

INFORMATION PACKAGE



Board Member Recruitment

We are seeking individuals with diverse backgrounds who are passionate about strengthening local healthcare with particular experience in...



Apply before **March 19, 2026** by sending a cover letter & CV **OR** bio via email to:

cpdmh.foundation@mrha.ca

WELCOME!

Thank you for considering applying for one of our CPDMH Foundation Board Member vacancies! I hope that you will find this document helpful for understanding more about our hospital foundation, the job description, and the roles and responsibilities of our Board of Directors.

Should you have any questions, please do not hesitate to contact me for more details: brmason@mrha.ca or 613-257-GIVE (4483).

Kindly,

Brittany Mason

Governance & Administrative Assistant of the CPDMH Foundation

Table of Contents

Introduction	3
Communication Structure	5
Organizational Structure	5
Board of Director: Roles & Responsibilities	6
Terms of Reference: Board of Directors	9

Introduction

Background

The Carleton Place & District Memorial Hospital (CPDMH) Foundation is dedicated to raising funds for CPDMH in support of providing the best healthcare possible to the residents of Carleton Place and the surrounding communities.

The Foundation's goal is to provide CPDMH with funding that is otherwise not covered through the Ministry of Health or other funding sources.

Foundation Values

Foundation organizational and team values as developed by the Foundation staff team in 2023-2024:

1. **Relationships:** Earn, maintain, and steward relationships based on appreciation for the differences one can make through service to the community.
2. **Collaboration:** To strengthen the power of partnerships through collaboration by making meaningful and lasting commitments to serve and benefit CPDMH and community.
3. **Educated growth:** Future-driven strategic investment into what is possible.
4. **Commitment to excellence:** To consistently earn and maintain credibility in the community by our actions and words.

Our Mission and Vision

The Foundation is a vital link between the CPDMH and the diverse and growing communities for which it serves. Through generous donations and strategic partnerships, we raise funds CPDMH requires to purchase critical equipment and build infrastructure to meet the healthcare needs of today and create a strong and sustainable tomorrow. By inspiring generosity, we ensure exceptional care close to home.

Guiding Principles

Our partnership with CPDMH, our communities, and our community members is key to our success. In our work with our partners, we are guided by the principles of:

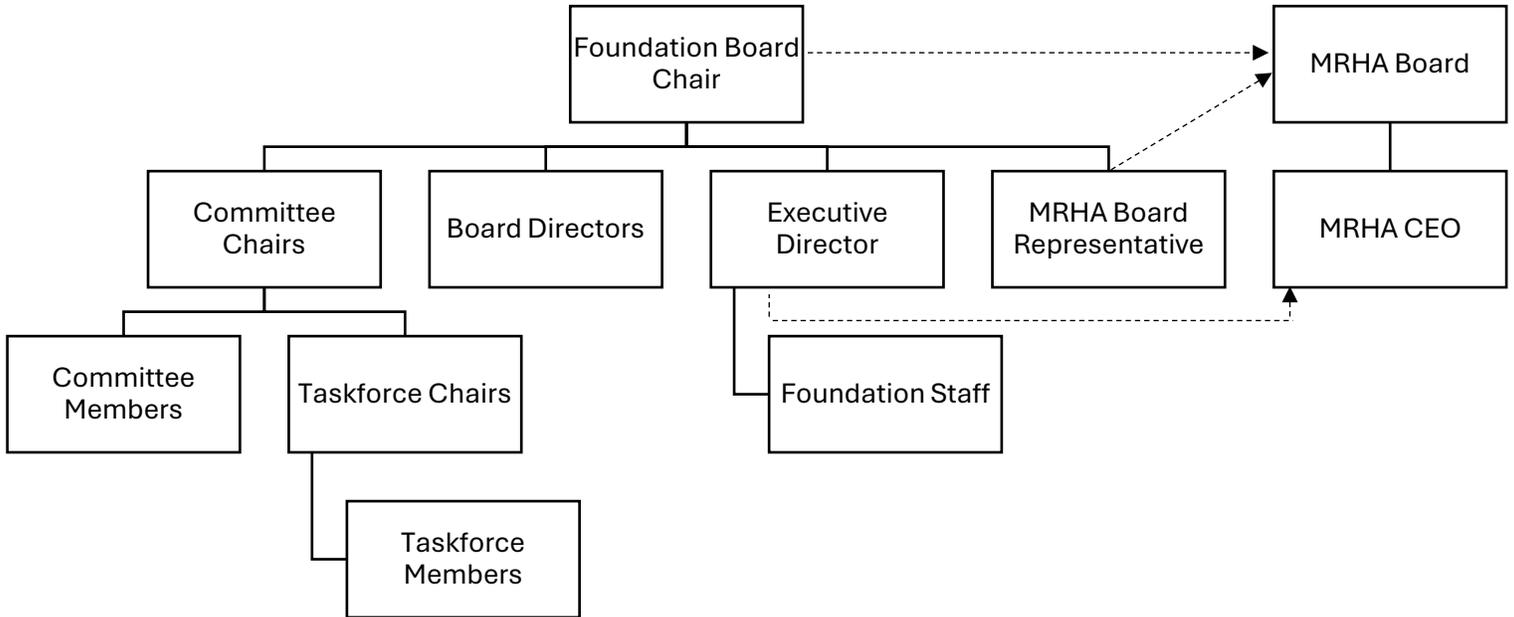
- Respect
- Commitment
- Transparency and accountability
- Engagement
- Continuous improvement

