



2026-27 BOARD OF DIRECTORS – APPLICATION FORM

1. Instructions

- To apply to be a member of Riverside Health Care Board of Directors, you must complete this form and submit it with a copy of your current resume or a brief biographical sketch and completed Knowledge and Skills Self-Assessment (see Schedule A) by May 4, 2026.
- Please submit your completed form and resume or biographical sketch by mail, fax or e-mail to the following address:

110 Victoria Avenue
Fort Frances, ON P9A 2B7
Fax: 807-274-2898
E-mail: riverside@rhcf.on.ca

- For more information about the application process, please contact Brooke Booth at (807) 274-4825.

2. Applicant Contact Information:

Surname:	First Name:					
Home Address:						
City:	Province:	Postal Code:				
Home Phone Number:	Business Phone Number:					
E-mail address:						
Preferred method of contact:	Home Phone	<input type="checkbox"/>	Business Phone	<input type="checkbox"/>	E-mail	<input type="checkbox"/>

3. Eligibility Criteria and Conditions of Appointment

- Directors must be at least 18 years old
- A director must reside in and be entered on the last Revised Voters' List of any Municipality or Unorganized Township within the District of Rainy River, or in the communities of Nestor Falls and Onigaming First Nation. Any exceptions require Board of Director approval.
- Individuals with an undischarged bankruptcy are ineligible to serve as directors.
- No member of the medical/dental staff of the Corporation shall be eligible for election or appointment to the board of directors except as provided in the by-laws
- A director appointment is conditional upon receipt of a satisfactory criminal records check.
- No employee or independent contractor of the Corporation shall be eligible for election or appointment to the board of directors. Previous employees or independent contractors of the Corporation shall be eligible for appointment to the Board after a three-year break of their employment or engagement.

- ▶ A director is expected to commit the time required to perform board and committee duties
- ▶ Directors must fulfill the requirements and responsibilities of their position, for example, preparing for and attending board and committee meetings, upholding their fiduciary obligation to the corporation, and working co-operatively and respectfully with other board members. Directors must comply with the Public Hospitals Act and other legislation governing the Corporation, the Corporation's by-laws and policies and all other applicable rules.
- ▶ Directors must sign a Declaration confirming their agreement to adhere to fiduciary duties and RHC board and hospital policies. This information is available in the document "Role & Responsibilities of the Board" which is included (Schedule B).

4. Conflict of Interest Disclosure Statement

A conflict of interest arises where a director's duty to act solely in the best interests of the corporation and to adhere to their fiduciary duty is compromised or impeded by any other relationship, interest or duty of the director. This could include an actual conflict, potential conflict, or perceived conflict.

Directors must avoid conflicts between their self-interest and their duty to the Corporation. In the space below, please identify any relationship with any organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

5. Knowledge, Skills and Experience

The board seeks a complementary balance of knowledge, skills and experience.

Please complete the attached Knowledge and Skills Self-Assessment (Schedule A) and include it with your application.

6. References

Please provide two references.

Reference 1	Reference 2
Full Name:	Full Name:
Relationship:	Relationship:
Company (if applicable):	Company (if applicable):
Address:	Address:
Phone:	Phone:



7. Declaration

By submitting this application, I declare the following:

- i) I meet the eligibility criteria and accept the conditions of appointment set out above
- ii) I certify that the information in this application and in my resume or biographical sketch is true
- iii) I hereby authorize the RHC Board of Directors to contact the above listed references

Signature: _____ **Date:** _____



Schedule A

January 2026

Dear Prospective Riverside Health Care Board Member,

Thank you very much for considering a position on our volunteer board. Please find attached a Knowledge and Skills Self-Assessment for your review and completion at your earliest convenience. We wish to have all prospective members complete this chart so that we can assess your candidacy.

We have included a suggested scoring pattern to assist with the Knowledge and Skills Self-Assessment. Please note that we would like you to include your workplace and volunteer experience when you consider the term “worked”.

The Nominating and Recruitment Committee will then use this information to help with our recruitment effort for the June 2026 Annual Meeting.

Please return your completed chart by mail, fax to (807) 274-2898 or e-mail to riverside@rhcf.on.ca

Thank you very much.

