments or solutions.
5. IN ALL CASES, the Board Director shall ask the complainant to contact him/her/they again if the matter has not been addressed within a reasonable time period.
6. IN ALL CASES, the Board Director will not contact the employee or member of the credentialed professional staff directly regarding a complaint.
7. If the complainant follows up with the Board Director about the issue, the Board Director shall contact the Board Chair who will follow up with the President and Chief Executive Officer (CEO) and request that it be handled.
8. If the Board Director is concerned about a potential policy violation, the Board Director shall inform the Board Chair to request an investigative report.
9. If the Board identifies a pattern of complaints, the Board shall determine whether a request for monitoring should be made to determine compliance with the relevant policy or policies.

Complaints re: President and Chief Executive Officer (CEO) or Chief of Staff

The Board of Directors is directly responsible for the President and Chief Executive Officer (CEO) and the Chief of Staff. To ensure due process and compliance with the principles of natural justice, the following process shall be adhered to when a Board Director receives a public complaint with regards to one of them:

1. The Board Director shall inquire if the individual has approached the President and Chief Executive Officer (CEO) or the Chief of Staff directly regarding the issue.
2. If the individual indicates a serious concern regarding directly approaching the President and Chief Executive Officer (CEO) or Chief of Staff, the Board Director shall ask the individual to

submit a written complaint to the Board Chair (The Board Director may assist the person to write the complaint if necessary).

3. The Board Director shall not offer any evaluative comments or solutions.
4. The Board Director shall not contact the President Chief Executive Officer (CEO) or Chief of Staff directly. The Chair and Vice-Chair shall review the concern with the President Chief Executive Officer (CEO) or Chief of Staff. The individual shall be given an opportunity to provide justification for the reasonableness of his/her/their action as being compliant with board policy.
5. If the Chair and Vice-Chair are satisfied that there has been a reasonable interpretation, they shall inform the complainant that the matter has been investigated and that they have been satisfied.
6. If the Chair and Vice-Chair are NOT satisfied that there has been a reasonable interpretation, the individual shall be asked to provide a written investigation report to the whole Board.
7. The Board shall investigate further as necessary, using external advice if required, and make a final decision.
8. The decision of the Board and consequences shall be shared with the President and Chief Executive Officer (CEO) or Chief of Staff.
9. The results of this process will become part of the President and Chief Executive Officer (CEO)'s or Chief of Staff's formal evaluation.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Ensure Program Quality and Effectiveness	Number: 4.4
Whistleblower Complaints		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The purpose of the Whistleblower Policy is to ensure the safe and judicious investigative report/outcome when the Board receives a notice of potential wrongdoing by a complainant. This Whistleblower Policy follows the same guidelines as the LWDH Whistleblower Policy.

1. Upon receiving an oral (and then written) report, the Manager of the Quality/Risk Program will:
 - a. Review with the Board Chair if the complaint(s) is in regard to a Board Director.
 - b. Review with any two (2) Board Directors if the complaint is in regard to the Board Chair.
 - c. Review with the Board Chair if complaint is in regard to the President and Chief Executive Officer (CEO).
 - d. Review with the Board Chair and President and Chief Executive Officer (CEO) if the complaint is in regard to the Chief of Staff.
2. If the complaint is centered on the wrongdoings of a person (the Subject), once that person is identified, the Manager of the Quality/Risk Program shall promptly give the Subject a copy of the written report. The report will be edited to remove information that might identify the Whistleblower.
3. The Manager of the Quality/Risk Program shall investigate the concern to determine the most appropriate course of action to investigate. Where appropriate, an external third-party with experience in workplace investigations will be retained to conduct the investigation. The investigation shall provide separate opportunities for the Whistleblower and the Subject to speak on the matter. The investigation will include contact with anyone else who has knowledge of the matter.
4. At any stage of the process, a Whistleblower or a Subject may choose to be assisted and represented by a bargaining agent, lawyer, advisor, or other representative. LWDH is not responsible for the cost of such assistance and representation. (In accordance with the Collective Agreement, union representation may be subject to different policies.)
5. The decision resulting from the investigation shall be in writing and sent to the Whistleblower and the Subject.
6. Every attempt will be made to have the investigation completed and a decision provided within two (2) months after the receipt of the written report.

Reference: LWDH Whistleblower – POLICY

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Ensure Program Quality and Effectiveness	Number: 4.5
Privacy and Confidentiality		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law: 4.9		

All Directors of the Lake of the Woods District Hospital (LWDH) are required to respect the confidentiality of Board discussions and information.

In compliance with the Public Hospitals Act, the LWDH Board of Directors recognizes the importance of respecting and ensuring the confidentiality of all patient and employee-related information.

Every Board Director, officer, employee, professional staff, volunteer, and student of the organization are responsible for protecting the confidentiality of all information concerning hospital patients and the hospitals operations and activities that they have access to or learn through their employment or affiliation with LWDH. They will respect the confidentiality of matters brought before the Board, or before any Board committee.

All Board of Directors shall safeguard organization-issued or authorized electronic and mobile devices and shall ensure the privacy, confidentiality, and security of all information accessed, stored, or transmitted through such devices. In the event that Board directors receive organization-related information on their personal email or other personal devices, they are required to treat such information with the same level of confidentiality and security as if it were received on organization-issued systems, and must not disclose, forward, or store it in a manner that compromises its confidentiality.

All Board Directors must adhere to the Corporate By-laws, policies, and procedures regarding confidentiality of information. These policies, without limitation, include confidential information, the release of patient information, facsimile of patient information, the release of information to the media, and personnel records.

All Board Directors must sign an annual commitment to the compliance of this policy, as per policy #6.3 Board Director's Annual Declaration.

The President and Chief Executive Officer (CEO) is responsible for ensuring the protection of the personal information of patients and their families, staff, professional staff, volunteers, and students, and all corporate and business information.

The President and Chief Executive Officer (CEO) will take all reasonable steps to ensure that such organizational policies are implemented consistent with legislative requirements and enable the organization to handle such information in a secure and confidential manner.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.1
Financial Objectives		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

The Board has a fiduciary duty to ensure the safeguarding of the organization's assets and the prudent use of its resources.

The Board of Directors will ensure that the Audit and Finance Committee with the President and CEO annually develops key financial objectives for approval by the Board. The Board will monitor performance against these objectives.

The Board will ensure that the organization is operated and managed in an efficient and effective manner according to accepted business and financial practices and approved policies and that it operates, when possible, within its approved funding the Annual Plan and Hospital Services Accountability Agreement (H-SAA). Where not possible, the balanced budget waiver and Hospital Improvement Plan will be submitted. The President and CEO is accountable to the Board for ensuring that the financial objectives are achieved, that the fiscal position of the organization is not placed at risk, and that adequate internal controls and processes are in place, monitored for compliance, and regularly reviewed by the Audit and Finance Committee of the Board.

A material deviation of actual expenditures from Board approved priorities will not occur without prior approval of the Board. Accordingly, the President and CEO will not:

- Direct or approve the expenditure of designated revenue for other than its intended purpose;
- direct or approve the expenditure of more funds than have been budgeted, or expend more funds than have been received or reasonably forecast to be received;
- use any reserves except as provided in the approved budget;
- direct or approve the accumulation of debt for operational requirements in an amount greater than provided within the budget and indicated by the cash flow projections associated with the budget;
- direct or approve the cash position falling, at any time, below the amount needed to settle payroll and all other obligations in a timely manner, in accordance with generally accepted accounting practices or the agreed terms inherent with the obligation;
- knowingly allow any payments or filings to be overdue or inaccurately filed; or
- approve the acquisition of capital equipment or any major renovations other than what has been pre-approved in the capital budget (inclusive of available contingencies) and limited to the financial amounts established therein.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.2
Financial Planning and Performance		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

The Board of Directors will review the annual operating budget, as formulated in the Hospital Annual Planning Submission (HAPS). Once the HAPS has been reviewed by Ontario Health North and the Hospital Services Accountability Agreement (H-SAA), it will be approved by the LWDH Board and signed by the Board Chair and the President and CEO, or other authorized signing officers on behalf of the LWDH.

The Board will not approve an annual budget that projects a deficit position, unless explicitly directed or permitted to do so by the Ministry of Health or Ontario Health North. The HAPS and operating plan will be aligned with the Board's established priorities and will not place the organization at financial risk. The Board will require that the operating plan and annual budget include adequate working capital to meet the needs of the organization.

The President and CEO and Director of Finance and CFO are responsible for preparing a draft HAPS and a draft operating plan for each fiscal year. Prior to the Board granting its approval, the Fiscal Advisory Committee and the Audit and Finance Committee will review and approve these documents for presentation to the Board. The Audit and Finance Committee, on behalf of the Board, will:

- Set the overriding parameters and objectives for hospital operations, including establishing the time frame for planning; broad service distribution and volume targets; desired operating bottom-line; Ministry of Health revenue assumptions; and desired cash flow position.
- Review and approve the detailed budget assumptions [and rationale] including service volumes, occupancy rates, length of stay, salary, and benefit estimates.
- Review and approve the final operating plan on a timely basis, ensuring broad planning parameters and detailed budget assumptions have been utilized.
- Regularly monitor actual performance against the approved Operating Plan to ensure management is compliant with the Plan and resources are being appropriately utilized.

The President and CEO and Director of Finance and CFO will ensure that appropriate and effective administrative policies and procedures exist to manage operating expenses within the annual budget, and that these policies and procedures are monitored for compliance and reviewed annually by the Audit and Finance Committee of the Board.

The annual budget will contain sufficient information to provide:

- A reasonable projection of revenues and expenses;
- operational items;
- disclosure of all material planning assumptions; and
- material changes to accounting treatment.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.3
Monitoring of Financial Performance		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

On a monthly basis, the Board of Directors with the assistance of the Audit and Finance Committee will conduct a thorough assessment of the organization's financial performance employing a range of indicators.

The President and CEO and Director of Finance and CFO are responsible to ensure that the organization establishes and maintains financial reporting systems in accordance with generally accepted accounting principles and its accountability agreements.

Financial statements will be prepared in conformance with Generally Accepted Accounting Principles (GAAP) and will be presented to the Board of Directors on a monthly basis and for each meeting of the Audit and Finance Committee for review. The statements will include performance indicators relevant to:

- Financial position (including approved annual budget, actual expenditures to-date, projections to year-end, and variances of projections to year-end compared to annual budget);
- Statement of operations;
- changes in fund balances
- cash flows.

If the Board monitoring and assessment of these indicators identifies problems, the President and CEO and Director of Finance and CFO will be directed to devise and implement a plan to correct them. Such plans must be submitted to and discussed with the Audit and Finance Committee.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.4
Capital Projects & Capital Planning		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

The Audit and Finance Committee will establish guidelines for the definition of capital equipment and will annually review these guidelines.

The President and CEO and Director of Finance and CFO, or designate, will ensure that a process is in place to establish an annual capital project plan. Yearly capital equipment budgets will be recommended for approval to the Board of Directors based on prioritized submissions in accordance with this policy. The capital budgeting process will be aligned with Hospital policy and Ministry of Health guidelines. In addition, the Board may consider approval of capital equipment/projects, as may be required, based on appropriate information.

Any capital equipment and contracts beyond the authority of President and CEO must be approved by the Board.

Capital equipment will be funded from the following sources:

- Equipment Depreciation: Depreciation funds are only available for replacement equipment. Equipment will not normally be replaced until fully depreciated.
- LWDH Hospital Foundation: The LWDH Foundation may be requested to consider funding capital equipment.
- Hospital Auxiliary: The Hospital Auxiliary may be requested to consider funding items of capital equipment.
- Government Grants: LWDH may periodically receive government grants for the purchase of capital equipment.

The President and CEO and Vice President Operations, and Vice President Capital Planning are responsible for overseeing the planning, development, construction, commissioning, and decommissioning aspects of capital projects. The President and CEO and Vice President Operations and Capital Planning are also responsible for developing appropriate policies, procedures, and controls to ensure that approved projects are completed within budgeted cost and time constraints. The Audit and Finance Committee of the Board will review quarterly reports on the capital budget, plans for capital restructuring, and report significant variances to the Board from approved plans including the master program plan.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.5
Asset Protection		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

The President and CEO is accountable to the Board to ensure that assets are reasonably protected, adequately maintained, and not placed at unnecessary risk. The President and CEO will ensure that appropriate administrative policies and procedures are in place and that these policies and procedures are monitored for compliance and reviewed annually by the Audit and Finance Committee of the Board.

The President and CEO will ensure that:

- Reasonable insurance against fire, theft, and casualty losses, with an appropriate deductible, is maintained;
- there is appropriate property, boiler and machinery insurance coverage for all assets owned by the Corporation which may be subject to replacement or repair as a result of theft or casualty loss;
- there is an asset registry;
- there is a program to ensure that plant, equipment, and systems are well maintained, comply with legislative requirements and are not subjected to improper wear and tear, and that there is a proactive strategy in place to replace and renew equipment as it ages;
- adequate liability insurance coverage is maintained for the organization, its Board Directors, employees, volunteers, the Auxiliary and its members, and other appropriate parties while legally engaged in their activities on behalf of the organization;
- LWDH obtains reasonable insurance as considered advisable and necessary to ensure that Directors, Officers, and members of committees of the Board will be indemnified and saved harmless;
- LWDH insures to an appropriate extent against losses due to errors and omissions on the part of Directors, employees or staff;
- the organization, its Board, or employees are not unnecessarily exposed to liability claims;
- there are appropriate and adequate internal controls regarding the receipt, disbursement, and processing of funds, and that these controls are reviewed annually by the Audit and Finance Committee and the external auditors;
- financial reporting is consistent with Canadian Generally Accepted Accounting Principles ("GAAP");
- unbonded/uninsured personnel do not have access to material amounts of funds; and
- LWDH is not endangered with regard to its public image or credibility.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.6
Approvals and Signing Authority		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

The President and CEO is accountable to the Board of Directors to ensure that the organization has in place policies and rules for the approvals, purchasing, contracting, leasing, acquisition, or disposal of goods and services, capital, and real property. These policies will include identification of authorizations as required by legislation, accountability agreements, and/or service agreements with the Ministry of Health and Ontario Health North. These policies and procedures will be monitored for compliance and reviewed annually by the Audit and Finance Committee of the Board.

