



Responsibilities of Directors



Catholic Health Sponsors of Ontario



Introduction

This document is intended to be used by CHSO organizational boards in concert with the OHA 'Guide to Good Governance,' CHSO's 'Mission Integration' and other governance materials that may be presented to board members from time to time. Directors of Catholic health care organizations act in accordance with the ethics and social justice standards of the Catholic Church, while remaining sensitive to the diversity of patients and residents, staff, volunteers and the local community.

Distinctive Nature of Catholic Health Care

Catholic religious women, with a commitment to Gospel values, began their health care ministry in Ontario over 160 years ago, treating the poor and disadvantaged in the tradition of Jesus' healing ministry. Most, if not all, Catholic homes and hospitals were started at the invitation of the local community and were often the first and only hospital in the community. Over the years the religious Congregations provided resources of personnel and finances to build up the health services.

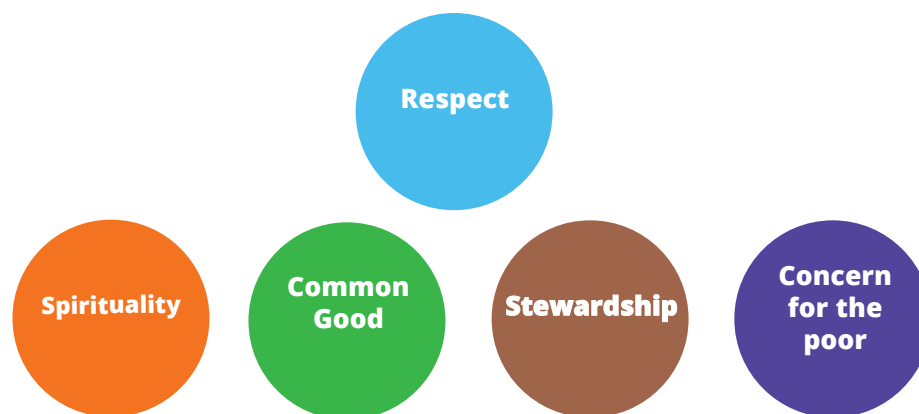
Some of the country's largest and most prestigious organizations were founded by religious orders and remain centres of excellence, combining 'high tech' with 'high touch.' Both the governance and the staffing of Catholic health care organizations rely on people of many faith traditions who willingly participate in this mission and tradition of service.

In this rapidly evolving world, CHSO and its members will have to find effective ways to identify and address the changing needs of the most vulnerable populations in the province.



Core Values

In the midst of rapidly advancing technology, Catholic health care organizations are committed to upholding the values that identify the institution as Catholic.¹

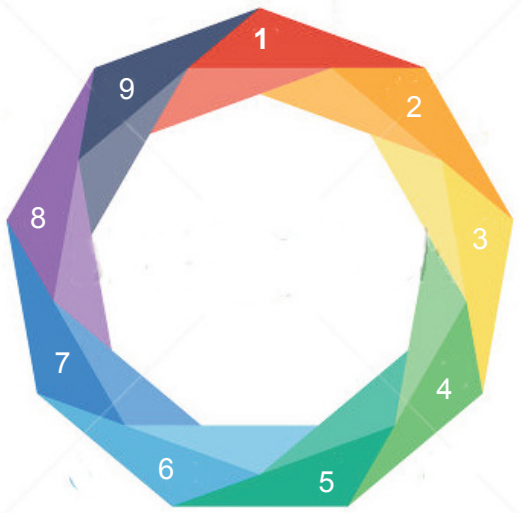


- **Respect for the dignity of all people** provides a framework for decision-making and standards of care that promotes and protects life at all stages from conception until natural death.
- **Spirituality** that provides the hidden energy grounding Catholic health care providers, as individuals and as organizations, with an ongoing call, purpose and meaning.
- From these foundational principles, springs an ethical perspective that focuses on the **common good for all**, in clinical and organizational decision-making.
- **Responsible stewardship** urges us, as informed decision-makers, to respond to social justice issues, and honour the resources of people, goods, and the natural environment in a way that reflects the healing mission of Jesus.
- As the continuation of the congregations' healing ministry of Jesus, Catholic health providers reach out to all people in a manner marked by excellence, inclusiveness and compassionate care, with **special consideration for the voiceless and powerless people in our midst**.

1. See "Fundamental Moral Values" in *Health Ethics Guide*, pp. 14-16, Catholic Health Alliance of Canada, 2012.

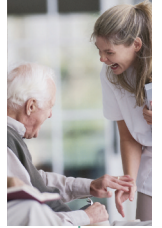


Responsibilities of Directors of Catholic health organizations



1. Govern in accord with the **mission, vision and values**
2. Be **good stewards**
3. Oversee the **management** of the institution
4. **Participate** actively in board meetings
5. **Understand** the letters patent, bylaws and policies
6. Be aware of the **'chain of mission'**
7. Respect the **reserved powers**
8. Ensure **accountability** in board & CEO evaluations
9. Ensure there is an **annual report**

1. Govern the affairs of the organizations in support of and in accordance with the mission, vision and values of the institution, observing the obligations of canon (Church) and civil law as well as the *Health Ethics Guide*.
2. Be stewards of the organizational assets and act with integrity and in the best interests of the organizational corporation, taking into account the interests of the Sponsor, the local community and those most in need.
3. Oversee the management of the organization through the CEO and Chief of Staff, including the quality of services and business affairs.
4. Participate actively at board meetings and ensure the mission, vision and values of the organization and the *Health Ethics Guide* are integrated into the operations.



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5. Understand the obligations imposed on directors by the letters patent, bylaws and policies of the organization.
 6. Be aware of the obligations imposed by the 'chain of mission', and its responsibility for maintaining the mission of the organization from the Church to the Sponsor, to the Governing Board and to the CEO.
 7. Respect the powers reserved to the members (board of CHSO) as set out in the bylaws of the organization.
 8. Ensure the organization's mission, vision and values, philosophy and ethics are realized through the strategic plan and their accountability reflected in the board and CEO evaluations.
 9. Ensure there is an annual report to the members outlining the activities of the organization, including audited financial statements, nomination of directors for election and re-election, recommendations for appointment of the executive of the board and any recommended bylaw changes.

Catholic Health Sponsors of Ontario

Our legacy of caring for the vulnerable

Long before Canada had universal health care, Catholic religious congregations founded health organizations to provide care and treatment for the forgotten – the poor and vulnerable. The value of Catholic health care was clearly understood by the majority of people in society. Catholic health care helped those most in need and went where others wouldn't go, and the organizations were easily identifiable in communities across Ontario.