Strategic Priorities

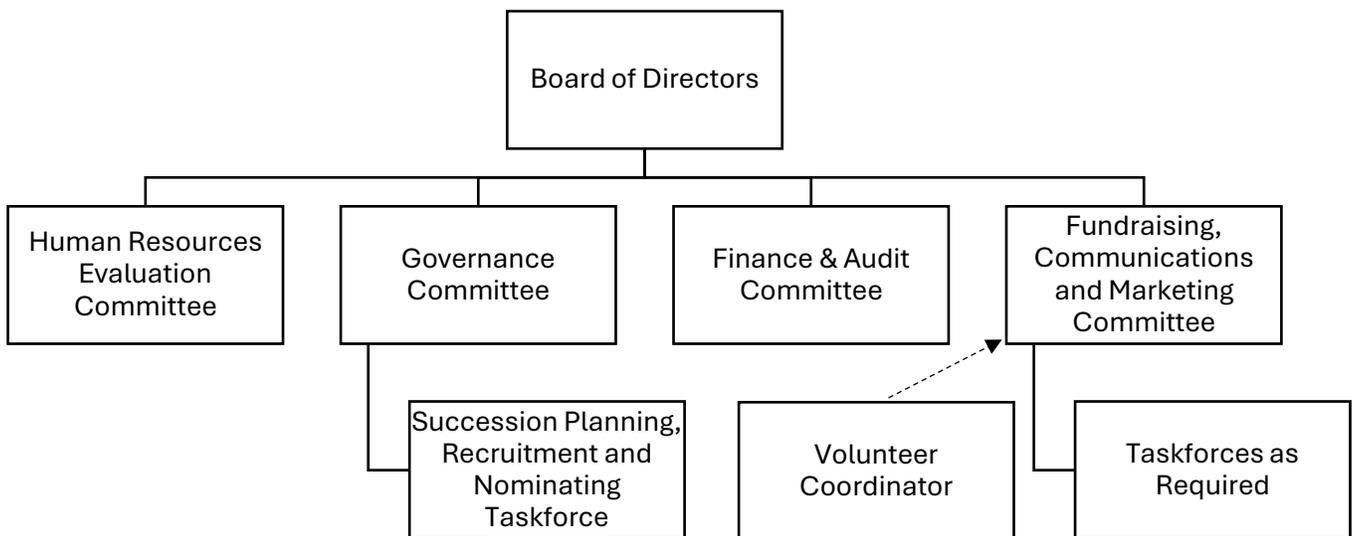
The Foundation's strategic plan (2022-2028) focuses on four strategic priorities:

1. **Organizational excellence:** We will continuously improve our governance, financial accountability and transparency, fundraising management, and overall organizational performance to build trust and confidence in our organization among our partners.
2. **Community engagement:** We will improve our understanding of and increase our dialogue with the diverse and growing communities we serve to raise our profile, increase our reach, build long-lasting relationships, and inspire gratitude.
3. **Staff and volunteer retention and recruitment:** We will help our staff and volunteers feel satisfied, fulfilled, and valued so that we can attract and retain the best from among the members of our communities.
4. **Sustainable increases in fundraising revenue:** We will focus our fundraising strategy and tactics to not only increase our year-over-year fundraising revenue but to develop long-term sustainability to meet the evolving needs of CPDMH.

Communication Structure



Organizational Structure



Board of Director: Roles & Responsibilities

Date of last revision:

October 2024

Directors

Role:

- Provide oversight to governance and guide strategy to protect interests of the Foundation and our donors, and
- Act as an Ambassador for the Foundation in the community. Each Director is expected to have a working understanding of and a commitment to the mission of the Foundation to best represent the organization.

