



CULTURE AND HUMAN DEVELOPMENT COMMITTEE

TERMS OF REFERENCE

(Draft, Jan. 16, 2023)

1.0 PURPOSE

- 1.1 To assist the Board of Trustees in ensuring the ongoing sustainability of St. Mary's General Hospital (SMGH) through the support of the health human resources plan of the organization with particular emphasis on developing our teams of today and the future, and 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 the organization. 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 key leadership roles, including Physician leaders, Chief of Staff and President.
- 1.3 To govern over the human resources management of the hospital, including labour relations strategies, recruitment and retention, and total rewards and compensation programs, to ensure ongoing attention to the health of our human resources at SMGH.

2.0 RESPONSIBILITIES

Human Resources and Culture

- 2.1 Provide oversight to the culture and human development strategies, and general human resources management at SMGH. Provide oversight to the recruitment and retention, labour relations and total compensation and reward programs.
- 2.2 Ensure processes are in place to monitor and review culture, including the engagement of our employees, physicians and volunteers.
- 2.3 Monitor the impact that culture is having on the strategic key performance indicators.
- 2.4 Ensure measures are identified that will help reinforce the organization's commitment to inclusivity, diversity, equity and accessibility.

Succession Planning

- 2.5 Provide oversight to the succession planning process for SMGH senior leadership and specialized physician roles.
- 2.6 Review, comment, and report annually to the Board of Trustees on succession plans for all key executive positions and career development for potential successors. Consider the diversity of the leadership team in overall succession planning.

Talent Development Planning

- 2.7 Provide oversight to the talent development and skills shortage planning process for SMGH.
- 2.8 Monitor the impact that talent development is having on the strategic key performance indicators.
- 2.9 Ensure SMGH is monitoring and mitigating known talent development risks.
- 2.10 Review, comment, and report annually to the Board on talent plans and talent retention.

Volunteer, Employee and Physician Safety

- 2.11 Ensure measures/methods are identified that will help reinforce the organization's commitment to a respectful, safe, healthy, and supportive workplace.
- 2.12 Ensure processes are in place to monitor and review volunteer, employee, and physician physical and mental health safety.
- 2.13 Monitor and respond to any whistleblower complaints raised to the Board, related to culture and human development

Terms of Reference and Committee Work Plan

- 2.14 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 (non-voting)

- 3.5 Director, People Services
- 3.6 Organizational Development representatives (non-voting)
- 3.7 Other resource persons may attend this committee as required (non-voting)

4.0 PROCEDURE FOR APPOINTMENT

- 4.1 The Chair and members of the committee shall be duly appointed by the Board of Trustees for a two-year term with the option of reappointment if required by the Board of 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 of Trustees. 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 four (4) 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 a quorum of 50% of the voting members are present at each meeting for the purpose of voting.
- 6.5 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 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 meetings 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: