

## BOARD MANUAL

<b>SUBJECT: Board Statement of Culture</b>	<b>NO.: 1-A-05</b>
<b>SECTION: The Organization</b>	
<b>APPROVED BY: Board of Directors</b>	<b>DATE: December 6, 2023</b>

*Culture is the expression of the behaviours, expectations and interactions that enables or impedes the execution of the hospital's strategy.*

**As individuals**, we each model the desired culture by:

- a) Committing to the mission, vision, and values of the Hospital. We live the values through our demonstrable actions
- b) Being prepared, welcoming, mindful, engaged, inquisitive, empathetic, and cooperative
- c) Devoting time and effort for our ongoing learning and development
- d) Aligning our public views with the Hospital's position

Individually, we measure how we are aligned to the culture:

- a) By devoting time to attend and engage with staff, physicians and volunteers at the Hospital and Hospital events
- b) Through our evaluation processes – peer and self assessments

In Board and Committee meetings, **as a collective**, we model the desired culture by

- a) Being empathetic to and supporting an optimal patient experience for our patients (Caring)
- b) Showing our appreciation and supporting the wellbeing of our staff, physicians, volunteers, and each other (Caring)
- c) Looking for synergies within and outside the organization (Collaboration)
- d) Probing deeply into the issues and challenges of the organization (Accountability)
- e) Adapting to change, new opportunities, and challenges (Innovation)
- f) Ensuring a diversity of perspective is encouraged in our discussions (Respect)

We measure how our performance aligns to our desired culture as a Board:

- a) Through our evaluation and monitoring processes – attendance, committee/ Board performance, committee/Board chair performance, peer performance assessment
- b) By tracking participation in education and Hospital/Foundation events
- c) By devoting time at the Board to education and generative thinking

As governors of the organization responsible for **setting the tone at the top**, we “model the way”<sup>1</sup> and

- a) Put the patient at the centre in making decisions for the organization (Caring)
- b) Engage and cooperate with external stakeholders to improve our communities’ wellbeing (Collaboration)
- c) Meet the obligations set forth through legislative requirements (Accountability)
- d) Encourage the organization’s commitment to inquiry and critical thinking (Innovation)
- e) Connect with patients, staff, physicians, and volunteers (Respect)

We further share, measure, and improve our culture by:

- a) Communicating it to potential Board and committee members during the application and interview process
- b) Discussing it at orientation for new Board and committee members
- c) Communicating to the Hospital and community following each Board meeting
- d) Setting annual personal *ABCDE* goals and tracking collectively our “*ABCDEs*”:
  - a) **A**ttend – attend Board/committee meetings
  - b) **B**e engaged – be an active contributor to the committee and Board work
  - c) **C**onnect – attend staff huddles, events
  - d) **D**onate – support the CMH Foundation
  - e) **E**ducate – undertake education, courses

Goal setting and goal performance will be discussed between the Board member and the Board Chair as part of the annual Board Chair/Board member discussions.

DEVELOPED: April 28, 2021		REVISED/REVIEWED:
December 6, 2023	Click or tap to enter a date.	Click or tap to enter a date.
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<sup>1</sup> From The Leadership Challenge. James M. Kouzes and Barry Z. Posner. John Wiley & Sons. 1987.

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