



DIRECTOR RECRUITMENT BRIEFING

Spring 2024

Seeking Energetic Leaders with a Passion for Advancing Health Care

The Saint John Regional Hospital Foundation is seeking applications from leaders in New Brunswick to fill voluntary, independent roles on its Board of Directors.

To Apply

Please visit thegive.ca/board.

Organizational Mandate

For 40 years, the Foundation has been honoured to steward the generous gifts donors have given The Saint John Regional Hospital, to the benefit of patients each and every day. Together, we have raised over \$150 million to support health care advancements across our hospital and province. Throughout our history, we have funded initiatives outside of the scope of government, investing in capital equipment, research, education, mental health, and patient support programs at our hospital and across New Brunswick.

The Foundation is led by a Board of Directors and staff composed of talented and dedicated individuals with diverse expertise, experience, skills and backgrounds. We are devoted to inspiring donor generosity to improve health care access for all patients in our communities.

If you are looking to support an organization where you can create meaningful change and excel at what you do, we're looking for you.

Board of Directors Purpose

The Board of Directors is a governing body with a primary responsibility to foster the short- and long-term success and advance the mission of the Foundation. Working closely with the CEO and Executive Management Team, the Board has the responsibility to advise, govern and oversee the conduct of the Foundation, and is committed to supporting the delivery of strategic planning; risk management; and fiduciary, philanthropic and operational oversight responsibilities.

Term and Commitment

Director roles are for three-year terms, with the option to renew at the end of three years. Board members are required to prepare for and attend four Board meetings per year (quarterly), the Annual General Meeting, and Special Meetings as required. There is also an opportunity to take part in Board Committees, which take place quarterly and on an ad hoc basis, as needed. While all Directors contribute in ways that are personally meaningful and achievable to them, participation in fundraising activity is optional, and can be tailored to meet Directors' availability and interests. As we grow the diversity of our Board, the ability to give should not be a barrier to application.

Board Member Profile

Our Board is made up of entrepreneurs, lawyers, accountants, financial services professionals, marketing communications professionals, and experienced business professionals. All Directors are committed to exhibiting leadership, actively participating in Board matters, promoting teamwork and positively shaping the Foundation's future.

We welcome applications from qualified individuals from all walks of life. We are particularly seeking applicants with skills and experience in one or some of the following areas: health care, including mental health and addictions; law; sales; and fundraising. We also encourage newcomers, early-career professionals, and grassroots community leaders to apply.

We are committed to growing diversity on our Board. We encourage candidates to self-identify if they wish to do so, particularly those who are members of equity-deserving groups.



Saint John Regional Hospital Foundation Board, August 2023

ORGANIZATION OVERVIEW

Advancing the health care of tomorrow.

The Saint John Regional Hospital Foundation (Foundation) is a team of fundraisers and community leaders passionate about inspiring support for Horizon's Saint John Regional Hospital and vital programs across the province. For 40 years, the Foundation has been honoured to steward the generous gifts donors have given The Saint John Regional Hospital, to the benefit of patients each and every day. These gifts have helped advance health care innovations by funding new technologies, equipment, mental health initiatives, research, education and patient support programs. Every day we see the passion of health care providers, the impact of donor generosity and the difference it means for patients.

MISSION

To ignite and inspire the power of community and philanthropy to provide exceptional health care for New Brunswick

PURPOSE

Devoted to inspiring donor generosity to improve health care for all patients in our communities

VISION

We strive to be the most innovative, effective, and respected hospital foundation in New Brunswick, advancing health care to create a healthier future

VALUES

Trust: We believe a person's reliability, ability, or strength is core to any relationship.

Respect: We believe in valuing differences and allowing others to express themselves to work together toward common goals to strengthen the organization.

Accountability: We strive to honour our commitments and take responsibility for accomplishing our work on time and with the highest quality possible.

Innovation: We believe in imagining what is possible and fostering creativity that challenges constraints and drives progress.

Leadership: We believe in the courage to rise above challenges, work through adversity and inspire others.

