CULTURE AND HUMAN DEVELOPMENT SUB-COMMITTEE

TERMS OF REFERENCE

1.0 PURPOSE

1.1 To assist the Board of Trustees in ensuring the ongoing viability of St. Mary’s General Hospital (SMGH) and support the strategic plan of the organization with particular emphasis on strategic priority #3, and the enabler on creating a safe, healthy and supportive place to work. This includes ensuring a lens on diversity, equity and inclusion as it relates to the culture and workforce at SMGH.

1.2 To provide oversight to the culture and human development strategies of SMGH on behalf of the Board of Trustees in alignment with the strategic plans of SMGH. These strategies include the development and sustainment of an engaged, motivated and trusting culture and the development of the human resources of SMGH including physical and psychological safety, technical and human capabilities, talent development and succession planning for employees and volunteers.

2.0 RESPONSIBILITIES

Management System Strategies

2.1 Provide oversight of the Management System strategies for SMGH.

2.2 Monitor the impact that the Management System is having on the performance of the strategic key performance indicators.

Culture Development Strategy

2.3 Provide oversight to the culture development strategies for SMGH.

2.4 Ensure processes are in place to monitor and review culture performance.

2.5 Monitor the impact that culture is having on the strategic key performance indicators.

2.6 Consider measures/methods that will help reinforce the organizations commitment to diversity equity and inclusion

Succession Planning

2.7 Provide oversight to the succession planning process for SMGH including board and employee succession plans.
2.8 Review, comment, and report annually to the Board on succession plans for all key executive positions and career development for potential successors. Consider the diversity of the management team in succession planning.

Talent Development Planning

2.9 Provide oversight to the talent development planning process for SMGH including board and employee talent planning.

2.10 Monitor the impact that talent development is having on the strategic key performance indicators.

2.11 Ensure SMGH is monitoring and mitigating known talent development risks.

2.12 Review, comment and reporting annually to the Board on talent plans and talent retention.

Employee and Physician Safety

2.13 Ensure processes are in place to monitor and review employee and physician physical and mental safety.

2.14 Ensure measures are in place to monitor employee and physician safety.

Employee and Physician Engagement and Motivation

2.15 Ensure processes are in place to monitor and review employee and physician engagement and motivation.

2.16 Ensure measures are in place to monitor employee and physician engagement and motivation.

Review Measures for Culture and Human Development Performance Measures

2.17 Management will develop formal measures for the Culture and Human Development committee. The committee will report measures to the board at a minimum of 5 times per board year. Reporting will include but not be limited to measures on:
   a) Health of the Management System
   b) Employee and physician safety measures
   c) Employee and physician engagement and motivation measures

Terms of Reference and Committee Work Plan

2.18 Formally review compliance with the Terms of Reference and Committee work plan on an annual basis.

3.0 MEMBERSHIP

The Culture and Human Development Sub-Committee shall consist of at least:
3.1 3-4 members of the Board of Trustees, one of whom shall be Chair of the Board and one of whom shall be the Chair of the Committee.

3.2 up to two (2) members of the Community at large (voting)

3.3 President (non-voting)

3.4 Vice President, Human Resources & Culture (non-voting)

3.5 Human Resources and Process Improvement representatives (non-voting)

3.6 Other resource persons may attend this committee as required (non-voting)

4.0 PROCEDURE FOR APPOINTMENT

4.1 The Chair and members of the Board shall be duly appointed by the Board of Trustees for a two-year term with the option of reappointment if required by the Board Trustees.

4.2 Community members shall be appointed, for a two-year term with the option of reappointment if required, by the Board of Trustees, upon the recommendation of the Mission and Governance Committee of the Board. New members of the Board shall be appointed after the Annual General Meeting of the Board of Trustees, or as the need arises.

4.3 The President shall be a permanent member.

4.4 Membership changes should be staggered so that continuity of function is facilitated.

5.0 MEETINGS AND REPORTING STRUCTURE

The Culture and Human Development Sub-Committee shall meet a minimum of five times a year and report to the Board of Trustees. The frequency of meetings shall be reviewed from time to time.

6.0 RESPONSIBILITY OF THE CHAIR

6.1 To ensure that a notice of the meeting shall be sent out to members at least one week in advance.

6.2 To ensure that the agenda of the meeting is determined in advance and stated in the notice of meeting. The agenda is prepared by the Chair with the assistance of the resource person.

6.3 To ensure that recommendations from the Committee are forwarded to the Board of Trustees at their next regular meeting.

6.4 To ensure that the official copy of the minutes shall be kept in the office of the President.

6.5 To ensure that a quorum of 50% of the voting members are present at each meeting for the purpose of voting.
6.6 To ensure that in his/her absence, a Board member is delegated to chair the meeting.

7.0 RESPONSIBILITIES OF THE RESOURCE PERSON

7.1 The Vice President, Human Resources & Culture will act as principal resource to the Committee.

7.2 The resource person:

7.2.1 Assists the Chair in establishing the agenda.

7.2.2 Ensures that the agenda and minutes of meetings are distributed.

7.2.3 Ensures that minutes of the meetings are recorded.

7.2.4 Provides information for ongoing monitoring of determined outcomes.

7.2.5 Acts as liaison for Senior Management.

7.2.6 Assists the Chair in compiling reports for the regular and Annual Meeting of the Board of Trustees.

7.2.7 Ensures that the official copy of the minutes is kept in the office of the President.

8.0 RESPONSIBILITIES OF COMMITTEE MEMBERS

8.1 All Culture and Human Development Sub-Committee members will adhere to the Code of Conduct for Members of the Board of Trustees and Members of Board Committees as outlined in policy number 010-012

8.2 Members are required to attend 80% of all meetings and cannot be absent for more than three (3) consecutive meetings.

Board of Trustees
Approved: September 25, 2019