The Board authorizes the President and CEO to make commitments contained within an approved Operating or Capital Plan or otherwise approved by motion of the Board or its delegated authorities, including any and all: contracts, requisitions, purchase orders, travel authorizations, and any other agreement, financial or otherwise. If emergency unbudgeted expenditures or commitments are necessary, those expenditures and a plan for how they will be funded, must be subsequently submitted for approval at the next appropriate meeting.

Prior approval by resolution of the Board is required for any of the following:

- All contracts, agreements, and costs not included in the approved Operating Plan, which are binding on LWDH and which are not terminable by the organization without liability upon giving no more than ninety (90) days notice, or, in
- any event, involving liability on the part of LWDH in excess of an unbudgeted amount of \$1 million dollars;
- the sale or transfer of any assets of LWDH, which individually or cumulatively exceeds \$1 million dollars;
- the taking or instituting the proceedings for the winding-up, reorganization, or dissolution of LWDH;
- the enactment, ratification, or amendment of any By-laws of LWDH;
- the sale, lease, exchange, or other disposition of all or substantially all of the assets or undertakings of LWDH;
- the provision of financial assistance, whether by loan, guarantee, or otherwise to any Person whatsoever;
- the mortgaging, pledging, charging, or otherwise encumbering any of the assets of LWDH;
- all real estate purchases and sales; and
- all Capital Equipment, Capital Renovations, and Capital Projects (includes Redevelopment, Infrastructure, and Life Safety).

Signing Authority:

Deeds, transfers, assignments, contracts, agreements, mortgages, conveyances, obligations, certificates, or any other instruments or documents requiring the signature of the corporation, shall be signed by any two President and CEO, Director of Finance and CFO, VP Operations and VP Capital Planning, VP Patient Care and CNO who shall sign on behalf of the Corporation and affix the corporate seal to all contracts, agreements, conveyances, mortgages and other documents, for which the Board approval is required. Any two persons, as listed above, shall be entitled to sign contracts or agreements which can be terminated with less than thirty (30) days' notice or

create binding obligations on the Corporation not in excess of an amount to be determined from time to time by resolution of the Board.

In addition to the above, the Board may from time to time by resolution direct the manner in which the person or persons by whom any particular instrument or class of instruments or document may or shall be signed. Any signing officer may affix the seal of the corporation to any instrument or document and may certify a copy of any instrument, resolution, By-law, or other document of the corporation to be a true copy.

In conjunction with the President and CEO, the Board will identify the designated Signing Officers of LWDH and their authority and will review the designated Signing Officers at least annually and at the time of turnover of staff.

The President and CEO is accountable to the Board of Directors for ensuring that adequate internal controls and processes are in place. Consistent with administrative policies and internal budgeting policies developed as part of LWDH's system of internal control and which provide direction to staff for developing and managing the organization's budgets, employees are not authorized to bind the organization to contracts or incur expenditures unless they have been delegated that authority.

Cheque Signing Authority is approved by the Board and generally consists of the holders of the following positions:

- President and CEO
- VP Operations
- VP Capital Planning
- VP Patient Care and CNO
- Director of Finance and CFO

Two of the signatures are required on all cheques. This authority may not be delegated. No other staff may sign cheques on behalf of LWDH. An electronic signature may be used to automate the cheque signing process, subject to appropriate safeguards.

Purchases, Contracts, and Leases

The President and CEO will ensure that the organization does not order, receive, or process goods in a manner that does not meet generally accepted good business practices.

All purchases of supplies, services, or capital, or for a contract, lease, or agreement, with an estimated value of \$100,000 or more shall be based on competitive tender or invitation for proposal. Governance Policy and Procedure – Purchasing should be referenced.

The renewal or extension of an existing lease with an estimated annual value of \$500,000 or less for substantially the same space, for the same program, at market rates, shall be reported to the Board when the lease is finalized. A lease with a value over \$500,000 requires Board approval.

LWDH employees are not authorized to bind the organization to contracts unless they have been delegated that authority or have been sub-delegated authority under the organizational purchasing and approval policy.

Reporting Requirements

The Board will satisfy itself, through reporting from the President and CEO or his/her designate, that LWDH is acting in accordance with rules as established. The reporting will be at least annually.

Borrowing

Approval from the Board of Directors is required for LWDH to borrow money.

LWDH may from time to time:

- borrow money on the credit of the Corporation;
- issue, sell, or pledge securities (including bonds, debentures, notes, or other similar obligations, secured or unsecured) of the Corporation; or

LWDH will only borrow money for the following purposes:

- To secure bridge financing for working capital requirements;
- to secure operating financing (line of credit) to fund normal operating requirements arising from timing differences between cash inflows and expenditures;
- to secure capital project financing to support a capital project;
- to lease or finance capital equipment that is part of the organization's Board-approved Capital Project Plan;
- to lease or finance land or property consistent with LWDH's Master Plan; or
- to support an expenditure justified by a business case with an acceptable financial return.

LWDH will maintain an adequate line of credit to cover short-term funding requirements. The Director of Finance and CFO will provide regular updates to the Board and the Audit and Finance Committee regarding use of the line of credit.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Audit & Finance Committee	Number: 5.7
Investment Policy		
Date Approved: April 10, 2025 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 10		

The Board is authorized to make or receive any investments which the Board in its discretion considers advisable. The Board is permitted to invest pursuant to the Trustee Act of the Province of Ontario, as follows:

- all monies given in trust to LWDH for the use of the organization;
- all monies not required for operating expenses; and
- the Board may, in its discretion, retain investments not authorized by the Trustee Act which are given to LWDH.

Any excess funds will be invested in interest-bearing accounts and the actual interest earned will be declared as offset revenue.

Investment activities are to be undertaken in a manner designed primarily to preserve and safeguard capital, and secondarily to optimize investment yield having regard to permissible investments. In all respects, maturity dates of investments must recognize the forecasted cash flow requirements of the organization. LWDH will only invest in securities that are low risk so as to protect the principal amount being invested.

The Board will review the status of such investments on a monthly basis.

Permissible Investments

The portfolio will be primarily invested in fixed-income instruments. Eligible instruments may consist of:

- Canada and Provincial Treasury Bills
- Banker's Acceptances
- Bank Bearer Deposit Notes
- Promissory Notes from Canadian Crown Corporations
- Promissory Notes guaranteed by any Canadian province
- Term deposits
- Guaranteed Investment Certificates

For greater clarity, we will not invest in the following:

- Commercial Paper regardless of rating
- Asset-backed Paper
- Any foreign investment vehicle

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.1
Principles of Governance and Board Accountability		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 4		

1. Lake of the Woods District Hospital (LWDH) is a healthcare provider and partner in an integrated system working to provide exceptional care to the people of our communities.
2. The Board of Directors govern the LWDH through the direction and supervision of the business and affairs of the corporation in accordance with its By-laws, Mission, Vision, and Values, governance policies, applicable laws and regulations and articles of incorporation.
3. The Board of Directors adhere to a model of good governance through which it provides strategic leadership and direction to LWDH by establishing policies, making governance decisions, and monitoring performance related to the key dimensions of the LWDH's mission, vision, and values, as well as its own effectiveness.
4. The Board of Directors acts at all times in the best interests of the LWDH, having regard for its accountabilities to its patients and the communities served, the Ministry of Health (MOH), Ontario Health or Ontario Health North, and the All Nations Health Partners Ontario Health Team. The Board understands the best interests of LWDH to include the organization's place within the health system and the benefit to patients and the communities of an improved continuum of care arising from collaboration and integration with other health service providers.
5. The Board of Directors maintain a culture based on the values as approved by the Board, and strive for a consensual approach to decision-making, based on evidence and best practice while respecting and valuing dissenting views.
6. The Board of Directors maintain at all times a clear distinction between the governance and operation of LWDH, while recognizing the interdependencies between them.
7. The Board of Directors is accountable to:
 - 7.1 Patients and communities for:**
 - the quality of the care and safety of patients;
 - the safety and security of staff;
 - engaging the communities when developing plans and setting priorities for the delivery of hospital-based health care;
 - operating in a fiscally sustainable manner within its resource envelope and utilizing its resources efficiently and effectively across the spectrum of care to fulfill the LWDH's mission and mandate; and
 - the appropriate use of community and donor contributions and resources.
 - 7.2 Ontario Health or Ontario Health North, and All Nations Health Partners Ontario Health Team for:**
 - building relationships and collaborating with Ontario Health or Ontario Health North, other health service providers and the communities to identify opportunities to integrate the services of the local health system for the purpose of providing appropriate, coordinated, effective and efficient services;

- ensuring that LWDH operates in a manner that is consistent with provincial policies, Ontario Health North, and its Hospital Services Accountability Agreement;
- achieving the goals, objectives and performance targets as negotiated in the Hospital Services Accountability Agreement and measuring LWDH's performance against accepted standards and best practices in comparable organizations;
- providing an evidence-based business plan in support of requests for resources which are required to fulfill the LWDH's mission and mandate; and
- apprising Ontario Health North and the communities of Board policies and decisions which are required to operate within its Hospital Services Accountability Agreement.

7.3 The Ministry of Health for:

- compliance with government regulations, policies, and directions and implementation of Ministry approved capital projects.
8. Consistent with the Board's commitment to good governance practices, the Board will make available to the public:
- the statement of Board and Director roles, responsibilities and accountabilities; and
 - policies governing the Board of Directors and Board Standing Committees; a report on LWDH performance as part of the LWDH Annual Report.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.2
Code of Conduct		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law References: 4,6		

The Board of Lake of the Woods District Hospital (LWDH) commits itself and its members to ethical, businesslike, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as Board Directors.

1. Board Directors are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Directors shall exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
2. Board Directors must represent the best interests of the corporation, within the context of Ministry legislation, regulation, and funding guidelines. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staff. It also supersedes the personal interest of any Board Director acting as a client of the LWDH.
3. Board Directors must avoid conflict of interest with respect to their fiduciary responsibility. (refer to By-law 6.1 Disclosure of Conflict of Interest)
4. Board Directors must not attempt to exercise individual authority over the LWDH, except as explicitly set forth in Board policies:
 - 4.1 A Board Director's interaction with the Chief Executive Officer (CEO) or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 4.2 A Board Director's interaction with the public, press, or other entities must recognize the same limitation and the inability of any Board Director to speak for the Board, except to repeat explicitly stated Board decisions.
 - 4.3 Board Directors will not make individual judgments of Chief Executive Officer (CEO) or staff performance, except as that performance is assessed against explicit Board policies by the official process.
 - 4.4 Board Directors shall not encourage employees or professional staff to bypass administration but shall advise employees to utilize reporting lines established in the organization.
 - 4.5 Board Directors aware of any concerns in the community should advise the Board Chair and President and Chief Executive Officer (CEO).
5. Board Directors will respect the confidentiality appropriate to issues of a sensitive nature. Board Directors shall not divulge confidential matters brought before the Board, keeping in mind that any unauthorized statement could adversely affect the interest of the LWDH Board or its members. Confidential shall be defined as including personal information about clients, staff, and information discussed in camera (refer to By-law 4.9 and Policy #4.5 Privacy and Confidentiality).
6. Board Directors shall be familiar with the incorporating documents of the hospital, By-laws, regulations, policies, and organizational structure of the hospital, as well as the rules of

procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious fashion.

7. Board Directors will be properly prepared for board deliberation.
8. Board Directors shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
9. Board Directors shall attend every regularly scheduled meeting of the Board and of the committees to which the Director has been assigned.
 - 9.1 Attendance records of each meeting shall be kept, and an attendance summary will be distributed annually or on request.
 - 9.2 A Board Director shall agree to meet with the Chair or Vice-Chair of the Board of Directors to discuss the issue should his/her/their rate of absenteeism exceed the accepted level.
 - 9.3 A Board Director shall agree to a subsequent meeting with the Chair or Vice-Chair of the Board in the event that attendance levels are not improved within a 90-day period.
 - 9.4 In the best interests of the hospital and the Board as a governing body, a Board Director shall resign, or may be removed by a majority vote of the Board from their position as a trustee on the Board of Directors should attendance continue to be a problem.
 - 9.5 A Board Director who is absent for three (3) Board meetings in a calendar year without cause will be required to discuss his/her/their attendance in a closed meeting of the Board of Directors and may be removed from the Board by a majority vote.
10. Board Directors shall ensure that unethical activities not covered or specifically prohibited by the foregoing or any other legislation, are neither encouraged nor condoned.
11. A Board Director who is alleged to have violated the Code of Conduct shall be informed in writing and shall be allowed to present their views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a Board Director, he or she and the respondent Board Director shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Board. Board Directors who are found to have violated the Code of Conduct may be subject to censure, up to and including removal from the Board.
12. Code of Conduct obligations in relation to use of authority, interaction with the press or other entities, and confidentiality extend and remain incumbent on members subsequent to their term on the LWDH Board.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.3
Board Director's and Community Representative Annual Declaration		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: July 6, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 4		

Purpose

While it is inherent in the Board Directors' fiduciary duties that the Corporate by-law and all Board policies are followed, Board policy requires each Board Director to sign a declaration form to confirm that they understand that obligation.

Policy

Following their election or appointment to the Board and annually thereafter, Board Directors shall sign the Lake of the Woods District Hospital (LWDH) Board of Directors' Declaration Form:

To: Lake of the Woods District Hospital

And To: The board of directors of the Corporation ("Board")

Consent

- ☐ I am an individual elected to the Board and hereby acknowledge and declare that I:
- will provide a satisfactory criminal reference check;
 - consent to act as a director of the Corporation;
 - am at least 18 years of age;
 - have not been found under the Substitute Decisions Act, 1992 or under the Mental Health Act to be incapable of managing property;
 - have not been found to be incapable by any court in Canada or elsewhere;
 - do not have the status of an undischarged bankrupt; and
 - am not an "ineligible individual" as defined in the Income Tax Act (Canada) or any regulations made under it.

