

# Appendix 1



## Duties and Expectations of Directors of Catholic Healthcare Institutions

This document is intended to be used by CHCO institutional boards in concert with the OHA 'Guide to Good Governance', CHCO's 'Working Together' and other governance materials that may be presented to Board members from time to time. Directors of Catholic Health Care institutions 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 Healthcare<sup>1</sup>**

Catholic religious women, with a commitment to Gospel values, began their healthcare 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 facilities were founded by religious orders and remain centres of excellence, combining 'high tech' with 'high touch'. In Ontario today (2009) Catholic facilities operate over 8,392 beds with 27,858 staff and budgets of over \$2.8 billion. Both the governance and the staffing of Catholic Health Care institutions rely on people of many faith traditions who willingly participate in this mission and tradition of service.<sup>2</sup>

In the midst of rapidly advancing technology, Catholic Healthcare Institutions are committed to upholding the values that identify the institution as Catholic:

- **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 healthcare 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.

---

1. *Catholic Health Care in Ontario – a Summary Review* September, 2010; and *Mission Driven Organizations*, both published by the Catholic Health Association of Ontario.

2. Statistics provided by the Catholic Health Association of Ontario and are for the years 2009/10.

- **Responsible stewardship** urges us, as informed decision-makers, to respond to social justice issues, to 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.**

### Responsibilities of Directors of Catholic Health Facilities<sup>3</sup>

1. Govern the affairs of the institutions in support of and in accordance with the Mission, Vision and Values of the institution, observing the obligations of canon (Church) and Civil Law<sup>4</sup> as well as the *Health Ethics Guide*<sup>5</sup>.
2. Be stewards of the institutional assets and act with integrity and in the best interests of the institutional corporation, taking into account the interests of Sponsor and community.
3. Oversee the management of the institution 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 institution and the *Health Ethics Guide* are integrated into the operations.
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 CHCO) as set out in the bylaws of the institution.
8. Ensure the institution'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 institution, 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.

3. *Working Together – A Core Document for Sponsorship and Governance in Catholic Institutions*, CHCO, 2010.

4. *New developments in Public Juridic Persons*, Rev. Francis G. Morrissey, unpublished, 2005.

5. *Health Ethics Guide*, Catholic Health Association of Canada, 2000. CHAC is now the Catholic Health Alliance of Canada and is currently updating this guide.



Revised  
June 2014