HEALTH CARE PARTNERS

Horizon Health Network

Horizon Health Network (Horizon) is the largest regional health authority in New Brunswick and the second-largest health authority in Atlantic Canada, with expertise in diverse health and community services. Focused on delivering quality and safe care to our patients, clients and their families, Horizon operates 12 hospitals and more than 100 medical facilities, clinics and offices throughout New Brunswick. Horizon provides services ranging from acute and specialized care to community-based health services. At the foundation of this health system is a robust network of community-based primary care services offered in various settings in communities throughout the province. Our primary care system is comprised of a number of facilities and services, including community health centres, clinics, public health services, community hospitals, as well as addictions and mental health services. With a collaborative, team approach to offering services in English and French, Horizon delivers sustainable, safe and quality health care services to residents of New Brunswick, as well as northern Nova Scotia and Prince Edward Island. View Horizon's Strategic Plan 2021-2026 [here](#).

Saint John Regional Hospital

The Saint John Regional Hospital is the largest tertiary care hospital in New Brunswick and is the primary health care referral centre for this area and to all New Brunswickers for major trauma and cardiac care.

The New Brunswick Trauma Program, New Brunswick Heart Centre, and the New Brunswick Stem Cell Transplant Centre are located within the hospital, as are Radiation Oncology and Nephrology services. This site offers autologous stem cell therapy and a stem cell processing laboratory.

The Saint John Regional Hospital also serves as the centre for Dalhousie Medicine New Brunswick's distributed medical education program. The hospital services a catchment population of 170,000 people.

STRATEGIC PLAN

Our strategic plan for 2021-2025 focuses on building our fund development capacity and enhancing our overall philanthropic revenue generation activities, building on the Foundation's strategic goals.

View the Saint John Regional Hospital Foundation's Strategic Plan 2021-2026 [here](#).

GOVERNANCE STRUCTURE

The Foundation is a non-profit organization incorporated by letters patent dated April 9th, 1980 and receiving its charitable status in 1984. The objects of the Foundation are:

- for the direct or indirect benefit of the Saint John Regional Hospital, including promoting, maintaining, restoring and/or enhancing patient care and comfort,
- to aid and assist the Saint John Regional Hospital and others in undertaking and carrying out any and all phases of medical research and/or the professional development of any individual who is, or who is expected to be engaged in the practice of medicine and/or the health care profession in New Brunswick,
- to advance education by providing scholarships, bursaries and other forms of financial assistance to individuals who are admitted into an accredited medical school and who display an intention of practicing medicine in New Brunswick,
- to advance and/or develop mental health and wellness initiatives, programs and/or awareness in any part of New Brunswick, and
- to grant to any other registered charity, to any not-for-profit organization and/or to any health authority in New Brunswick whose purposes and powers are the same or substantially similar to some or all of the objects of the Foundation.

From a governance perspective, the Board of Directors is the link between the community stakeholders and the organization. The Board of Directors is actively involved in long-term strategic planning, defining success, prioritization of objectives, succession planning and risk management. It must assure itself that appropriate systems of governance, leadership and stewardship are in place. To do this, and yet empower the CEO to lead and manage, is one of the most critical success factors of the Board of Directors.

The Foundation's Board of Directors is primarily a governing board. It has the ultimate accountability for the performance of the Foundation. Due to the expertise and experience of the Directors, the Board of Directors at times fulfills an advisory role, providing strategic and operational advice as well as guidance to the CEO. It is not a working or operating board, as the Foundation's organizational structure provides a strong staff and resources. It does, however, carry out several activities pertaining to the fundraising objectives of the Foundation, in keeping with the primary purpose of the organization.

Composition and Terms

The Foundation is governed by a Board of Directors consisting of not more than 20 and not less than 12 Directors. To be eligible to serve as a Director of the Foundation, you must be a Canadian citizen.

Director roles are for three-year terms, with the option to renew at the end of three years. No person shall be appointed to serve as a Director beyond nine consecutive years except in extenuating circumstances. Directors are elected/appointed by the membership at the AGM each year, with the Board of Directors also having the right to appoint between AGMs should a vacancy arise.