OR

- ☐ I am an individual appointed to a Board committee as a community representative and consent to serve the Corporation as a non-director Board committee member.

Compliance with Policies

I confirm that I have read and understand all of the Board-approved policies and codes of conduct and any other applicable policies of the Corporation, as amended or supplemented from time to time (the "Policies"), including but not limited to:

1. Board Code of Conduct
2. Board policy on Privacy and Confidentiality
3. Board Director Position Description
4. Board policy on Conflict of Interest
5. Principles of Governance and Board Accountability
6. Use of Social Media
7. Use of Technology and Virtual Meetings

I agree to comply with the policies and codes, the Corporate By-law of the Corporation and other such policies of the Corporation that are applicable to the Board.

I confirm that there has been no change to my criminal record report in the past year and commit to reporting to the Board Chair any criminal offence(s) that I am charged with during my term as a Board Director.

Conflicts

In accordance with conflict of interest policy and the By-laws of the LWDH, I make the following declaration:

☐ I have an interest, directly or indirectly, in the following entities or persons which includes entities in which I am a director or officer:

1. [Insert name.]
2. [Insert name.]
3. [Insert name.]

OR

☐ I do not have a conflict of interest to disclose at this time.

This declaration is a general notice of interest pursuant to the By-laws and applicable legislation and accordingly, I should be regarded as interested in any contract made or transaction with any of the above entities or persons.

I acknowledge that this declaration is in addition to my obligations to comply with the conflict of interest policy and the By-laws in respect of any specific conflict that may arise.

Notice

Notice for Board and/or Board committee meetings may be sent to me at the address set out below:

Address: _____

Email: _____

Telephone: _____

I declare the above information to be true and accurate as of the date hereof.

Dated this _____ day of _____, 20____.

SIGNED, SEALED, AND DELIVERED

In the presence of:

Signature of Witness

Name of Witness

Signature of Director

Name of Director

DIRECTORS ELECTED TO THE BOARD

I choose to use a LWDH device to carry out my duties as a Board Director. I have received a LWDH device (Apple iPad Board # _____)

As a custodian of a LWDH device, I will ensure the security of the device and LWDH information.

This device is provided to me during my term as a Board Director. I agree to return the assigned device at the end of my term, or when the device needs to be serviced.

In the event of damage or loss, I am required to contact the Executive Assistant (x2243) as soon as possible.

Name (Please print): _____

Signature: _____

Date: _____

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.4
Guidelines for the Selection of Directors		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 4		

Purpose

The purpose of this policy is to provide the Governance and Nominating Committee with a framework that will assist in building the Board of the Lake of the Woods District Hospital (LWDH) that has the skills, expertise, and experience to effectively carry out the work of the Board.

Commit to Overarching Principles

In addition to meeting the Board Director profile and skill sets identified below, Directors are required to commit to the following overarching Board principles:

1. The LWDH works with our community partners to provide exceptional care to the people of our communities.
2. The Board adheres to a model of good governance through which it provides strategic leadership and oversight to the LWDH and has members who can provide this leadership.
3. The Board acts in the best interest of the LWDH as a whole and understands the role of the organization and its accountability to the broader health care system and has Directors who uphold this mandate.
4. The Board and its committees should have Directors who collectively possess a range of specific skills and expertise needed for the Board to fulfill its governance roles and responsibilities.

Profile of a Board Director

The generic qualities and personal attributes expected of all Directors include:

Commitment to LWDH

- Commitment to the Mission, Vision, and Values, and the Strategic Plan of the LWDH;
- an appreciation of the diverse needs of the communities served by LWDH;
- ability and willingness to represent LWDH as required within the region and be an ambassador for LWDH; and
- desire to represent the LWDH, the needs of all patients, and other providers to improve the healthcare system.

Understanding of Governance Role

- Experience in, and understanding of, governance including the roles and responsibilities of the Board and individual Directors and the difference between governance and management;
- ability to provide wise counsel and ask relevant questions at a strategic level;
- ability and willingness to commit the necessary time to prepare for and participate in Board orientation and continuing education, Board meetings, committee meetings, retreats, and selected LWDH and regional health system events; and
- commitment to comply with the LWDH's conflict of interest policies, and confidentiality policies.

Personal Attributes

- Enthusiasm for the role and its demands;
- personal and professional integrity, and judgment;
- ability to work positively, cooperatively and respectfully, and communicate effectively as a member of the team with other Board Directors, Senior Leadership, and community members and to avoid conflicts and disputes; and

- confidence to participate assertively in deliberation and group processes.

Director Skills

Beyond the generic qualities and personal attributes expected of all Directors as outlined in the Profile of a Director, Board Directors will collectively possess a range of specific skills, expertise, and experience including, but not limited to amongst the following, as outlined in the Board's Competency Matrix:

1. Financial literacy
2. Government
3. Strategic planning
4. Legal skills
5. Private sector
6. Quality and patient safety
7. Occupational health and safety
8. Human resources and compensation
9. Health care
10. Community relations
11. Risk management
12. Diversity
13. Advocacy
14. Planning and development
15. Capital Projects

Board Directors will complete the Competency Matrix on an annual basis to assist with Director recruitment and committee assignments.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.5
Board Size and Composition		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: May April 4, 2028 Corporate By-law Reference: 4		

The affairs of the Corporation shall be managed by a Board of Directors, consisting of nineteen (19) Directors, of whom not less than nine (9) and not more than twelve (12) shall be elected Directors and not less than four (4) and not more than seven (7) shall be ex-officio or appointed Directors. Consideration should be given to including a patient representative as a voting Director.

Ex-Officio Non-Voting Directors

- i. The Ex-Officio members of the Board are:
 - a. President and Chief Executive Officer
 - b. Chief of Staff;
 - c. President of the Professional Staff Association;
 - d. the Vice President, Patient Care and Chief Nursing Executive; and
 - e. LWDH Foundation Representative.
- ii. The Ex-Officio Directors:
 - a. are non-voting members of the Board and Board committees; and
 - b. shall not count towards quorum.

The number of elected Directors may be fixed from time to time by Special Resolution.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.6
Board Committee Structure		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 8		

A standing committee is a Board committee only if its existence and charge come from the Board of Directors, regardless of whether Board members sit on the committee. The following are standing committees of the Lake of the Woods District Hospital's Board of Directors: Audit and Finance Committee, Governance and Nominating Committee, Quality, Patient Safety, and Risk Management Committee, and the Capital Planning Committee. Legislation requires that the Medical Advisory Committee report regularly to the Board of Directors.

1. The Chairperson and members of the Board committees shall be appointed by the Board and report to the Board. Membership will be presented at the first regular meeting of the Board held in September.
2. Committees do not implement changes to Board policy or the Corporate By-law or act on behalf of the Board of Directors. Their function and authority are to provide options for the Board as a whole for its consideration and approval.
3. Appointments of Board members should take into consideration factors such as equal opportunity to serve, workload, interest, and skills.
4. Terms of Reference, outlining expected products, authority and composition for each committee are found in subsequent policies.
5. The Board may appoint Ad Hoc committees as required to assist it in carrying out its responsibilities. Expected products and limitations on authority will be clearly identified for Ad Hoc Committees. An Ad Hoc committee ceases to exist as soon as its assignment as defined in the terms of reference is complete.
6. Committee expenses will be reimbursed in accordance with Policy 7.9 Reimbursement of Board Director and Committee Expenses.
7. Unless otherwise stated in Corporate By-law, this policy, or in a Board resolution, procedures at committee meetings shall be determined by the Chair of each committee.
8. If a committee Chair is unable to chair a meeting due to a short-term absence, the committee Chair shall notify the Board Chair. The committee Chair and Board Chair will determine if the committee meeting will be postponed or cancelled or if a delegate, identified by the Board Chair, shall chair the committee meeting.
9. Except as otherwise provided herein, a quorum for any committee shall consist of at least fifty percent (50%) of the total voting members of the committee. Notwithstanding the foregoing, a quorum for the Quality, Patient Safety and Risk Management Committee shall consist of a majority of its total voting members.
10. Committee meetings are open to all Directors as non-voting members.

☐ Policy ☐ Procedure ☐ Exhibit ☒ Terms of Reference	Section: Governance Policy Framework	Number: 6.6.1
Audit and Finance Committee Terms of Reference		
Date Approved: -May 11, 2023 Date Reviewed/Revised: April 9, 2028 Next Review Date: April 4, 2028 Corporate By-law References: 4, 8, 10, 11		

Authority and Accountability

The Audit and Finance Committee is a Standing Committee of the Lake of the Woods District Hospital (LWDH) Board and reports to the Board of Directors.

Purpose

The Audit and Finance Committee will assist the Board of Directors in fulfilling its governance responsibilities to ensure financial oversight. The Audit responsibilities include, but are not limited to, financial reporting, audit activities, risk management, internal controls and oversight of the Professional Staff Credentialing Audit. The Finance responsibilities include budget planning and monitoring, borrowing and investment.

Mandate

*The Audit and Finance Committee will have the following major responsibilities:

Audit and Financial Risk

The Committee shall:

1. make an annual recommendation to the Board for appointment of the Corporation's auditors, including the audit fee and expenses;
2. establish a process for the recruitment of the auditors; and consider requests for proposals at least once every five (5) years, when it is in the best interest of the Corporation;
3. conduct the audit planning and preparation including:
 - review, with the external auditors, the proposed scope of the current year's audit;
 - review and approve the auditor's engagement letter including the audit fee and expenses;
4. review and discuss on an annual basis, with the external auditor, all significant relationships they have with the hospital to determine their independence;
5. in consultation with the external auditor, review the integrity of the hospital's financial reporting processes, both internal and external;
6. consider the external auditor's judgments about the quality and appropriateness, not just the acceptability, of the Corporation's accounting principles and financial disclosure practices, and whether those principles are common practices or are minority practices;
7. advise the Board on the major financial and other risks faced by the hospital, and the appropriateness of related controls to minimize their potential impact;
8. review audited annual financial statements, in conjunction with the report of the external auditors, and obtain an explanation from management of all significant variances between comparative reporting periods;
9. review the report of the external auditors on the annual financial statements;
10. review the external auditor's post-audit or management letter which may document weaknesses in the accounting system or in the internal control systems and which contain recommendations of the external auditors, and consider management's response and subsequent follow-up to any identified weaknesses;
11. meet privately with the external auditors (without the presence of management) with regard to the adequacy of the internal accounting controls and similar matters, and review management responses to ascertain whether there are concerns that should be brought to the committee's

attention;

12. review any problems experienced by the external auditors in performing the audit, including any restrictions imposed by management or significant accounting issues on which there was a disagreement with management, or situations where management sought a second opinion on a significant accounting issue;
13. monitor and evaluate the performance of the external auditors;
14. review on an annual basis a confidential report on the number of Whistleblower complaints filed and the outcome of the investigation(s);
15. monitor compliance with legal and regulatory requirements;
16. monitor for compliance and review annually, the administrative policies and procedures for managing operating expenses within the annual budget; and
17. meet privately with Senior Leadership (without the external auditors being present) to ensure that management has no concerns about the conduct of the audit.
18. Receive and review updates on the Northwest Regional E-Credentialing System (NRECS) Audit to ensure credentialing and privileging processes comply with the Professional Staff By-laws, Northwest Regional Appointment and Credentialing Policy and Procedure, and the Public Hospitals Act.

Finance

The Committee shall:

1. recommend and periodically review Board policies to provide a framework for the management of LWDH assets, investments, the allocation of financial resources and monitoring of financial performance;
2. review and recommend the annual budget for capital and operating revenues and expenditures to the Board for approval;
3. receive quarterly capital and operating financial statements and report significant variances against budget to the Board;
4. review and recommend to the Board and monitor plans developed by management to address variances between budget and actual performance;
5. oversee the hospital investment policy and investment performance and make recommendations for Board approval;
6. discuss with leadership the organization's significant financial risks and the measures being taken to mitigate them;
7. assess adequacy of reserves for building maintenance, renovations, equipment replacement, human resources, and information technology;
8. review and recommend to the Board the Hospital Service Accountability Agreement (H-SAA);
9. review H-SAA performance indicators on a quarterly basis; and
10. prepare an annual work plan describing topics to be covered at each meeting for approval by the Board.
11. review and make recommendations to the Board on banking and long-term debt.
12. review policies and procedures with respect to approvals and signing authority (finance policy 5.6)

Capital Redevelopment Project

The Audit and Finance Committee will assist the Board in fulfilling its governance and oversight responsibilities with respect to the hospital's redevelopment project, in alignment with the project's vision, mission, values, and strategic plan. In doing so, the Audit and Finance Committee shall:

1. review and recommend to the Board material agreements arising in connection with the hospital's redevelopment project, including agreements with Infrastructure Ontario.
2. review and recommend to the Board management's plans to ensure compliance with legal and regulatory requirements and the hospital's contractual commitments applicable to the hospital's redevelopment project.
3. provide governance oversight at each stage of the Ontario Ministry of Health's Capital Planning Process, including funding approaches and agreements, ensuring compliance with

- approval requirements and advise the Board on any issues arising.
4. provide governance oversight in dealings with Infrastructure Ontario, including the project delivery model and all Infrastructure Ontario agreements, based on management reports and recommendations.
 5. monitor, through management reporting, cost estimates, and control systems, funding sources (including Ministry of Health contributions and local share), and overall financial feasibility and report to the Board on any concerns.
 6. liaise with Capital Planning Committee to monitor and review management's development and execution of the local share plan to ensure financial sustainability.
 7. review management's assessments of potential risks related to funding gaps, regulatory compliance, and project delays; monitor mitigation strategies and make recommendations to the Board relating thereto.
 8. oversee, management's compliance with stakeholder engagement obligations as necessary to comply with Infrastructure Ontario agreements.
 9. oversee, through periodic reporting from management procurement processes to ensure fairness, transparency, and compliance with regulatory requirements and hospital policies; and
 10. review management's regular reports on project milestones, budget status and emerging risks, and provide summary oversight reports and recommendations to the Board including matters relating to the hospital's reporting requirements to the Ministry of Health, Infrastructure Ontario and Ontario Health.