**Diane Clifford
Chair
Board of Directors**

Prospective Board Member Knowledge, Skills and Experience Self-Assessment

Please indicate your knowledge, skills and experience for each category

Advanced = 3 Good = 2 Fair = 1 None = 0

Please refer to attached guide for assistance

Board Member Name	Finance	Business Management	Administration and/or Policy Setting	Health Care Administration and/or Clinical	Political Acumen	Construction & Project Management	Legal	Strategic Planning	Risk Management	Information Technology	Government Relations	Education	Quality, Safety & Risk Competency	Labour Relations	Board & Governance	Public Affairs & Communications	Ethics	Human Resources

Name

Signature

Date

Guide to Knowledge Skills & Experience Self-assessment
Suggested Scoring Pattern

Characteristic	Score 0 if...	Score 1 if...	Score 2 if...	Score 3 if...
Finance	You have no experience	You are challenged by balancing your chequebook	You can read a balance sheet/annual report	You can prepare and explain a balance sheet/annual report
Business Management	You have no experience	You have worked in a management trainee position	You have helped manage a business (e.g., supervise staff, manage a budget)	You have been responsible for a business or business function
Administration and/or Policy Setting	You have no experience	You have worked in an administrative role and/or a policy setting role for less than 5 years	You have worked in an administrative role and/or a policy setting role for 5 – 10 years	You have worked in an administrative role and/or a policy setting role for more than 10 years
Health Care Administration and/or Clinical	You have no experience	You have worked in a health care administrative role and/or you are/were a registered health care professional with less than 5 years' experience	You have worked in a health care administrative role and/or you are/were a registered health care professional with 5 to 10 years' experience	You have worked in a health care administrative role and/or you are/were a registered health care professional with more than 10 years' experience
Political Acumen	You have no experience	You are somewhat familiar with politics / the political process in general	You appreciate the difference in political platforms as they relate to health care	You have volunteered or run in municipal, provincial or federal politics
Construction and Project Management	You have no experience	You have worked in small scale private or public projects (less than \$1M)	You have worked in medium scale private or public projects (between \$1M and \$5M)	You have worked in large scale private or public projects (over \$5M)
Legal	You have no experience	You believe you understand the Canadian legal process but have not been involved/ not followed any legal cases	You understand the Canadian legal process and have been involved/ followed some legal cases	You currently work or recently worked as a lawyer
Strategic Planning	You have no experience	You are familiar with strategic planning concepts	You have contributed as a stakeholder to strategic planning efforts	You have lead or been responsible for creating or approving a strategic plan

**Guide to Knowledge Skills & Experience Self-assessment
Suggested Scoring Pattern**

Characteristic	Score 0 if...	Score 1 if...	Score 2 if...	Score 3 if...
Risk Management	You have no experience	You are familiar with risk management frameworks but have never used them	You are familiar with risk management frameworks but have not used them consistently	You have applied risk management frameworks in other activities
Information Technology	You have no experience	You have a computer at home and have installed a home WiFi network	You work/worked with computers and were familiar with modern business hardware and software	You work/worked with sophisticated information technology networks
Government Relations	You have no experience	You are familiar with basic advocacy strategies	You have contacted government employees or elected officials to discuss issues pertinent to your cause.	Government employees or elected officials have called you to seek your input on important causes.
Education	You have not completed high school	You have completed high school	You have completed an undergraduate degree or community college diploma	You have a post-graduate degree
Quality, Safety & Risk Competency	You have no experience	You are familiar with quality, safety & risk as it pertains to your “front line” position at work	You are familiar with quality, safety & risk as it pertained to you as a supervisor	You are familiar with quality, safety & risk as it pertained to your relationship with a governing body
Labour Relations	You have no experience	You are familiar with LR as it pertains to your role as a “front line” employee	You are familiar with LR as it pertains to your role as a supervisor/manager/ director of employees	You are familiar with LR as it pertains to your role as a leader of managers/directors
Board & Governance	You have no experience	You have participated on any public board for less than 2 years	You have participated on any public board between 2 and 5 years	You have participated on any public board for more than 5 years

Guide to Knowledge Skills & Experience Self-assessment
Suggested Scoring Pattern

Characteristic	Score 0 if...	Score 1 if...	Score 2 if...	Score 3 if...
Public Affairs & Communications	You have no experience	You are familiar with the kind of communication you want to see from an organization	You are familiar with internal and external stakeholder communication strategies	You have acted as a media writer/ spokesperson for an organization
Ethics	You have no experience	You understand the difference between what is legally correct and what is ethically correct.	You are familiar with current topics in health care ethics (e.g. end-of-life, research ethics, etc.)	You have had any formal ethics training or have participated on a health care institutional ethics committee
Human Resources	You have no experience	You are familiar with HR as it pertains to your role as a “front line” employee	You are familiar with HR as it pertains to your role as a supervisor/ manager/ director of employees	You are familiar with HR as it pertains to your role as a leader of managers/directors

Schedule B

ROLES & RESPONSIBILITIES OF THE BOARD

Responsibility of the Board:

The board is responsible for the overall governance of the affairs of Riverside Health Care Facilities Inc.