Committees

In addition to the Executive Committee, three standing committees carry out specific responsibilities and make recommendations to the Board of Directors:

1. Finance, Audit and Investment Committee;
2. Governance and Nominating Committee;
3. Fundraising and Grants Committee;

Each committee is comprised of at least two Directors. A Director must chair each of these committees. Where possible and logical, each Director is on at least one standing committee to enhance the Board of Directors' knowledge and engagement. The term of office for each committee is for one year. Each committee will have a Terms of Reference outlining their roles, responsibilities and relationships in fulfilling their respective mandates. These Terms of Reference will be reviewed by the respective committee annually, with revised terms reviewed by the Governance and Nominating Committee and then brought forward to the Board of Directors for approval.

Responsibilities

The Board of Directors' responsibilities are categorized into the following groups:



The Board of Directors' fiduciary responsibilities are to:

- act honestly;
- act in good faith;
- place the organization's interests first;
- exercise authority within the parameters of the position;
- disclose conflict of interest;
- avoid breach of confidence; and,
- hold in strict confidence all transactions and business affairs affecting the Foundation.

The standard required is that a Director uses reasonable care, diligence and skill that a reasonably prudent person would have exercised in comparable circumstances. Duties of care, skill and diligence consist of the following characteristics:

- exercise reasonable care;
- attend meetings;
- keep informed;
- act intelligently;
- avoid imprudent judgment by applying appropriate due diligence in decision-making;
- provide adequate supervision, and,
- question things that are not clear or not understandable.

The Board of Directors' oversight responsibilities consist of the following:

1. Provide Strategic Stewardship
2. Approve Annual Business Plan and Monitor Performance
3. Ensure Effective Risk Management
4. Monitor the Performance of the President & CEO
5. Ensure Its Own Effectiveness

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The Board of Directors' *oversight responsibilities* consist of the following:

1. Provide Strategic Stewardship
2. Approve Annual Business Plan and Monitor Performance
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4. Monitor the Performance of the President & CEO
5. Ensure Its Own Effectiveness

Given the mandate of the Foundation, the Board of Directors has *philanthropic responsibilities*, which are an essential part of its overall effectiveness. Each Director is required to be actively engaged in the fundraising efforts of the Foundation in ways that are personally meaningful and achievable to them, including:

- Conducting donor recognition and appreciation activities.
- Visiting donors on behalf of the Foundation.
- Representing the Foundation at functions and events in support of its fundraising strategy and plan.
- Identifying and screening potential donors/sponsors for various fundraising programs and, where appropriate, assisting in solicitation.
- Leading fundraising campaigns/programs supported by management.
- Hosting events where appropriate.
- Making a meaningful personal donation on an annual basis to the Foundation. (Our goal is to achieve 100% participation by the Board of Directors; however, the value of the donation is up to each individual based on what is accessible to them.)

Participation in fundraising activity is optional and can be tailored to meet the Directors' availability and interests. As we grow the diversity of our Board, the ability to give should not be a barrier to application. The Board of Directors must also carry out certain *operational responsibilities* in concert with the President & CEO and management, including:

- Approving corporate policies deemed necessary for the effective operation of the Foundation.
- Acting as an advocate and ambassador for the Foundation and assisting in enhancing the public's understanding of the Mission of the Foundation, as well as the need for philanthropic support. Directors are encouraged to promote the Foundation throughout the community.
- Assisting in the identification and recruitment of prospective new Board of Directors members and project volunteers for the Foundation.

Code of Conduct

Directors must read and acknowledge in writing understanding and acceptance of the Governance Policy and The Donor Bill of Rights. The Donor Bill of Rights was created by the Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits.

ANNUAL TIME COMMITMENT

There are approximately four Board Meetings a year of an approximate duration of 3-4 hours each, plus approximately 6-8 hours of preparatory work (reading materials) per annum.

Each Director sits on at least one (1) Board Committee. Each committee has its own schedule, and the number of meetings varies. Committee meetings are typically 2 hours each or less. The annual committee meeting time would equal between 6-12 hours of meeting time plus 6-8 hours of preparatory work (reading materials) per annum. Board and Committee meetings are a blend of in-person and virtual meetings. In-person meetings are at the Saint John Regional Hospital. Travelling for meetings is extremely rare.