Other

The Committee shall ensure the hospital has sufficient insurance coverage given the identified and assumed risks. Insurance provision will be reviewed at least every five years.

The Committee shall review its Terms of Reference annually and make recommendations for amendments as required to the Board of Directors.

Membership

The Audit and Finance Committee will consist of up to five (5) voting elected Directors, one of whom will serve as Chair.

The Board Chair, the President and Chief Executive Officer, and the Vice President of Operations, the Director of Finance and Chief Financial Officer, the Vice President of Capital Redevelopment and the Quality and Risk Specialist will serve as ex-officio non-voting members.

The membership will be reviewed and appointed annually by the Board on the recommendation of the Governance and Nominating Committee. Committee members should have financial literacy including a basic understanding of finance and the components of control, as well as being able to read and understand financial statements.

Notice of the time and place of the committee meetings shall be given to the external auditor. The external auditor shall be entitled to attend committee meetings and to be heard and shall attend every meeting if requested to do so by a committee member.

Term

The membership will be reviewed and appointed annually by the Board on the recommendation of the Governance and Nominating Committee.

Meetings

The committee shall meet a minimum of four times per year or more frequently at the call of the Chair. Meetings may also be held at the call of the external auditor or a committee member.

Quorum

At least 50% of the voting members constitute a quorum.

Vacancies

Vacancies will be filled by the Board as required on the recommendation of the Governance and Nominating Committee

Staff Resources and Administrative Support

Administrative support to the Audit and Finance Committee is provided by the Executive Assistant to the President and CEO.

☐ Policy ☐ Procedure ☐ Exhibit ☒ Terms of Reference	Section: Governance Policy Framework	Number: 6.6.2
Governance and Nominating Committee Terms of Reference		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: September 29, 2028 Next Review Date: April 4, 2028 Corporate By-law References: 4, 5, 8		

Authority and Accountability

The Governance and Nominating Committee is a Standing Committee of the Lake of the Woods District Hospital (LWDH) Board and reports to the Board of Directors.

Purpose

The Governance and Nominating Committee supports the Board of Directors in fulfilling its responsibilities to establish strategic direction and ensure Board effectiveness and succession planning.

Mandate

The Committee shall:

1. create a governance model for the Corporation and recommend to the Board a process for the monitoring and adopting of, where appropriate, best practices in governance;
2. oversee the process for nomination and election of Directors to fill any vacancies on the Board, ensuring compliance with any Corporate By-law provisions as per Policy 7.1 Process for Selection of Board Officers;
3. oversee succession planning for Board leadership positions, including the Vice-Chair and Chair roles, ensuring continuity of effective governance. This includes evaluating the Vice-Chair's readiness to assume the Chair role. Should the Vice-Chair not meet the Board's readiness criteria, the Committee shall recommend an alternative candidate for appointment as Chair.
4. establish and review annually the Board profile of Directors in relation to the ideal skills matrix, identifying any gaps in skills and expertise to be considered in the annual Nominations process;
5. nominate Directors for consideration by the Board for appointment as Officers of the Corporation;
6. nominate Directors for consideration by the Board for appointment as Standing Committee Chairs, Chairs of Advisory Committees and Standing Committee members;
7. review and, where necessary, recommend amendments to the Corporate By-law for consideration by the Board;
8. maintain the currency of the Board Policy Manual, including review on an annual basis of any new policies or amendments to existing policies proposed by Board Standing Committees or management, for consideration by the Board;
9. provide leadership to the Board's strategic planning process;
10. recommend to the Board the methodology for annual evaluation of the President and CEO;
11. recommend to the Board the methodology for annual evaluation of the Chief of Staff;
12. provide oversight support to the President and CEO succession planning process and serve as the search committee in the event of the need to recruit a new President and CEO;
13. recommend, review, and revise as necessary a framework and process for board decision making;
14. review on an annual basis, director attendance at Board and committee meetings;
15. determine circumstances which warrant retirement of a Director, or which disqualify the Director from standing for re-election and recommend to the Board an appropriate course of action in these circumstances;
16. support the Board of Directors in ensuring its ongoing effectiveness through orientation and mentoring for new Directors and ongoing education for Board Directors with a focus on

- governance, trends in healthcare, hospital operations and other topic areas as identified;
17. establish processes to support the Board of Directors in the annual evaluation of the performance of the Board's individual Directors, Board Standing Committees, Board Officers and Board meetings;
 18. the strengths and weaknesses identified through the annual evaluation will be reviewed by a subcommittee of Governance and Nominating, and improvements to be acted upon will be reviewed by this committee before going to the Board of Directors;
 19. provide direction to management regarding the annual general meeting of the Corporation;
 20. prepare an annual work and education plan describing topics to be covered at each meeting for approval by the Board;
 21. ensure that all Standing Committees annually develop work plans and review their terms of reference, and
 22. study and make recommendations to the Board on other matters as directed by the Board.

Membership

The Committee shall consist of a minimum of five (5) and a maximum of six (6) voting members:

- The Vice-Chair of the Board of Directors;
- Up to four (4) Directors, one of whom will serve as Chair;
- Board Chair (Ex-officio)

The President and Chief Executive Officer (CEO) will be an ex-officio non-voting member.

Other

The Committee shall review its Terms of Reference annually and make recommendations for amendments as required to the Board of Directors.

Term

The membership will be reviewed and appointed annually by the Board on the recommendation of the Governance and Nominating Committee.

Meetings

The committee shall meet at least four times per year.

Quorum

A quorum shall consist of a majority of the voting members.

Vacancies

Vacancies will be filled by the Board as required on the recommendation of the Governance and Nominating Committee.

Staff Resources and Administrative Support

Administrative support to the Governance and Nominating Committee is provided by the Executive Assistant to the President and CEO.

☐ Policy ☐ Procedure ☐ Exhibit ☒ Terms of Reference	Section: Governance Policy Framework	Number: 6.6.3
Quality, Patient Safety, and Risk Management Committee Terms of Reference		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

Authority and Accountability

The Quality, Patient Safety, and Risk Management Committee is a Standing Committee of the Lake of the Woods District Hospital (LWDH) Board, and reports to the Board of Directors.

Purpose

The Quality, Patient Safety, and Risk Management Committee performs the functions of the Quality, Patient Safety, and Risk Management Committee under the Excellent Care for All Act, 2010 (ECFAA), and assists the Board of Directors in the performance of its governance role for monitoring all aspects of the quality of patient care and services.

Quality is defined as “doing the right thing, at the right time, in the right way, for the right person – and having the best possible results” (Agency for Health Care Research and Quality).

Mandate

The Committee shall:

1. ensure that quality of care, patient safety, and risk management are an integral component of the governance and management processes of the hospital;
2. advise and bring recommendations to the Board regarding the requirements of the Excellent Care for All Act (2010) and its Regulations; the annual Quality Improvement Plan, quality improvement initiatives and policies;
3. ensure the best practice information supported by available evidence is translated to materials that are distributed to employees and persons providing services within the hospital, and to subsequently monitor the use of these materials by those people;
4. review and report to the Board on significant issues relating to care practices, safety and clinical risks;
5. review and evaluate the hospital’s performance in Accreditation Canada’s Required Organizational Practices (ROP) for patient safety and in the HIROC’s Risk Assessment Checklists (RAC) Program for reducing health care risk;
6. assess processes for surveying patient and staff satisfaction and to monitor resulting action plans;
7. monitor and report to the Board on quality issues and on the overall quality of services provided in the hospital, with reference to appropriate data including:
 - performance indicators used to measure quality of care and services and patient safety;
 - publicly reported patient safety indicators; and
 - critical incident reports and aggregated critical incident data;
8. consider and make recommendations to the Board regarding implications of the budget proposals within the Operating Plan process on quality, patient safety, and risk management as appropriate;
9. recommend education programs concerning quality, patient safety, and risk management for members of the Committee and the Board;
10. consider and make recommendations to the Board on policies relating to quality, patient safety, and risk management;

11. prepare an annual work plan describing topics to be covered at each meeting for approval by the Board; and
12. study and make recommendations to the Board on other matters as directed by the Board.

Membership

The Committee will consist of nine (9) voting members:

- Four (4) Directors, one of whom will serve as Chair;
- Board Chair (Ex-officio and voting)
- Two (2) community representatives appointed by the Board
- One (1) person who works in the LWDH and is not a member of the College of Physicians and Surgeons of Ontario or the College of Nurses of Ontario
- One (1) person from the All-Nations Health Partner-Ontario Health Team Community Patient Advisory Council.

The President and Chief Executive Officer (CEO), the Vice President Patient Services and Chief Nursing Officer, and the Chief of Staff will be ex-officio non-voting members.

Other

The committee shall review its Terms of Reference annually and make recommendations for amendments as required to the Board of Directors.

Term

The membership will be reviewed and appointed annually by the Board on the recommendation of the Governance and Nominating Committee.

Meetings

The committee shall meet at least six (6) times per year.

Quorum

A majority of the voting members constitute a quorum.

Vacancies

Vacancies will be filled by the Board as required on the recommendation of the Governance and Nominating Committee.

Staff Resources and Administrative Support

Administrative support to the Quality, Patient Safety, and Risk Management Committee is provided by the Patient Relations – Quality and Risk Coordinator.

☐ Policy ☐ Procedure ☐ Exhibit ☒ Terms of Reference	Section: Governance Policy Framework	Number: 6.6.4
Capital Planning Committee Terms of Reference		
Date Approved: December 15, 2025 Date Last Reviewed/Revised: May 14, 2026 Next Review Date: April 4, 2028		

Purpose:

The Lake of the Woods District Hospital (“Hospital”) Capital Planning Committee is a standing committee of the Hospital’s Board of Directors (the “Board”) whose purpose is to assist the Board in fulfilling its governance and oversight responsibilities with respect to the redevelopment project, in alignment with the project’s vision, mission, values, and strategic plan. The Capital Planning Committee will provide recommendations to the Board on project-related matters within the Committee’s mandate that require Board motions.

Key Responsibilities:

1. Strategic and Governance Oversight

- Ensure alignment with the project’s strategic vision, mission, and long-term healthcare needs of the community as per the project’s Functional Program.
- Provide governance oversight at each stage of the Ontario Ministry of Health’s Capital Planning Process, including funding approaches.
- Support senior managers in dealings with Infrastructure Ontario, Ministry of Health and Ontario Health, including the project delivery model.
- Uphold transparency, accountability, and ethical decision-making throughout the project life cycle.

2. Financial Planning

- Oversee the development and execution of the local share plan to ensure financial sustainability.
- Liaise with the Audit and Finance Committee regarding monitoring cost estimates, funding sources (including Ministry of Health contributions and local share), and overall financial feasibility.

3. Stakeholder Engagement and Advocacy

- Foster collaboration between hospital leadership, the Ministry of Health, Infrastructure Ontario, Ontario Health, municipal leaders, Indigenous leaders and the local and regional communities.
- Provide advocacy support as required by senior leadership, including for timely government approvals, necessary funding, and policy support to facilitate project progress.
- Maintain open communication with staff, physicians, patients, and the public to ensure transparency.
- Ensure comprehensive community engagement plans are implemented to facilitate meaningful participation and input, including as required to comply with IO agreements.

4. Project Oversight

- Monitor the planning and design phases to ensure the new facility meets current and future healthcare delivery needs, and project vision.
- Monitor procurement processes to ensure fairness, transparency, and opportunities for local participation.

5. Reporting and Performance Monitoring

- Review regular updates on project milestones, planning, design and project progress.
- Provide clear and timely reports to the full Board to support informed decision-making.
- Evaluate project outcomes to ensure the project achieves its long-term goals and delivers culturally safe and high-quality healthcare services.

Membership and Voting

Membership shall be determined/appointed by the Board annually upon the recommendation of the Governance Committee and shall consist of:

- A. LWDH Board Chair, Chairperson
- B. 3 LWDH Board Directors
- C. 3 KCA Board Members
- D. Ex-officio members:
 - President and Chief Executive Officer
 - Chief of Staff
 - Vice President of Patient Services and Chief Nursing Executive
 - Vice President of Capital Redevelopment
 - Executive Director, Hospital Foundation
 - Executive Director, Kenora Chiefs Advisory
 - Senior Project Advisor, Kenora Chiefs Advisory
 - City of Kenora Chief Administrative Officer
- E. Up to (2) additional community members as appointed by the Board at the request of the Committee Chair to ensure an appropriate breadth of skills and perspectives on the Hospital Capital Planning Committee, who will be voting members.

Members of the Committee may participate in the meeting virtually. Votes may be taken by email in the event of a time sensitive issue in between scheduled meetings. Voting by proxy is not permitted.

Chair:

The Committee Chair shall be the LWDH Board Chairperson.

Term:

Committee members shall be appointed annually by the Board.

Quorum:

Fifty percent (50%) of voting members of the Committee who are in attendance, including the Committee Chair, will form a quorum for meetings of the Hospital Capital Planning Committee.

Accountability and Reporting:

The Committee is accountable to the Board and reports to the Board at least quarterly on its activities.

Meeting Frequency:

The Committee will meet at least four (4) times in each twelve-month period or more often as the Committee Chair deems appropriate. A schedule of meetings is included in the Board and committee meeting schedule approved by the Board.

Resources:

Primary management resources for the Committee shall be the Vice President of Capital Redevelopment, KCA Project Manager, LWDH Communications Specialist, and the CEO's Executive Assistant. The Hospital's President and Chief Executive Officer may assign other management resources to the Committee as required.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.7
Position Description for the Board Chair		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law References: 4, 9		

This policy is intended to supplement the By-law 9.3 related to the Duties of the Chair. In the event of conflict between this policy and the By-law, the By-law provision(s) will apply.

Role Statement

The Board Chair of the Lake of the Woods District Hospital (LWDH) provides guidance and direction to ensure the integrity and effectiveness of the Board's governance process. The Chair is responsible for the development and effective performance of the Board of Directors and provides leadership to the Board for all aspects of the Board's work.

The Chair acts in an advisory capacity to the President and Chief Executive Officer (CEO) in all matters concerning the interests of the Corporation and, in consultation with the President and Chief Executive Officer (CEO), plays a role in the Corporation's external relationships.

