

**POLICY TYPE IV**  
**BOARD PRESIDENT RELATIONS**

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## **BPR 1: Delegation to the President**

<b>Policy Type: Board President Relationship</b> <b>Policy Name: Delegation to the President</b>	<b>Policy Number: BPR 1</b> <b>Date of Acceptance of Policy: October 3, 2009</b>
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed: September 25, 2014</b> <b>Date Policy Revised:</b>

The Board's job is to establish the broadest policies and implementation of these policies is delegated to the President.

1. All Board's authority delegated to all other staff is delegated through the President.
2. Ends policies direct the President to achieve certain results; Executive Limitation policies guide the President to act within acceptable boundaries of prudence and ethics.
3. With respect to Ends and Executive Limitations, the President is authorized to establish all further operational policies, and make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.
4. The Board may change its policies with careful consideration of the impact on existing policies.
5. The Board may not be prevented from obtaining information from the President in the specified policy areas, except for confidential member information.

6. Except when a person or committee has been authorized to incur some amount of staff cost for study of an issue, no Director, officer or committee person has authority over the President. Information may be requested by these individuals or groups, but if such request, in the President's judgement, requires a material amount of staff time or funds or is disruptive, it may be refused.

## BPR 2: President Position

<b>Policy Type: Board President Relationship</b> <b>Policy Name: President Position Description</b>	<b>Policy Number: BPR 2</b> <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> September 25, 2014 <b>Date Policy Revised:</b>

The President's role is to implement policies toward accomplishment of the Foundation Ends. Consequently, the President's contributions can be stated as performance in only two areas:

1. The Foundation's accomplishments of the Board's policies on Ends.
2. The Foundation's operations within the boundaries of prudence and ethics established in Board's policies on Executive Limitations.

The President's job description may be more fully defined and attached as an implementation to this policy.

## BPR 2A: President Position Description

<b>Policy Type: Board President Relationship</b> <b>Policy Name: President Position Description</b>	<b>Policy Number: BPR 2A</b> <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> September 25, 2014 <b>Date Policy Revised:</b> November 19, 2009

1. The President reports to the Nanaimo & District Hospital Foundation board of Directors (the “Board”) and maintains open communication with the Board Chair. The President is an ex-officio, non-member of the Board.
1. The President maintains memberships in key professional associations such as the Association of Healthcare Philanthropy, the Canadian Association of Gift Planning and the Association of Fundraising Professionals.

### **The President is responsible for:**

- Providing leadership, general supervision, management and control of the operations of the Foundation on a day to day basis in accordance with the strategies, plans and policies approved by the Board
- Providing leadership and vision I developing the tactics and plans to realize Ends
- Managing the Foundation to ensure strategic and annual plans are effectively implemented, the results are measured and reported to the Board, and financial and operational objectives are attained
- Translate the strategic plan into an annual business plan

### **Duties and Responsibilities:**

- Lead and manage the Foundation within the Executive Limitations established by the Board
- Ensure timely execution of policy and strategic direction as set by the Board
- To implement policies and procedures toward the accomplishment of the Board's policies on Ends

- Review and report regularly to the Board on the overall progress and results against the operational and financial plans, where necessary initiate courses of action for improvement
- Ensure the development and attainment of the overall financial performance including annual forecasts of revenue, expenditures, and operational plans. These forecasts serve as operating and financial guidelines and do not require Board approval.
- Direct and maintain a sound, effective organizational structure, and ensure capable management succession, work with the Board to develop a succession plan for the role of the President and develop progressive employee training and development programs
- Oversee new strategic initiatives for the Foundation, including identifying new potential services and partnership opportunities
- Manage and oversee the design and implementation of all donor recognition and recognition systems
- Serve as a primary contact and foster relationships with the Health Authority, Government and other key stakeholders to encourage understanding and cooperation in the implementation of the strategic plans of the Foundation
- Ensure all operations and activities of the Foundation are conducted in accordance with laws, regulations, the Foundation's Conflict of Interest Guidelines, sound business practice and in accordance with the policies and practices approved by the Board
- Report to the Board any anticipated or actual non compliance with any President Limitation, immediately and in writing, to the Chair including when and how compliance will be reached.
- Act as an ambassador of the Foundation in its relationships with VIHA, government, media, associations, donors/members, other professional organizations and the public; maintain a positive, high profile in the communities the Foundation serves

### BPR 3: Regular Performance Monitoring of the President

<b>Policy Type: Board President Relationship</b> <b>Policy Name: Regular Performance Monitoring of the President</b>	<b>Policy Number: BPR 3</b> <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> September 25, 2014 <b>Date Policy Revised:</b>

The Board holds the President responsible for achieving the outcomes. The purpose of monitoring is to determine the degree to which President Limitations are being complied with. Only information directly related to the Ends and the Limitations will be considered to be monitoring.