Responsibilities:

- Uphold the Foundation's vision and mission, and abide by a strong sense of ethics,
- Remain current with issues and trends that affect the Foundation and/or CPDMH,
- Be prepared to contribute fully including sharing best practices on governance or subject matter expertise,
- Attend all board and committee meetings regularly and arrive prepared by reading agendas, minutes, reports and other documentation required to actively participate.
- Commit to approximately 10 – 15 hours of volunteer time a month to prepare for and attend board and committee meetings, respond to emails, attend events and attend other opportunities as required,
 - Directors are required to attend a minimum of one fundraising and/or appreciation event per quarter.
- Actively participate in at least two (2) committees or taskforces each term, with at least one being a committee,
- Annually contribute financially to the Foundation at a level that meets your personal situation,
- Understand and maintain confidentiality and abide by the Foundation's privacy policy,
- Complete the self-evaluation and peer evaluation form annually, and
- Follow the terms of reference for all committees and task forces of which they are a member.

Additional Roles & Responsibilities

Officers & Chairs

The Board will elect the following officers from among its Directors annually, at the Annual General Meeting, or more frequently as necessary: Chair of the Board, Vice-Chair, Treasurer, and Secretary. Additionally, the Board will elect Chairs of committees and taskforces annually or more frequently as necessary from among its members.

Chair

- Serves as the chief volunteer of the organization,
- Is a Signing Officer for the Foundation,
- Collaborates with the Executive Director in the preparation of all board meetings and chairs all board meetings (see Meeting Chair section under Board of Director Terms of Reference),
- Provides leadership to the Board Directors and Committee Chairs,
- Acts as the primary spokesperson for the organization with the Executive Director in speaking to media and in the community,
- Meets with individual Board Directors to provide feedback and, where appropriate, addresses any issues that arise relating to Board Directors participation, concerns or conduct,

- Meets on a regular basis with the President and CEO of Mississippi River Health Alliance (MRHA) (and sits as an ex-officio member of the MRHA of Directors,
- In collaboration with and under the direction of the Board of Directors, establishes a standing committee or special taskforce, as required,
- Organizes a Succession Planning and Recruitment Task Force to recruit and onboard new members and establishes a Search and Selection Task Force for hiring the Executive Director when required,
- Assigns individual Directors assignments as required,
- Serves as a guest member of all committees and taskforces. When present the Chair shall have a vote, however, when not attending their absence shall not affect quorum,
- Ensures that board matters are handled properly, including committee functioning, recruitment of new Board Directors, orientation and meeting preparation,
- Discusses issues confronting the organization with the Executive Director and Board,
- Helps guide and mediate board actions with respect to organizational priorities and governance concerns, and
- Leads an annual evaluation of the performance of the organization in achieving its mission and objectives.

Vice-Chair

- Acts as the Board Chair in his or her absence,
- Is a Signing Officer for the Foundation,
- Reports to and works closely with the Chair to assist with his or her duties,
- Works with the Succession Planning and Recruitment Task Force and other members of the Board on the recruitment and onboarding of new members,
- Performs other duties as assigned by the Chair, and
- Assists other Board Directors in their functions, if necessary.

Treasurer

- Understands and closely monitors the finances of the organization,
- Is a Signing Officer for the Foundation,
- Reports monthly to the Board of Directors and raises any issues of concern,
- Recommends best practices relating to financial management of the organization,
- Meets on a regular basis with the CFO of MRHA and Executive Director of the Foundation, if and when required,
- Meets on a regular basis with the Investment Manager and Executive Director of the Foundation, if and when required,
- As needed, assists with the preparation of the annual financial statements working with the auditor, and
- Acts as Chair of the Finance & Audit Committee.

Secretary

Upon election from the Board of Directors, the Treasurer may be elected to hold the office of Secretary-Treasurer, as outlined in Section Six of the Foundation’s by-laws.

- Is responsible for recording meeting minutes at all in-camera board meetings and ensuring the proper filing of in-camera minutes in the designated lockbox at the Foundation office.

The following responsibilities may be delegated to Foundation staff:

- Collect from each Director a form of consent within ten (10) days of being elected, which must be maintained with the Foundation’s books and registers,
- Provide notices for all meeting of the board,
- Have charge of the minutes of all meetings, and the documents and registers,
- Is a Signing Officer for the Foundation, and
- Assists other Directors with their functions.