The Board Chair coordinates the activities of the Board in fulfilling the governance responsibilities and facilitates co-operative relationships among Board Directors, and between the Board and President and Chief Executive Officer (CEO), and the Board and Chief of Staff.

The Board Chair ensures that all matters relating to the Board's mandate are brought to the attention of, and discussed by, the Board.

Chair Succession

The Vice-Chair shall be considered for succession to the position of Board Chair. Prior to succession, the Governance and Nominating Committee shall evaluate the Vice-Chair's readiness to ensure they possess the skills, experience, and suitability required for the Chair role. Should the Vice-Chair not meet the Board's readiness criteria, the Board may nominate and appoint an alternative candidate to serve as Chair.

Responsibilities

1. Agendas:

Establish agendas in collaboration with the President Chief Executive Officer (CEO) and Vice-Chair which are aligned with the Board's roles, responsibilities and annual Board goals and preside over these meetings. Ensure that relevant information is available in a timely manner and meetings are effective and efficient for the performance of governance work. Provide oversight of the Board's adherence to established governance policies and processes in guiding discussions to support the decision-making processes of the Board. Ensure that a schedule of Board meetings is prepared annually.

2. Direction:

Serve as the Board's principal contact for the President and Chief Executive Officer (CEO) and the Chief of Staff with respect to identifying issues, monitoring, and providing feedback, maintaining accountability, and ensuring that the President and Chief Executive Officer (CEO) and Chief of Staff are aware of the view of the Board.

3. Performance Appraisal:

Ensures the evaluation process is undertaken and the results communicated to the President and Chief Executive Officer (CEO) and Chief of Staff as outlined in Board policy 3.3.

4. President and Chief Executive Officer (CEO) and Chief of Staff Public Complaints:

Facilitate the review of public complaints brought forward with regards to the President and

Chief Executive Officer (CEO) or the Chief of Staff as per Board policy 4.3.

5. **Work Plan:**

With the assistance of the President and Chief Executive Officer (CEO), Senior Leadership Team, and the Governance and Nominating Committee, develop the standards and format for reporting by Board committees, which will ensure that the Board has appropriate information to make informed decisions. Ensure that work plans are developed and implemented by the Board Committees which reflect the annual goals for the Board and embrace continuous improvement.

6. **Communication:**

Preside over Board meetings in a manner that encourages participation and information sharing while moving the Board toward timely closure and prudent decision-making. Preserve order at Board meetings and exercise procedural authority in case of a dispute as outlined in Board policy 6.13, Corporate Rules of Order.

7. **Committee Membership:**

Serve as an ex-officio member of all Board Standing Committees, with voting rights on all committees except the Audit and Finance Committee, and shall additionally serve as Chair of the Capital Planning Committee.

8. **Representation:**

Ensure that the Board is appropriately represented at organizational functions, Foundation functions, Auxiliary functions, other official functions in the community.

9. **Reporting:**

Report regularly and promptly to the Board regarding issues that are relevant to its governance responsibilities.

10. **Board Conduct:**

Set a high standard for Board conduct and ensure adherence to the Code of Conduct, Corporate By-law, and policies of the Board of Directors.

11. **Mentorship:**

Serve as a mentor by encouraging the development of Board Directors through access to onboarding activities, continuing education opportunities and periodic check-ins with individual Directors regarding their needs. Assist with mentoring of new Board Directors. Ensure that all Directors have an opportunity to contribute their skills and experience. Address issues associated with the underperformance of individual Directors.

12. **Succession Planning:**

Ensure succession planning occurs for the President and Chief Executive Officer (CEO), the Chief of Staff and the Board of Directors.

13. **Other Matters:**

Where required, the Chair is delegated signing authority on behalf of the Board.

Skills, Attributes, and Experience

In addition to the personal attributes required of all Board Directors, the Chair will demonstrate the following skills, attributes and experience:

- leadership skills;
- strategic and facilitation skills;
- ability to effectively influence and build consensus within the Board;
- ability to establish a trusted advisor relationship with the President and Chief Executive Officer (CEO) and other Board Directors;
- ability to make the necessary time commitment and required flexibility in work schedule to meet the requirements of this leadership role;
- ability to communicate effectively with the Board, the Senior Leadership Team, the Ministry of Health, Ontario Health North, and the communities the Hospital serves; and

- record of achievement in one or several areas of skills and expertise required within the Board.

Term

The Board Chair is elected for a two (2) year term.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.8
Position Description for the Board Vice-Chair		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law References: 4, 9		

This policy is intended to supplement the By-law 9.4 related to the Vice-Chair. In the event of a conflict between this policy and the By-law, the By-law provision(s) will apply.

Role Statement

The Board Vice-Chair of the Lake of the Woods District Hospital (LWDH) will work collaboratively with the Board Chair and support the Board Chair in fulfilling their responsibilities. The Vice-Chair shall have all the powers and perform all the duties of the Board Chair in the absence or disability of the Board Chair and perform any other duties assigned by the Board Chair or the Board of Directors. There is also an expectation that the role of the Vice-Chair is a developmental position aimed at providing the skills and background needed to step into the role of the Board Chair.

Succession to Board Chair

The Vice-Chair role is intended to prepare the incumbent for succession to the Board Chair position. Prior to succession, the Governance and Nominating Committee shall assess the Vice-Chair's readiness to ensure they possess the skills, experience, and suitability required for the Chair role. If the Vice-Chair does not meet the readiness criteria, the Board may nominate and appoint an alternative candidate for the Chair position.

Responsibilities

The responsibilities of the Vice-Chair are:

1. **Agendas:**
Establish agendas in collaboration with the President Chief Executive Officer (CEO) and Board Chair which are aligned with the Board's roles, responsibilities and annual Board goals and preside over these meetings.
2. **Board Chair Substitute:**
Assume the duties of the Board Chair in their absence or disability, including representing the Board and the organization at official functions and to the communities the hospital serves.
3. **Performance Appraisal:**
Works with the Board Chair to ensure the evaluation process is undertaken and the results communicated to the President and Chief Executive Officer (CEO) and Chief of Staff as outlined in Board policy 3.3.
4. **President and Chief Executive Officer (CEO) and Chief of Staff Public Complaints:**
Assist the Board Chair to facilitate the review of public complaints brought forward with regards to the President and Chief Executive Officer (CEO) or the Chief of Staff as per policy 4.3.
5. **Board Conduct:**
Set a high standard for Board conduct and ensure adherence to the Code of Conduct, Corporate -By-law, and policies of the Board of Directors.
6. **Mentorship:**
Serve as a mentor by encouraging the development of Board Directors through access to

onboarding activities, continuing education opportunities and periodic check-ins with individual Board Directors regarding their needs. Assist with mentoring of new Board Directors. Ensure that all Board Directors have an opportunity to contribute their skills and experience. Address issues associated with the underperformance of individual Board Directors.

7. Committee Membership:

Serve on the Governance and Nominating Committee and on other Board Standing Committees as determined annually.

Skills, Attributes, and Experience

In addition to the personal attributes required of all Board Directors, the Vice-chair will demonstrate the following skills, attributes and experience:

- leadership skills;
- strategic and facilitation skills;
- ability to effectively influence and build consensus within the Board;
- ability to establish trusted advisor relationship with the Board Chair, President and Chief Executive Officer (CEO) and other Board Directors;
- ability to make the necessary time commitment and required flexibility in work schedule to meet the requirements of this leadership role;
- ability to communicate effectively with the Board of Directors, Leadership Team, the Ministry of Health and Long Term Care, Ontario Health North, and the communities the LWDH serves; and
- record of achievement in one or several areas of skills and expertise required within the Board.

Term

The Board Vice-Chair is elected for a two (2) year term.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.9
Position Description for the Board Treasurer		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 9		

This policy is intended to supplement the Corporate By-law. In the event of a conflict between this policy and the By-law, the By-law provision(s) will apply.

Role Statement

The Board Treasurer of the Lake of the Woods District Hospital (LWDH) is a voting Director and works collaboratively with the Board Chair and President and Chief Executive Officer (CEO) to support the Board in fulfilling their fiduciary responsibilities. If there is no Director who can serve as Board Treasurer, the Board can appoint the from the senior leadership team (e.g., President and Chief Executive Officer) until a qualified Board Director can be recruited. In this situation, the President and Chief Executive Officer would fulfil the roles of Board Treasury and Board Secretary.

Duties

- Keep up to date on audit and financial reporting requirements.
- Serve as a mentor to Board Directors.
- Assist with establishing agendas in collaboration with the staff support and attend meetings of the Committee.
- Present, or arrange for a presentation, to the Board of Directors and members of the Corporation at the annual general meeting, an audited financial statement of the financial position of the Hospital and the report thereon of the independent auditors.

Skills, Attributes, and Experience

The Board Treasurer must be a Chartered Professional Accountant of Ontario in accordance with subsection 4 (1) of the Chartered Professional Accountants of Ontario Act, 2017. In situations where a Board Director is unable to fulfill the role of treasurer of the Corporation, and the CEO is able to fulfill the role Treasurer, the CEO will fulfill the role of Treasurer. In addition to the personal attributes required of all Board Directors, the Treasurer will demonstrate the following personal qualities, skills, and experience:

- Experience in finance and/or accountancy;
- Ability to chair a meeting such that decisions are made in a manner that is respectful and efficient;
- Willingness and ability to commit time to the Board and committee responsibilities of Treasurer.

Term

The Treasurer is elected for a two (2) year term.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.10
Position Description for the Board Secretary		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law: 9		

This Policy is intended to supplement the Corporate By-law Duties of the Secretary. In the event of a conflict between this Policy and the Corporate By-law, the Corporate By-law provision(s) will apply. The Board Secretary is the President and Chief Executive Officer (CEO).

Role Statement

The Board Secretary of the Lake of the Woods District Hospital (LWDH) works collaboratively with the Board Chair to support the Board in fulfilling its fiduciary responsibilities. The Secretary will be appointed by the Board of Directors at the Annual General Meeting. The Secretary will report to the Board of Directors.

Responsibilities

The Secretary shall carry out the duties of the secretary of the corporation generally and shall attend or cause a recording secretary to attend all meetings of the members, Board, and committees to act as a clerk thereof and to record all votes and minutes of all proceedings in the books to be kept for that purpose.

The Secretary shall give or cause to be given notice of all meetings of the members and of the Board of Directors and shall perform such other duties as may be prescribed by the Corporate By-law or the Board.

Duties

The Secretary of the Corporation shall:

- be the custodian of the books of account and accounting records of the Corporation required to be kept by the provisions of the Corporations Act (Ontario), and/or the Not-for-Profit Corporations Act (Ontario), hereinafter referenced as the Act;
- submit a financial statement at each regular meeting of the Board indicating the financial position of the Corporation at the close of the preceding month;
- have all the accounts audited on an annual basis;
- submit annual attestations to the Board and Ontario Health North on compliance with the following:

Hospital Service Accountability Agreement (H-SAA) including:

- the HSP has complied with the provisions of the *Local Health System Integration Act, 2006* and the *Broader Public Sector Accountability Act* (the "BPSAA") that apply to the Health Service Provider (HSP);
- the HSP has complied with its obligations in respect of CritiCall that are set out in the Agreement;
- every Report submitted by the HSP is complete, accurate in all respects and in full compliance with the terms of the Agreement; and
- the representations, warranties and covenants made by the Board on behalf of the HSP in the Agreement remain in full force and effect.

Multi-sector Service Accountability Agreement (M-SAA) including:

- Article 4.8 of the M-SAA concerning applicable procurement practices;
- The *Local Health System Integration Act, 2006*;
- The *Public Sector Compensation Restraint to Protect Public Services Act, 2010*; and
- The Local Performance Obligations as listed under Schedule E4a of the 2018/19 M-SAA Extension.

Broader Public Sector Accountability Act (BPSAA) including, but not limited to:

- The completion and accuracy of reports required of the Hospital pursuant to section 6 of the BPSAA on the use of consultants;
 - The Hospital's compliance with the prohibition in section 4 of the BPSAA on engaging lobbyist services using public funds;
 - The Hospital's compliance with any applicable expense claims directives issued under section 10 of the BPSAA by the Management Board of Cabinet;
 - The Hospital's compliance with any applicable prerequisite directives issued under section 11.1 of the BPSAA by the Management Board of Cabinet;
 - The Hospital's compliance with any applicable procurement directives issued under section 12 of the BPSAA by the Management Board of Cabinet; and
 - The Hospital's compliance with any applicable directives issued to prepare and publish business plans and other business or financial documents on its website under section 13 of the BPSAA by the Management Board of Cabinet.
- attend all meetings of the Board and of Committees of the Board;
 - keep a record of the minutes of all meetings;
 - keep a roll of names and addresses of the members of the Board;
 - attend to correspondence;
 - give such notice as required by the By-laws of the Corporation relating to all meetings of the Corporation, the Board, and its committees;
 - prepare all reports required under any act or regulation of the Province of Ontario;
 - be the custodian of all minute books, documents and registers of the Corporation required to be kept by the provisions of the Act;
 - be the custodian of the seal of the Corporation;
 - keep copies of all testamentary documents and trust instruments by which benefits are given to the use of the Corporation and provide the Office of the Public Guardian and Trustee in accordance with the provisions of the Charities Accounting Act (Ontario); and
 - perform such other duties as the Board may direct.
 - The Secretary may delegate to employees of the Corporation those duties that he/she/they considers appropriate to delegate and that he/she/they is allowed by law to delegate.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.11
Position Description for a Standing Committee Chair		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 8		

Role Statement

A Standing Committee Chair of the Lake of the Woods District Hospital (LWDH) works collaboratively with the Chair of the Board and with assigned staff support and provides leadership to the committee. The Standing Committee Chair ensures that the Terms of Reference of the committee are followed. The Standing Committee Chair effectively manages issues to promote effective dialogue. The Standing Committee Chair respects that the committee has no direct management role with the Lake of the Woods District Hospital (LWDH) staff. See Policy 6.1, item #6.