1. A given policy may be monitored in one or more of three ways:
  - a) **Internal report:** Statements of compliance with the President Limitation policies by the President provided in writing to the Board.
  - b) **External report:** Assurance of compliance by an independent, third party who is selected by, and reports directly to, the Board. The information is gathered by an external auditor who is selected by, and reports directly to the Board as defined in the Bylaws. Such reports must assess the President performance only against policies of the Board, not of the external party unless the Board has previously indicated that party's opinion is the standard.
  - c) **Direct inspection:** Assurance of compliance information by a Board's designate. In this case, a Board Member, a committee of the Board, or the Board as a whole may investigate compliance of the President to the Executive Limitation. This is a direct inspection of documents, activities, or circumstances which allow a "prudent person" test of compliance.
2. The Board determines which method of direct inspection shall be used, and shall implement the procedures to do so.
3. Upon a vote of the Board, any Executive Limitation Policy can be monitored by any method at any time. However, Executive Limitations will be classified by the Board according to frequency and method of monitoring.
4. The Board will accept all disclosure of non-compliance, discuss and approve the non-compliance at the next Board meeting.
5. The Board may provide notice of non-compliance to the President.

## BPR 4: Annual Performance Appraisal

<b>Policy Type: Board President Relationship</b> <b>Policy Name: Annual Performance Appraisal</b>	<b>Policy Number: BPR 4</b> <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> August 21, 2014 <b>Date Policy Revised:</b>

The appraisal of the President's performance is synonymous with monitoring organization performance against Board's policies on "Ends" and against Executive Limitations.

## **BPR 4A: Annual Performance Appraisal – Implementation**

<b>Policy Type: Board President Relationship</b> <b>Policy Name: Annual Performance Appraisal - Implementation</b>	<b>Policy Number: BPR4A</b> <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> August 21, 2014 <b>Date Policy Revised:</b> August 21, 2014

1. The Board shall appraise the President's performance annually by the end of the first quarter of each fiscal year.
2. The review will be based on achievement of Ends Policies, and on compliance with the Executive Limitations.
3. Two documents will be prepared by the President, one relating to Ends Policies, and one relating to the Executive Limitations.
4. The Appraisal Committee is chaired by the Board Chair and two other Directors one of whom is mutually agreeable to the President.
5. The committee's report to the Board shall be in the form of a draft memo to the personnel file of the President.
6. The committee's report shall, once reviewed and ratified by the Board prior to the end of the first quarter, constitute the annual performance appraisal of the President.

### **Report on the Executive LIMITATIONS**

7. Prior to the first meeting of the committee, the committee will review the Monitoring Reports for the fiscal year. The President will prepare a report to the Board outlining the extent of compliance with policy during the review period. The report will also indicate the significance of any non-compliance and the follow-up provided on incidents of non-compliance.

### **Report on the ENDS POLICIES**

8. The President will prepare a written report on the achievement of Ends Policies including Outcomes.

## BPR 5: President Compensation Review

<b>Policy Type: Board President Relationship</b> <b>Policy Name: President Compensation Review</b>	<b>Policy Number: BPR 5</b> <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> August 21, 2014 <b>Date Policy Revised:</b>

The President's compensation reflects the current and appropriate salary based on the geographic and charitable sector market.

1. The Board determines the education, skills and core competencies required of a President of the Foundation and the market value and compensation of these competencies, education and skills reflects the same.
2. The regular setting of compensation does not preclude the Board recognizing extraordinary circumstances of President Performance or circumstances.
3. The President's compensation must be consistent with comparative external conditions.

## **BPR 5A: President Compensation Review – Implementation**

<b>Policy Type:</b> Board President Relationship <b>Policy Name:</b> President Compensation Review - Implementation	<b>Policy Number:</b> BPR 5A  <b>Date of Acceptance of Policy:</b> October 3, 2009
<b>Date to Review Policy:</b> Annually at Board Orientation	<b>Date Policy Reviewed:</b> October 20, 2012 <b>Date Policy Revised:</b> November 5, 2011

1. The Committee is chaired by the Board Chair and consists of two other Directors and is formed by a committee in the first quarter to review compensation.
2. The President prepares information for this committee including the current contract, current candidate profile and review of comparable external conditions.
3. The committee negotiates contract with the President to mutual satisfaction.
4. The committee recommends contract (or not) to Board before the end of the first quarter and within the financial planning cycle.
5. The Board approves the President's compensation.