Each Director is responsible to act honestly, in good faith and in the best interests of the organization and in so doing, to support the organization in fulfilling its mission and discharging its accountabilities.

Strategic Planning and Mission, Vision and Values:

- The board participates in the formulation and adoption of the organization's mission, vision and values.
- The board ensures that the organization develops and adopts a strategic plan that is consistent with the organization's mission and values, which will enable the organization to realize its vision. The board participates in the development of, and ultimately approves the strategic plan.
- The board oversees organization operations for consistency with the strategic plan and strategic directions.
- The board receives regular briefings or progress reports on implementation of strategic directions and initiatives.
- The board ensures that its decisions are consistent with the strategic plan and the organization's mission, vision and values.
- The board annually conducts a review of the strategic plan as part of a regular annual planning cycle.

Quality and Performance Measurement and Monitoring:

- The board is responsible for establishing a process and a schedule for monitoring and assessing performance in areas of board responsibility including:
 - Fulfillment of the strategic directions in a manner consistent with the mission, vision and values
 - Oversight of management performance
 - Quality of patient care and organizational services
 - Financial conditions
 - External relations
 - Board's own effectiveness
- The board ensures that management has identified appropriate measures of performance.
- The board monitors organization and board performance against board-approved performance standards and indicators.
- The board ensures that management has plans in place to address variances from performance standards indicators, and the board oversees implementation of remediation plans.

Financial Oversight:

- The board is responsible for stewardship of financial resources including ensuring availability of, and overseeing allocation of, financial resources.
- The board approves policies for financial planning and approves the annual operating and capital budget.
- The board monitors financial performance against budget.
- The board approves investment policies and monitors compliance.
- The board ensures the accuracy of financial information through oversight of management and approval of annual audited financial statements.

- The board ensures management has put measures in place to ensure the integrity of internal controls.

Oversight of Management including Selection, Supervision and Succession Planning for the CEO and Chief of Staff:

- The board recruits and supervises the CEO by:
 - Developing and approving the CEO job description
 - Undertaking a CEO Recruitment process and selecting the CEO
 - Reviewing and approving the CEO's annual performance goals
 - Reviewing CEO performance and determining CEO compensation
- The board ensures succession planning is in place for the CEO and senior management.
- The board exercises oversight of the CEO's supervision of senior management as part of the CEO's annual review.
- The board develops a process for selection and review of the Chief of Staff and ensures the process is implemented and followed.
- The board reviews Chief of Staff performance and sets Chief of Staff compensation.
- The board develops, implements and maintains a process for the selection of department chiefs and other medical leadership positions as required under the Corporation by-laws or the Public Hospitals Act.

Risk Identification and Oversight:

- The board is responsible to be knowledgeable about risks inherent in the organization's operations and ensure that appropriate risk analysis is performed as part of board decision-making.
- The board oversees management's risk management program.
- The board ensures the appropriate programs and processes are in place to protect against risk.
- The board is responsible for identifying unusual risks to the organization for ensuring that there are plans in place to prevent and manage such risks.

Stakeholder Communication and Accountability:

- The board identifies organizational stakeholders and understands stakeholder accountability.
- The board ensures the organization appropriately communicates with stakeholders in a manner consistent with accountability to stakeholders.
- The board contributes to the maintenance of strong stakeholder relationships.
- The board performs advocacy on behalf of the organization with stakeholders where required in support of the mission, vision and values and strategic directions of the hospital.

Governance:

- The board is responsible for the quality of its own governance.
- The board establishes governance structures to facilitate the performance of the board's role and enhance individual director performance.
- The board is responsible for the recruitment of a skilled, experienced and qualified board.
- The board ensures ongoing board training and education.
- The board periodically assesses and reviews its governance through periodically evaluating board structures including board recruitment processes and board composition and size, number of committees and their Terms of Reference, processes for appointment of committee chairs, processes for appointment of board officers and other governance processes and structures.



Legal Compliance:

- The board ensures that appropriate processes are in place to ensure compliance with legal requirements.

Amendment:

- This statement may be amended by the board.