Responsibilities

1. **Agendas:** Establish agendas in collaboration with staff support and preside over meetings of the committee.
2. **Work Plan:** With the assistance of staff support, develop a work plan for the committee with committee members.
3. **Leadership:** Effectively lead each committee meeting in a manner that encourages thoughtful participation and promotes understanding of complex issues. Ensure a fair discussion, especially when differences and conflicting opinions arise.
4. **Expertise:** Serve as a leader within the Board on the matters addressed in the committee's terms of reference.
5. **Advise Board Chair:** Discusses with the Board Chair key issues addressed by the committee.
6. **Report to the Board:** After each committee meeting, with the assistance of staff support, prepare a report and where appropriate recommendations for consideration by the Board of Directors.
7. **Mentorship.** Serve as a mentor to committee members and develop a succession plan for the Chair.

Skills, Attributes, and Experience

A Standing Committee Chair shall be a member of the LWDH Board of Directors and in addition to the personal attributes required of all Board Directors, will demonstrate the following personal qualities, skills, and experience:

- Interest and experience related to the work of the committee;
- ability to chair a meeting such that decisions are made in a manner that is respectful and efficient; and
- willingness and ability to commit time to the responsibilities of the Committee Chair.

Term

A Standing Committee Chair will be appointed by the Board of Directors on the recommendation of the Governance and Nominating Committee annually.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.12
Position Description for a Board Director		
Date Approved: June 30, 2026 Next Review Date: June 30, 2028 Corporate By-law Reference: 4		

Role Statement:

The Lake of the Woods District Hospital (LWDH) is committed to ensuring that it achieves standards of excellence in the quality of its governance and has adopted this policy describing the duties and expectations of directors. This policy applies to all elected and ex officio directors and is provided to directors before they are recruited for appointment to the board. A director who wishes to serve on the board must confirm in writing that they will abide by this policy.

Position Description – Board of Directors

As a member of the board, and in contributing to the collective achievement of the role of the board, the individual director is responsible for the following:

1. Fiduciary Duties

Each director is responsible to act honestly, in good faith and in the best interests of the LWDH and, in so doing, to support the corporation in fulfilling its mission and discharging its accountabilities.

Every director, in exercising their powers and discharging their duties to the corporation, shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Every director shall comply with the Not-for-Profit Corporations Act (Ontario) and regulations thereunder and the corporation's articles and by-laws.

2. Accountability

A director's fiduciary duties are owed to the corporation. A director shall be knowledgeable of the stakeholders to whom the corporation is accountable and shall take into account the interests of such stakeholders appropriately when making decisions as a director. A Director shall not prefer the interests of any one group if to do so would not be in the best interests of the LWDH.

3. Education

A director shall participate in orientation and ongoing education, making reasonable efforts to become and remain knowledgeable about:

- operations of the hospital;
- health care needs of the community served;
- health care environment generally;
- duties and expectations of a director;
- board's governance role;
- board's governance structure and processes;
- board-adopted governance policies; and

- hospital policies applicable to board members.

A director will participate in the board's orientation programs, board retreats, and board education sessions. A director should attend additional appropriate educational conferences in accordance with board approved policies.

4. Board Policies and Corporation Policies

A director shall be knowledgeable of and comply with the policies that are applicable to the board including the:

- board's code of conduct;
- board's conflict of interest policy;
- board's confidentiality policy;
- ethics and business conduct policy of the hospital; and
- expense reimbursement and perquisites policies.

5. Teamwork

A director shall develop and maintain sound relations and work cooperatively and respectfully with the board chair, members of the board, and senior management. A director will take care that these relationships do not compromise their independent perspective on matters brought before the board for consideration and decision.

6. Community Representation

A director shall represent the board and the hospital in the community when asked to do so by the board chair. Board members are encouraged to provide financial support to the LWDH's foundation in accordance with their means and are encouraged to support the hospital and the foundation through attendance at hospital and foundation-sponsored events.

7. Time and Commitment

A director is expected to commit the time required to perform board and committee duties. It is expected that a director will devote a minimum of between 5 and 10 hours per month.

Directors have an obligation to attend board meetings that is inherent in accepting a position as a director. The board meets approximately ten times a year. The board has adopted an attendance policy and addresses when a director cannot do so.

In addition to the time required in preparation and attendance at board meetings, a director is expected to serve on at least one committee. Some committees meet monthly while others meet less frequently, based on each's committee's terms of reference.

8. Commitment to Respect and Inclusion

In carrying out their governance role, a director is expected to contribute to a culture of:

- respect;
- equity;
- diversity;
- inclusion; and
- Indigenous reconciliation.

9. Contribution to Governance

Directors are expected to make a contribution to the governance role of the board by:

- Reading materials in advance of meetings and coming prepared to contribute to discussions;
- Offering constructive contributions to board and committee deliberations;
- Contributing their specific expertise and experience;
- Respecting the views of other members of the board;
- Voicing opinions during board and committee meetings including opinions which conflict with others;
- Maintaining independence of perspective;
- Engaging in discussions to ensure information presented is sufficient, accurate, and that supporting analysis has explored opportunities and risks adequately;
- Respecting the decision of the majority even when the director does not agree with it;
- Respecting the role of the chair;
- Respecting the role and terms of reference of board committees; and
- Participating in board evaluations and annual performance reviews.

10. Continuous Improvement

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

11. Term and Renewal

By January 31st of each year, each Director must confirm in writing to the Board Chair, their intent to continue as a director for the upcoming board year. Confirmation is required by directors whose term expires at the end of the current board year, and by directors whose term does not expire at the end of the board year.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.13
Conflict of Interest		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law References: 4, 6, 8		

This policy is intended to supplement the Corporate By-law. In the event of a conflict between this policy and the Corporate By-law, the Corporate By-law provisions(s) will apply.

Purpose

All Board Directors or non-Board members of a committee have a duty to ensure that the trust and confidence of the public in the integrity of the decision-making processes of the Board are maintained by ensuring that they and other members of the Board are free from conflict or potential conflict in their decision-making. It is inherent in a Board Director's fiduciary duty that conflicts of interest be avoided. It is important that all Board Directors or non-Board members of a committee understand their obligations when a conflict of interest or potential conflict of interest arises.

Application

This policy applies to all Board Directors, including ex-officio Directors, and all non-Board members of committees (herein referred to as "committee member" throughout this policy).

Policy

Directors and committee members shall avoid situations in which they may be in a position of conflict of interest. The Corporate By-law contain provisions with respect to conflict of interest that must be strictly adhered to.

In addition to the Corporate By-law, the process set out in this policy shall be followed when a conflict or potential conflict arises.

Description of Conflict of Interest

A conflict of interest arises in any situation where a Board Director or committee member's duty to act solely in the best interests of the corporation and to adhere to their fiduciary duties is compromised or impeded by any other interest, relationship, or duty of the Board Director or committee member. A conflict of interest also includes circumstances where the Board Director or committee member's duties to the corporation are in conflict with other duties owed by the Board Director or committee member such that the Board Director or committee member is not able to fully discharge the fiduciary duties owed to the corporation.

The situations in which potential conflict of interest may arise cannot be exhaustively set out. Conflicts generally arise in the following situations:

1. Transacting with the Corporation

When a Board Director or committee member transacts with the corporation directly or indirectly. When a Board Director or committee member has a material direct or indirect interest in a transaction or contract with the corporation.

2. 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 Board Director or committee member is a principal, officer, or representative.

3. Gifts

When a Board Director or committee member, or a member of the Director/committee member's household, or any other person or entity designated by the Director/committee member, 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.

4. Acting for an Improper Purpose

When Board Directors or committee members exercise their powers motivated by self-interest or other improper purposes. Directors and committee member must act solely in the best interest of the corporation. Directors and committee members 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.

5. Appropriation of Corporate Opportunity

When a Board Director or committee member diverts to their own use an opportunity or advantage that belongs to the corporation.

6. Duty to Disclose Information of Value to the Corporation

When Board Directors or committee members fail to disclose information that is relevant to a vital aspect of the corporation's affairs.

7. Serving on Other Corporations

A Board Director or committee member may be in a position where there is a conflict of "duty and duty". This may arise where the Board Director or committee member serves as a Director of two corporations that are competing or transacting with one another. It may also arise where a Director or committee member has an association or relationship with another entity. For example, if two corporations are both seeking to take advantage of the same opportunity. A Director or committee member may be in possession of confidential information received in one boardroom or related to the matter that is of importance to a decision being made in the other boardroom. The Director or committee member cannot discharge the duty to maintain such information in confidence while at the same time discharging the duty to make disclosure. The Director or committee member cannot act to advance any interests other than those of the corporation.

8. Where a Physician – Patient Relationship Exists

A Board Director or committee member may be in a conflict of interest position where they are a physician, and the Board discussion involves their patient or directly relates to a group of patients which reasonably could include their patient(s) and where the discussion could place the Director or committee member in a compromising position related to their ongoing care of the patient or any legal or ethical issues related to the care of the patient.

Process for Resolution of Conflicts and Addressing Breaches of Duty Disclosure of Conflicts

A Board Director or committee member who is in a position of conflict or potential conflict shall immediately disclose such conflict to the Board by notification to the Board Chair or Board Vice-Chair of the Board. Where the Board Chair has a conflict, notice shall be given to the Board Vice-Chair. The disclosure shall be sufficient to disclose the nature and extent of the Director/committee member's interest. Disclosure shall be made at the earliest possible time and, where possible, prior to any discussion and vote on the matter.

Where a Board Director or committee member is not present at a meeting where a matter in which the Director or committee member has a conflict is first discussed and/or voted upon, or (ii) a conflict arises for a Director or committee member after a matter has been discussed but not yet voted upon by the Board, or, (iii) a Director or committee member becomes conflicted after a matter has been approved, the Director or committee member shall make the declaration of the conflict to the Chair or Vice-chair as soon as possible and at the next meeting of the Board.

A Director or committee member may make a general declaration of the Director/committee member's relationships and interests in entities or persons that give rise to conflicts.

Abstain from Discussions

The Board Director or committee member shall not be present during the discussion or vote in respect of the matter in which they have a conflict and shall not attempt in any way to influence the voting.

Process for Resolution of Conflicts and Addressing Breaches of Duty

All Board Directors and committee members shall comply with the requirements of the Corporate By-law.

A Director or committee member may be referred to the process outlined below in any of the following circumstances:

1. Circumstances for Referral

Where any Board Director or committee member believes that that Director/committee member or another Director/committee member:

- 1.1. has breached their duties to the corporation;
- 1.2. is in a position where there is a potential breach of duty to the corporation;
- 1.3. is in a situation of actual or potential conflict of interest; or,
- 1.4. 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 behaviour may have an adverse impact on the corporation.

2. Process for Resolution

The matter shall be referred to the following process:

- 2.1. Refer matter to the Chair or where the issue may involve the Chair, to any Vice-chair, with notice to President and Chief Executive Officer (CEO).
- 2.2. Chair (or Vice-chair as the case may be) may either (i) attempt to resolve the matter informally or (ii) refer the matter to the Governance and Nominating Committee.
- 2.3. If the Chair or Vice-chair elects to attempt to resolve the matter informally and the matter cannot be informally resolved to the satisfaction of the Chair (or Vice-chair as the case may be), the Director or committee member referring the matter and the Director or committee member involved then the Chair or Vice-chair shall refer the matter to the process in (b) (ii) above.
- 2.4. A decision of the Board by majority resolution shall be determinative of the matter.

It is recognized that if a conflict, or other matter referred, cannot be resolved to the satisfaction of the Board (by simple majority resolution) or if a breach of duty has occurred, a Director or committee member may be asked to resign or may be subject to removal pursuant to the Corporate By-law and the Corporations Act.

Perceived Conflicts

It is acknowledged that not all conflicts or potential conflicts may be satisfactorily resolved by strict compliance with the Corporate By-law-s. There may be cases where the perception of a conflict of interest or breach of duty (even where no conflict exists, or breach has occurred) may be

harmful to the corporation notwithstanding that there has been compliance with the Corporate By-law. In such circumstances, the process set out in this policy for addressing conflicts and breaches of duty shall be followed.

It is recognized that the perception of conflict or breach of duty may be harmful to the corporation even where no conflict exists, or breach has occurred, and it may be in the best interests of the corporation that the Director be asked to resign.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Policy Framework	Number: 6.14
Corporate Rules of Order		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law References: 8, 12, 13		

The Lake of the Woods District Hospital board meetings will be conducted in an orderly, effective process, led, and defined by the Board Chair.

Board meetings will be governed by these rules:

1. All By-law obligations regarding Board meetings must be satisfied.
2. The Board Secretary is responsible for the timely and accurate production of Board meeting minutes.
3. Board meetings shall be called to order at the time specified in the notice of meeting (or as prearranged) and upon satisfaction of quorum.
4. At the commencement of the Board meeting and as the first item of business, the Board shall consider the pre-circulated meeting agenda provided by the Chair and shall adopt by motion as is (or adjusted) that agenda. The approved agenda shall be followed in the order adopted.
5. When an item is brought to the Board via the Consent Agenda, all supporting materials will be distributed with the meeting package and clearly marked. Before the meeting, or at any point up to approval of the agenda, a director may request an item be removed from the consent agenda portion and placed on the regular agenda. No motion is required to remove an item and the meeting Chair shall decide where to place the item on the agenda. One (1) motion approves all items on the Consent Agenda.
6. Meeting order and decorum shall be maintained, and all Directors treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
7. Board Directors must keep their comments relevant to the issue under consideration.
8. Board meetings will be conducted at a level of informality considered appropriate by the Chair, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject.
9. Proposals, motions, or particular matters shall be initiated by a motion of a voting Board Director, discussed, and then voted on. Motions require a second and subsequent vote.
 - 9.1. The Chair may make motions, engage in debate, and vote on any matter to be decided to the same extent as any Board Director, with the following exception:
 - 9.1.1. The Board Chair cannot vote on recommendations brought forward by the Audit and Finance Committee.
 - 9.2. An amendment may be made to a main motion, and an amendment may be made to the amendment, but a third level of amendment is out of order.
 - 9.3. A motion to refer to committee, postpone, or table may be made with respect to a pending motion, and if carried shall set the main motion aside accordingly.
10. Board Directors may speak to a pending motion on as many occasions, and at such length as the Board Chair may reasonably allow.
11. A vote on a motion shall be taken when discussion ends but any Board Director may, during the course of debate, move for an immediate vote (close debate) which if carried, shall end discussion and the vote on the main motion shall then be taken.
12. A majority vote will decide all motions before the Board excepting those matters in the by-laws which oblige a higher level of approval.
13. A motion to adjourn a Board meeting may be offered by any Board Director on the conclusion of all Board business or adjournment of the meeting may be declared by the Board Chair.