Committee & Taskforce Chairs

- Reports to the Board Chair as required,
 - Taskforce Chairs shall report to the affiliated Committee Chair as required,
- Provides a verbal and/or written updated at board meetings,
- In collaboration with Foundation staff, establishes the agenda for and chairs committee meetings,
- In collaboration with the Executive Director, plans and oversees the logistics of committee operations,
- Presents committee decisions/recommendations to the Board,
- Assigns work to committee members, as required,
- Ensures distribution of committee meeting minutes, or delegated the responsibly to Foundation staff,
- Works with applicable Foundation staff in achieving the objectives of the committee,
- Evaluates committee effectiveness in reaching goals and objectives, and
- For each committee, excluding the Executive Committee, invites a minimum of one community participant to join for a one-year renewable term. This individual is not a Board Director but goes through an interview process with the Chair of the committee/taskforce.

Retiring Officers

Outgoing Board Directors may be invited to remain as a committee participant for a one-year, renewable term.

Terms of Reference: Board of Directors

Date of last revision:

October 2024

Responsibilities:

The Board shall:

- Effectively govern the Foundation by ensuring compliance with By-laws of the Corporation, Canada Revenue Agency, and other applicable legislation,
- Review annually, the Mission, Vision and Values of the Foundation and update as needed,
- Review annually CPDMH’s current and multi-year needs and equipment requirements, thus allowing the Board and Foundation to develop a fundraising strategy that effectively meets the financial needs of CPDMH,
- Develop policies to effectively govern the Foundation as well as review and update those policies as required,
- Understand and monitor the organization’s financial affairs,
- Actively identify prospective Board Directors that possess skills that will benefit the Foundation and the organization,
- Assist staff and volunteers to identify, research, solicitate, foster and steward major prospect and donors to build a pipeline of on-going support,
- Increase revenues through marketing and promotion of external affiliated events as well as Foundation internal events and programs, and
- Provide guidance to Foundation staff as needed.

Membership:

The Board shall be composed of between seven and thirteen Directors, including the ex-officio members, as outlined in the Foundation’s by-laws. The Board term limits are for two years, with up to three renewals, with no individual serving more than eight consecutive years.

Absence at three (3) consecutive meetings, without prior reason or notice, will result in a meeting with the Board Chair to review member’s position on the Board,

Refer to the Foundation’s by-laws for further details regarding membership.

Meeting Chair:

The Chair of the Board will be the Foundation’s Board Chair, and in their absence the Board Vice-Chair. The Chair is responsible for:

- Convening and conducting efficient and effective meetings, ensuring quorum is established at each meeting,
- Working with Foundation staff to develop and distribute agendas and related materials in advance of each meeting,
- Providing leadership to the Board and assisting it in reviewing and monitoring its responsibilities,
- Reporting to the Board on the deliberations and recommendations of the committees,
- Working with the Foundation’s Executive Director maintaining a workplan setting-out the work of the Board and timing thereof, and
- Setting a schedule of meetings, with any member being authorized to call an emergency meeting of the Board at any time.

Meetings:

The Board may meet in person, virtually, or a combination of in-person and virtually. Meetings can only be held with a quorum, which is a majority of the members who have voting rights.

Reporting & Authority:

The Board shall keep the minutes of each meeting that shall include the date, time, attendance, key decisions and actions to be taken. These minutes and all information regarding board meetings will be kept on the Foundation's board portal.

Board members are expected to conduct themselves in accordance with Foundation statements regarding Ethical Issues and Code of Conduct and to declare if they have any real or perceived potential conflicts of interest regarding any matter discussed during board meetings.

The Board has the authority to act on behalf of the Foundation within the limits of the Foundation's Act of Incorporation, By-Laws and Policies, the Committee's responsibilities and the Foundation's budget.

Board recommendations will be consensus based and made by simple majority vote of members present at said meeting. Decision by consensus over an electronic means is an acceptable alternative (all members must vote for it to be valid). Motions that do not pass can be carried forward to a future meeting.

As outlined in the Foundation's by-laws, a Director who was not present at a meeting at which a resolution was passed or action taken is deemed to have consented to the resolution or action unless, within seven (7) days after becoming aware of the resolution or action, the Director: (i) causes a dissent to be placed with the minutes of the meeting; or (ii) submits a written dissent to the Foundation.

The Board or any Board member is authorized to seek the input of any other Board member, Foundation employee or any other person that they deem appropriate regarding issues discussed by the Board as long as these do not breach the confidentiality of the Foundation, CPDMH, or Foundation donors.

Board members are encouraged to raise concerns about the conduct of the Board or any of the members with the Board Chair.