14. When further rules of order are to be developed by the Board, the Board will refer to Robert's Rules of Order Newly Revised as the authoritative source guide, to the extent applicable and not inconsistent with the By-laws or Board policies.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.1
Process for Nomination and Election of Directors		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 4		

The Lake of the Woods District Hospital (LWDH) process for nominations and elections of Board Directors will be a systematic, transparent, accountable, and fair process. The Governance and Nominating Committee will recommend a slate of candidates for approval to the voting members of the Corporation at the Annual General Meeting)

1. Each year, in January, the Governance and Nominating Committee shall:
 - 1.1. Determine the number of vacancies on the LWDH Board of Directors and shall include in this number incumbent Board Directors who are eligible for re-election.
 - 1.2. The Governance and Nominating Committee shall then review the Board Competency Matrix of skills and expertise of incumbent Board Directors and identify the specific skills, expertise, and diversity, which are required to fill vacancies.
 - 1.3. Where an incumbent Director is seeking re-election, in addition to the foregoing criteria, the Governance and Nominating Committee shall take into consideration the manner in which they discharged their governance duties and responsibilities as a Board member and the contribution that they have made to LWDH.
 - 1.4. Review the vacancies and specific skills and expertise which are required on the Board of Directors as identified by the Board Competency Matrix;
 - 1.5. Advertise vacancies on the Board of Directors in the local newspaper(s), and on the LWDH website, and other social media platforms.
 - 1.6. Invite formal applications by interested individuals in a manner to be provided by LWDH, which shall be submitted to the Executive Office of LWDH prior to the identified date and time.
 - 1.7. Applications will be forwarded to the Governance and Nominating Committee for review.
 - 1.8. Applicants who do not meet the basic qualifications as addressed in the Corporate By-law shall be advised of their ineligibility to serve as Board Directors.
 - 1.9. Identify a short-list of candidates for interview, and establish an Interview Panel consisting of the Committee Chair and at least three (3) other Directors of the Governance Nominating Committee
 - 1.10. Recommend to the Board of Directors in camera a slate of candidates greater than the number of vacancies (if possible). A final slate of candidates equal to the number of vacancies is put forward to the voting members of the Corporation at the Annual General Meeting by a vote to accept or reject the slate.
 - 1.11. The *Public Hospitals Act* requires that four (4) Board Directors retire each year. The Board will endeavor to replace one-third of its membership annually.

2. Terms

- 2.1. Board Directors are appointed for one-, two-, or three-year terms.
- 2.2. No director shall serve for more than nine (9) consecutive years of service. Following a break of at least two (2) years, that same person may reapply to serve as a Director.

3. Filling Vacancies

As per the Corporate By-law, so long as there is a quorum of Directors in office, any vacancy occurring in the Board of Directors may be filled by a qualified person appointed for the remainder of the term by the Directors in office.

The Governance and Nominating Committee shall oversee the process for the filling of vacancies. The Governance and Nominating Committee shall:

- 3.1. Based on a review of committee membership, board workload, availability of qualified candidates and remaining opportunities within the Board calendar for new Board Directors to contribute to the board discussion recommend to the board which vacancies should be filled.
- 3.2. Candidates who previously submitted an application and accepted a community representative position on a Board Standing Committee will be contacted and asked to submit an application for Board Director.
- 3.3. Follow the established process to review potential candidates for vacancies including interviewing of candidates as required.
- 3.4. Ensure that any candidates put forward for approval meet the skill needs of the Board.
- 3.5. Recommend candidates to fill vacancies to the Board for approval.
- 3.6. The Governance and Nominating Committee will determine the willingness of potential candidates to serve as a Board Director.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.2
Process for Nomination of Director, and Non-Director Members of Board Committees		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 4		

The Lake of the Woods District Hospital (LWDH) nomination process for the Director and Non-Director Members of Board Standing Committees will be a systematic, transparent, accountable, and fair process.

The Board, on the recommendation of the Governance and Nominating Committee, will appoint the Director and non-Director members of the Standing Committees.

Guidelines for the Assignment of Directors to Standing and Ad-hoc Committees

1. All Board Directors will be expected to serve on at least one (1) to two (2) Standing Committees or other committees designated by the Board. A Board Director's preference with respect to membership on the Standing Committees or other committees designated by the Board will be accommodated where possible, based on their areas of interest and expertise. Board Directors are encouraged to participate on ad-hoc committees as required.
2. Unless otherwise provided, the Board Chair and the President and Chief Executive Officer (CEO) will be ex-officio members of all committees.
3. Each Standing Committee's membership will be outlined in the Terms of Reference for that committee.
4. The Board, on the recommendation of the Governance and Nominating Committee, will appoint the Chairs of the Standing Committees. Each Chair of a Standing Committee will be a Board Director.
5. Annually, as part of the nomination process for Directors, the Governance and Nominating Committee will canvass each Director to obtain expressions of interest in specific Standing and Ad-hoc Committee assignments for the coming year, including interest in assuming responsibilities as Committee Chairs as outlined in Policy 6.11 Position Description for Standing Committee Chairs.
6. In nominating specific Directors for assignment to Standing Committees, the Governance and Nominating Committee will have regard for:
 - 6.1. preferences of Directors;
 - 6.2. balance of skills and expertise;
 - 6.3. prior experience in relation to matters before the Committee;
 - 6.4. the expectation that each Director serve on at least two different Board Standing Committees during their term as a Director; and
 - 6.5. other criteria as determined by the Board.

Guidelines for the Assignment of Non-Directors to Standing and Ad-hoc Committees

The membership of Non-Directors to Standing Committees are outlined in the committee's Terms of Reference, are for one (1) year terms, and may be subject to reappointment.

The Nomination Process for Non-Directors on designated Board Standing and Ad-hoc Committees:

Each year, the Governance and Nominating Committee shall:

1. determine vacancies in the non-Director positions on Board Standing Committees;
2. undertake a systematic and transparent process of recruitment of community members with the appropriate skills to fill non-Director vacancies on designated Board Standing and Ad-hoc Committees;
3. where the necessary skills to fill non-Director positions on designated Board Standing Committees are not available within the community candidates, advertise vacancies of the specific position(s) within the regional daily and weekly papers and on the LWDH website and social media;
4. receive the list of potential candidates for Board Standing Committees and assess each of the candidates; and
5. recommend to the Board of Directors candidates to fill non-Director vacancies on Board Standing and Ad-hoc Committees for appointment.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.3
Board Orientation		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

New Board Directors for the Lake of the Woods District Hospital (LWDH) are legally responsible to carry out their duties from the day they are elected or appointed to the Board of Directors. New Directors must be oriented to the Lake of the Woods District Hospital (LWDH), current healthcare issues, and their role as a Board Director. Each new Board Director will participate in an initial orientation process.

The Board of Directors delegates responsibility to the Governance and Nominating Committee for orientation of new Board Directors.

Orientation will take place in a timely manner as soon as possible after the appointment of a Director. An orientation session will be scheduled, and will include:

1. An introduction to the LWDH.
2. Tours of the outer buildings at a mutually agreed upon time by the President and Chief Executive Officer (CEO) or their designate.
3. Overview of a Director's roles and responsibilities.
4. Overview of LWDH's Corporate and Professional Staff By-law.
5. Overview of legislation impacting hospitals and governance.
6. Access to Board Portal and applicable resources.
7. Performance status and future challenges with regards to funding, quality and utilization, benchmarking and performance indicators, and Accreditation.
8. LWDH relationships with health system partners.
9. Treaty Land Acknowledgement.
10. Mission, Vision, and Values and Strategic Plan
11. Introduction to the All Nations Health Partners (ANHP) Ontario Health Team (OHT)
12. LWDH Board of Director Policies and Corporate By-law
13. Cultural Safety and Humility Training
14. OHA's Guide to Good Governance

Other components of the orientation may include:

Orientation Manual: including information on LWDH including Board policies and By-laws. The manual will be reviewed annually by the Governance and Nominating Committee.

Mentoring: each new Director shall be paired with a mentor on the Board. The mentor may attend orientation sessions with the new Director, sit with them at Board meetings, ask if the information presented was clear, and answer any questions they may have about the meeting.

Participants will evaluate the orientation program on completion.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.4
Ongoing Board of Director Education		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

To ensure good governance, the Lake of the Woods District Hospital (LWDH) Board will engage in a process of ongoing education.

1. Board effectiveness is dependent on knowledgeable members who are educated in the business of the governing body. The Board recognizes that continual updating of skills and awareness of new issues are vital to a Director's contribution to the Board.
 - 1.1. The Board will provide for or enable the Board Director's continuing education related to governance and health issues. All requests will be evaluated and approved by the Governance and Nominating Committee.
 - 1.2. Any Board Director who has taken ongoing education or training paid for by the hospital is expected to share the knowledge received or skills developed with other Board Directors through a report that is included in the Consent Agenda.
2. Outside monitoring assistance will be arranged so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to, fiscal audit and Accreditation Canada.
3. The Board will establish governance process policies that will serve as measurable standards against which the Board's performance can be evaluated.
 - 3.1. Under the leadership of the Board Chair, at least on an annual basis, the Board will conduct a self-evaluation. As a result of this evaluation, the Board will include in its governance action plan specific goals and objectives for improvement of identified areas. Goals will also be developed that are consistent with the LWDH Mission, Vision and Values, and Strategic Plan.
 - 3.2. The Board will continually monitor adherence to the Board governance policies and Corporate By-law.
 - 3.3. The Board will review the content of its own governance policies on a regular basis. Any policy can be reviewed at any time, however, at a minimum, the Board will perform a review every three (3) years.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.5
Board Meetings		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 5, 8		

The Board of Directors is committed to being open and transparent to its stakeholders by conducting its business in public through Open Board meetings. This is an opportunity for the Board of Directors to keep the public abreast of what is happening in their health care system. The meetings also create and promote an understanding of the role of Lake of the Woods District Hospital in the community and emphasize the responsibilities of the Board and its decision-making process. The public is welcome to attend these meetings.

1. Purpose

The purpose of this policy is to describe the manner in which meetings of the Board of Directors are conducted, the types of meetings conducted, who can attend Board meetings, and how Board materials are distributed.

2. Agendas and Information Packages

2.1. The Board Chair, Vice-Chair, and President and Chief Executive Officer (CEO) are responsible for developing the agenda for each Board meeting that is aligned with the Board's roles and responsibilities, the Board work plan, and the annual goals and objectives. The Chair has the discretion to table items to the next regularly scheduled Board meeting, if time considerations unduly limit any discussion.

2.2. The Board package will normally be sent to Directors electronically one week in advance of the meeting to allow for review and preparation. Due to timelines beyond the control of the senior leadership team, revisions to the board package materials may be sent less than one week in advance. All reports to the Board will be in writing.

2.3. Corporate reports and recommendations to the Board from the President and Chief Executive Officer (CEO), Chief of Staff and Board Committees will use consistent templates as appropriate to support the respective Board roles concerning the agenda items.

2.4. Items not included in the Board package and handed out at the Board meeting will only be discussed if, in the opinion of the Chair, the item is of an urgent nature or should not be held until the next Board meeting. It is expected that the Chair will only allow such items to be brought forward and considered under exceptional circumstances.

2.5. The following options will be used in the event a Board Meeting is cancelled, or a Board Meeting is held but there is no quorum, and there is an urgent decision(s) that needs to be made by the Board that cannot wait until the next scheduled meeting:

2.5.1. A teleconference and/or videoconference meeting will be held by the Board and the specific agenda items requiring approval will be shared through a briefing note and considered by the Board; or

2.5.2. if the Board Chair and Vice-Chair decides that the matter does not require a teleconference and/or video conference meeting then a briefing note outlining the background of the issue and the recommendation will be shared by email with the Board Directors and they will be requested to consider the recommendation and

confirm their decision by either a yes or no vote. For this motion to pass, it must be unanimous.

The results of either a teleconference and/or videoconference meeting or the unanimous e-vote will be shared with the Board as minutes of this decision in the Consent Agenda at the next Board Meeting.

3. Definitions

3.1. Open (regular) is defined as the portion of the meeting and information that is open to public.

3.2. Closed (in camera) meetings and sessions include Board committee meetings and are defined as that portion of the meeting/session that is confidential to members of the Board and designated hospital staff.

4. Open (Regular) Board Meetings

Members of the public, media and/or delegations may request attend the open meetings. Individuals requesting to attend are required to submit a request at least 24 hours prior to the meeting:

4.1. Notice of Meeting

A schedule of the date, location, and time of the Board's regular meetings will be posted on the hospital's website. Changes in the schedule will be posted on the website.

4.2. Agendas, Minutes, and Board Materials

Agendas will be distributed electronically. Members of the public, media and/or delegation can obtain agendas from the Board Secretary or delegate prior to the meeting. All supporting materials will be distributed only to the Board.

4.3. Conduct During the Meeting

Members of the public, media, and/or delegations may be asked to identify themselves. Recording devices, videotaping, and photography are prohibited. Members of the public, media and/or delegations may not address the Board or ask questions of the Board without the permission of the Chair. Individuals who wish to raise questions with the Board must contact the Board Secretary in advance of the meeting. The Chair may require anyone who displays disruptive conduct to leave.

4.4. Guidelines for Delegations/Persons Wishing to Address the Board

Persons or delegation wishing to address the Board concerning matters relevant to the organization must do so according to the following procedure:

Written notice of the request to address the Board must be provided to the Board Secretary no later than 10 working days prior to the meeting date. A brief description of the specific matter to be addressed should be included in the request. Requests to address the Board on a specific item will be granted (generally in order of the receipt of the requests) if approved by the Chair of the Board. Persons not permitted to address the Board shall be so notified.

The Board may limit the number of presentations at any one meeting. Persons addressing the Board will be required to limit their remarks to 10 minutes or longer at the discretion of the Board Chair. If a delegation wishes to make a presentation, a spokesperson for the group shall be identified. A maximum of four (4) persons per delegation may attend if space permits. The Chair is not obligated to grant a request to address the Board, and the Board is not obligated to take any action on the presentation it receives.

5. Closed (In Camera) Board Meetings/Sessions

5.1. The Board may move to an in camera session or hold special meetings that are not open

to the public, where it determines it is in the best interest of the hospital to do so, or to protect the interests of the public or a person. The Chair may order the meeting to move to an in camera session at any time, at the Chair's discretion, or any Director may request a matter be dealt with in an in camera session in which case a vote will be taken and if a majority of the Board agrees, the matter shall be dealt with in an in camera session.

5.2. Minutes of the in camera session of the Board meeting, including Board committee meetings, shall be recorded. The minutes of all in camera sessions of a Board meeting shall be clearly identified as CONFIDENTIAL and handled and secured in a manner that respects the nature of the material. Minutes of an in camera session of a Board meeting shall be circulated and approved at an in camera session of a subsequent in camera Board meeting.

5.3. Matters that may generally be dealt with in a closed session include, but are not limited to:

- Personal health information related to an individual (while maintaining compliance with the Freedom of Information and Protection of Privacy Act (FIPPA) and the Personal Health Information Act (PHIPA));
- Human resources or labour relations matters including those pertaining to collective bargaining or terms of employment, including negotiations or potential negotiations;
- Matters relating to an individual Board member or a prospective Board member;
- Professional staff appointments, re-appointments and changes in privileges;
- Donor-specific issues;
- Any other matters where personal information about an individual will or may be revealed (while maintaining compliance with FIPPA and PHIPA);
- Dealings and discussions with other entities or persons where the information being discussed may compromise the relationship of the hospital with such entities or persons or its relationship with its stakeholders;
- Matters relating to actual or potential criminal or civil litigation including administrative tribunals;
- The receipt of advice that is subject to solicitor-client privilege including communications necessary for that purpose;
- The acquisition, disposition, lease, exchange or expropriation of, or improvements to real or personal property, if the Board considers that disclosure might reasonably be expected to harm the interests of the corporation;
- Financial, personnel, contractual and/or other matters for which a decision must be made in which premature disclosure will be prejudicial;
- Board and Committee self-evaluation;
- Information that is prohibited from disclosure under the Freedom of Information and Protection of Privacy Act; and
- Deliberations to decide whether a matter warrants being dealt with in a closed session of the Board.

5.4. All matters before an in camera session of the Board are confidential until such time that any of the matters may be moved by the Board to the open session of the Board. To that end, the Board shall pass a resolution and/or motion with respect to those items that are to be moved from an in camera session of the Board to an open session of the Board (a resolution is a formal expression of opinion or intention) when it is appropriate to do so.

5.5. During the in-camera session of the Board, or of a Board Committee, all persons who are not elected Board of Directors shall be excluded, save and except the President and CEO, the Chief of Staff and the Executive Assistant to the President and CEO (for administrative support).

5.6. The Board Chair or, as may be applicable, the Board Committee Chair and/or the President and CEO may invite such other persons as they deem appropriate to support the Board or the Board Committee.

6. Minutes

Minutes of the open and in camera sessions may be producible under FIPPA with the exceptions, including:

- personal health information (under Personal Health Information Act (Ontario));
- quality of care information (under Quality of Care Information Protection Act 2016 (Ontario));
- records re: operations of a hospital foundation; administrative records of regulated health professional, re: personal practice;
- records re: charitable donations made to the hospital;
- records re: provision of abortion services;
- records re: certain labour relations, employment matters;
- records re: certain appointment, privileging matters;
- certain records respecting or associated with research (including clinical trials) certain records of teaching materials; and
- records containing third party information.

7. Meetings of Board Committees

Meetings of the Board committees are not open to the public and will be held in camera (closed). Minutes of Board committee meetings shall be circulated and approved at the next scheduled in camera Board meeting.

8. Communication to the Public arising from Board Meetings

Consistent with the Board's commitment to good governance practices, timely access to information, appropriate protection of personal privacy, and appropriate protection of other information that is exempt or excluded from disclosure under FIPPA, the Board will make available to the public, on LWDH's website, the following arising from Board meetings:

- approved Board minutes from the open session of the Board meeting;
- a list of elected and ex-officio Directors at Board meetings;
- a report on the Corporation's performance as part of the Corporation's Annual Report;
- the Corporation's Quality Improvement Plan (QIP), in compliance with the Excellent Care for All Act, 2010; and upon request, information that is subject to disclosure under FIPPA.

9. Informal Sessions of Elected Directors

9.1. At the conclusion of each Board meeting, or at the call of the Chair, an informal session of the elected Board Directors may be conducted without the presence of the ex-officio Directors or staff members.

9.2. The purpose of the informal session is to enable the elected Board Directors to assess the effectiveness of the meeting and the information provided. The information provided should support informed policy formulation, decision-making, and monitoring of the performance of the President and Chief Executive Officer (CEO) and Senior Leadership Team.

9.3. Any matters pertaining to specific meeting agenda items, or all other aspects of the Board's roles and responsibilities, should not be discussed during an informal session. No decisions will be made, and no minutes will be prepared. Following the informal session, the Chair will discuss matters arising, as appropriate, with the President and Chief Executive Officer (CEO).

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.6
Receipt of Gifts by Board Directors		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 6		

Lake of the Woods District Hospital (LWDH) Board Directors will not use their authority or position for personal gain and will maintain integrity in all of their LWDH business.

Individual Directors of the organization, in the course of their duties as Directors, may not accept gifts of any kind from sponsors, agencies, consultants, professional advisors or contract providers if acceptance of a gift creates a perception of impropriety. In the event that an impropriety is believed to have occurred, the gift is to be returned or declined.

Traditional gifts will be exempt (i.e., tobacco). If a Board Director is in doubt about the propriety of any situation, the matter may be brought forward to the Board for discussion and decision.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.7
Board Director Recognition		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

End of Service

At the Lake of the Woods District Hospital (LWDH) Board's discretion, a gift may be provided to a Board Director at the end of their service. This recognition of appreciation shall be presented to the departing Director at the Annual General Meeting (AGM) of the Board marking the end of their service and so noted in the minutes of the AGM.

LWDH Administration reserves the right to determine the appropriate value of the recognition gifts that are selected for presentation, and to change the nature of the item from year to year if they so choose.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.8
Reimbursement for Board Directors and Committee Expenses		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

Board Directors and committee members of the Lake of the Woods District Hospital shall not be entitled to any compensation or honorarium but shall be entitled to reimbursement for out-of-pocket expenses incurred in attending Board and Board committee meetings. This includes any meeting attended at the direction of the Board, as well as any work required by the Board.

1. Reasonable out-of-pocket travel expenses shall be reimbursed at the hospital's current rates, upon submission of receipts.
2. Registration fees for attendance at Board approved workshop and education sessions shall be paid in full by the hospital.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.9
Resignation or Removal of a Board Director		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 4		

Completion of Term

A Director shall vacate their position when their term is complete, and they are not reappointed for a new term.

Resignation of a Director

A Board Director may resign their office by communicating in writing to the Board Chair and the Secretary of the Corporation. Resignation shall be effective at the time it is received by the Board Chair and Secretary or at the time specified in the notice, whichever is later.

Removal of a Director

The office of an elected LWDH Board Director shall automatically be vacated if:

1. the Director at any time, fails to meet the qualifications; or
2. the Director, by notice in writing to the Corporation, resigns office, which resignation shall be effective at the time it is received by the Secretary of the Corporation or at the time specified in the notice, whichever is later; or
3. the Director's conduct is determined to be detrimental to the Corporation ; or
4. the Director dies.

Under extreme circumstances and in highly unusual situations it may become necessary to remove a Director from the Board of Directors. The office of a Board Director may be vacated by a simple majority resolution of the Board:

1. if a Director is in violation of Board attendance policy; or
2. if a Director fails to comply with the Legislation, the Board policies and procedures, including without limitation, the confidentiality and conflict of interest requirements.

The Board resolution to remove a Director is recommended by the Governance and Nominating Committee based on the foregoing reasons. Prior to making a recommendation to the Board, the Governance and Nominating Committee will comply with the following procedures:

1. Directors will be treated fairly and with respect;
2. the Director in question will be given proper notification of the applicable reason for removal;
3. the Board Chair will meet with the Director to give the individual the opportunity to respond (for example, attendance can improve, conflict of interest can be examined, and questions of conduct can be reviewed); and
4. the Director should be clearly notified of the final consideration and action of the Board.

Post-Service

All confidential material previously made available to a Board Director will be destroyed or returned upon completion of term, resignation, or removal from the Board of Directors. Access cards, Board Portal access, and parking passes will be deactivated. All equipment owned by the LWDH in the possession of the Board Director will be returned to the LWDH. The Board Secretary will be responsible for ensuring that all such equipment and materials are returned.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.10
Use of Social Media		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

This policy provides guidance for Lake of the Woods Hospital (LWDH) Board Directors and their use of social media. Social media platforms include, but are not limited to, platforms such as blogs, wikis, chat rooms, electronic newsletters, online forums, Facebook, Twitter, Instagram, Tumblr, Myspace, Flickr, Pinterest, LinkedIn, Meetup, Yelp, or any other platform that permit users to share information.

It is important to be aware that any social media communication may easily become public, and the statements/opinions expressed on these platforms are difficult, if not impossible, to retract once made and may be public information for a long time.

Board Directors should be aware of the effects of their actions, images, and comments on any of these platforms have on their image and the image of the LWDH. Board Directors should govern honestly, respectfully, and ethically.

The following are strictly prohibited and will subject the Board Director to investigation and appropriate action up to and including removal as a Board Director:

1. Publishing, posting, or releasing any information that is considered confidential or not public.
2. Discriminatory (including but not limited to bullying or harassment of any kind), defamatory derogatory, disparaging, indecent, racially or sexually offensive statements, information or pictures regarding LWDH Board Directors, its employees, volunteers, agents, third parties, clients, and community stakeholders.
3. Perpetuating, including posting or reposting materials deemed to be "hate propaganda" contrary to the provincial and federal legislation including, but not limited to, the provisions of the Criminal Code of Canada or any other material that could damage the goodwill and reputation of the LWDH.

In the event that a Board Director mentions or make reference to the LWDH, the Director is required to include a disclaimer that any opinions expressed are your own and do not represent the LWDH.

Board Directors are expected to conduct themselves professionally both on and off duty. Public posting, including personal materials on personal social media platforms, may reflect on LWDH, and as such, inappropriate comments, photographs, links, etc. should be avoided.

Board Directors are personally responsible for their own posts. Should a Board Director inadvertently post anything that might breach this policy, he/she/they must notify the Board Chair and correct it immediately. Should a Board Director modify the content of his/her/their post, the Board Director must make it clear that the post has been modified.

Hospital policies governing the use of copyrighted materials, hospital logos, or other forms of branding and identity apply to electronic communications. The use of any LWDH materials, without prior express written permission by the President and Chief Executive Officer (CEO) or Board Chair is prohibited.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 7.11
Use of Technology and Virtual Meetings		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028 Corporate By-law Reference: 5		

iPad Device

Each Lake of the Woods Hospital (LWDH) Board Director may be provided with an iPad device in order to support the fulfillment of their governance duties in a responsible and ethical manner. A declaration will be signed upon the provision of an LWDH device. Every device issued remains the property of the LWDH, and each user is responsible for the safe keeping of the device and its return on resignation and/or term completion. LWDH will provide technical assistance.

LWDH will provide all initial equipment required for the use of assigned devices, which includes protective case, power charger, and appropriate training as needed.

Typically, if a hospital-owned device or accessories are damaged, lost, or stolen, replacement costs will be covered by the LWDH. The President and Chief Executive Officer (CEO) may however further assess replacement request to determine if the Director should share responsibility due to negligence.

In the case of a lost or misplaced mobile device, it is the user's responsibility to notify the President and Chief Executive Officer (CEO)'s office at extension 2243 as soon as possible in order to deactivate the device.

Board Directors can choose to use their own personal devices. These Directors must ensure no local copies of corporate documents remain on personal devices after its intended use.

LWDH Email Address

Each Board Director will be provided with an LWDH email address to conduct Board business. It is the responsibility of each Director to check this email frequently to keep up with Board duties.

Access to LWDH Board Portal

All Board Meeting packages are distributed by a board portal software contracted by the LWDH. Board Directors are provided with a board portal software account.

Directors will primarily use the LWDH Board Portal and email to carry-out duties.

Virtual Meetings

A Board Director may participate in a meeting of the Board or of a Standing Committee by means of teleconference or videoconference. Board and Standing Committee meetings may be held in-person or virtually.

Unless already arranged, teleconference and videoconferencing arrangements must be made one (1) week in advance of the meeting. Directors participating in meetings by electronic means shall do so from a private and secure setting and shall take all reasonable steps to protect the confidentiality of discussions. This includes the use of headphones or equivalent devices, refraining from the use of speakerphone, and ensuring that no unauthorized person can hear or access the meeting proceedings or materials.

All Directors joining virtually will be asked to identify themselves and then mute their device until there is the need to speak. When joining by videoconference, Directors must join on a device that

has a camera and microphone. Directors are expected to leave their camera on unless experiencing Internet difficulties so that they can visually participate in voting and asking questions.

☒ Policy ☐ Procedure ☐ Exhibit ☐ Terms of Reference	Section: Governance Process	Number: 8.1
Relationship Building		
Date Approved: May 11, 2023 Date Last Reviewed/Revised: April 9, 2026 Next Review Date: April 4, 2028		

The Board of Directors at the Lake of the Woods District Hospital (LWDH) is committed to developing, maintaining, and supporting effective and positive relationships with organizations, groups, local and surrounding area community partners.