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BOARD OF DIRECTORS

Purpose:

The Board of Directors is the legal authority of Bruce Peninsula Hospice and Board members act in a position of trust for the community and are responsible for the effective governance of the organization. Board members participate in discussions and decisions related to matters of policy, finance, programs, personnel and advocacy.

Composition:

The Board of Directors shall be comprised of not less than three (3) and not more than twelve (12) directors who are at arm's length to each other, to the most senior staff person and/or other management staff. No employee may be a director. The Board will appoint a Chair, Vice-Chair, Treasurer and Secretary.

Skills include:

- Strong communications skills;
- Cultural sensitivity that combines openness to, awareness of, diversity across cultures and political environments;
- Adaptability to new situations and requirements and looks at different approaches to complete the work of the organization;
- Comfort with, and use of, computer and internet technology; and
- Previous experience as a non-profit Board member an asset.

Roles and Responsibilities of the Board of Directors:

The property and business of the corporation shall be managed by a Board of Directors whose duties include:

- Regularly attending Board and related meetings;
- Volunteering and accepting assignments and completing them on a timely basis;
- Staying informed about Board and BPH matters, preparing for meetings and reviewing and commenting on minutes and reports;
- Keeping up to date with issues and trends that affect the organization;
- Getting to know other Board members and building a collegial working relationship that contributes to consensus;
- Being an active participant in the Board's annual evaluation and planning efforts;
- Reviewing and approving the organization's annual budget;
- Monitoring all Board policies and procedures;
- Reviewing Board structure, reviewing and recommending by-law changes to the membership;
- Participating in the Performance Review of the Manager along with a salary review;
- Approving the hiring and release of the Manager and approving the employment contract;
- Actively participating as a committee member on one of Bruce Peninsula Hospice's committees;
- Participating in fundraising for the organization;
- Declaring a conflict of interest when it arises;

Bruce Peninsula Hospice Committee Terms of Reference

- Maintains confidentiality of information; and
- Ensures that the organization is complying with financial and legal requirements.

TERM:

3 years. Board members may be released at the end of the elected terms or according to the By-laws of the organization.

BEREAVEMENT COMMITTEE

Purpose:

The Bereavement Committee is responsible for providing grief and bereavement support and education.

Composition:

The Bereavement Committee shall consist of:

- One (1) member of the Board of Directors who will liaise with the Board;
- Two (2) or more members of Bruce Peninsula Hospice Inc.;
- A Chair¹ of the committee who will be chosen by committee members; and
- Specific resource personnel appointed by the Board of Directors when/if required.

Accountability:

The Bereavement Committee is a group mandated by and responsible to Bruce Peninsula Hospice Board of Directors. All plans and projects require presentation to the Board of Directors for approval before implementation.

Skills include:

- Clear, effective communication;
- Empathy and active listening;
- Collaborative approach;
- Experience working with individuals/groups on a long-term basis;
- Ability to offer services to a diverse population;
- Experience developing and presenting lectures/workshops;
- Experience developing resources to use in bereavement work;
- Experience with supervision of individuals and accompanying clinical expertise;
- Time commitment;
- Comfort with, and use of, computer and internet technology; and
- Accessibility to transportation.

Roles and Responsibilities of Bereavement Committee;

- Develop and organize a yearly plan for bereavement education and bereavement support events;
- Develop resources supporting bereavement work;
- Support and supervise bereavement volunteer service delivery;
- Present a quarterly Strategic Plan update to the Board of Directors accompanied by a written summary;
- Assist the Board of Directors in preparing annual reports and the strategic plan; and
- Provide the Finance Committee with an annual expense budget sixty (60) days prior to presentation of the Annual Financial Plan.

¹ Each committee will choose the committee Chair from the roster of committee members and can determine the length of the Chair's term.

COMMUNITY EDUCATION COMMITTEE

Purpose:

The Community Education Committee provides ongoing community awareness of Bruce Peninsula Hospice (“BPH”) using a variety of promotional materials, speaking engagements, multimedia and community events and venues.

Composition:

The Community Education Committee shall consist of:

- One (1) member of the Board of Directors who will liaise with the Board;
- Two (2) or more members of Bruce Peninsula Hospice Inc.;
- A Chair² of the committee who will be chosen by committee members; and
- Specific resource personnel appointed by the Board of Directors when/if required.

Accountability:

The Community Education Committee is a group mandated by and responsible to Bruce Peninsula Hospice Board of Directors. All plans and projects require presentation to the Board of Directors for approval before implementation.

Skills include:

- Clear, effective communication;
- Experience in developing and presenting lectures/workshops;
- Experience with public speaking;
- Experience working in not-for-profit organizations;
- Awareness of BPH history and its role in the community;
- Experience in marketing and use of media techniques to promote an organization;
- Comfort with, and use of, computer and internet technology;
- Time commitment;
- Collaborative approach; and
- Accessibility to transportation.

Roles and Responsibilities of Community Education Committee:

1. Review and update all BPH promotional materials annually or as required;
2. Provide ongoing community awareness of hospice using a variety of venues;
3. Publicize BPH through public speaking, volunteer recruitment, fundraising and community events;
4. Provide BPH information to a variety of community organizations which may include:
 - media;
 - hospitals;
 - nursing homes;

² The Committee will choose the committee Chair from the roster of committee members and can determine the length of the Chair’s term.

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- community agencies;
 - funeral homes;
 - public health units;
 - pastoral councils, churches;
 - primary care clinics; and
 - dental offices.
5. Present a quarterly Strategic Plan update to the Board of Directors accompanied by a written summary;
 6. Record minutes of meetings for committee members and for record keeping within the organization;
 7. Assist the Board of Directors in preparing annual reports and strategic plan; and
 8. Provide the Finance Committee with an annual expense budget sixty (60) days prior to presentation of the Annual Financial Plan.

FINANCE COMMITTEE

Purpose:

The Finance Committee provides high-level oversight of the Bruce Peninsula Hospice's ("BPH") financial status, needs and obligations. The Finance Committee assists the Board and the Treasurer in the preparation of financial plans and reports, and works closely with the Admin Volunteer/Bookkeeper and the Manager. The Finance Committee may assist with fundraising.

Composition:

The Finance Committee shall consist of:

- The Treasurer of the Board of Directors who will act as Chair;
- Two (2) or more members of Bruce Peninsula Hospice Inc.; and
- Specific resource personnel appointed by the Board of Directors when/if required.

Accountability:

The Finance Committee is a group mandated by and responsible to Bruce Peninsula Hospice Board of Directors. All plans and projects require presentation to the Board of Directors for approval before implementation.

Skills include:

- Clear, effective communication and dissemination of information;
- Good organizational skills;
- An understanding of the BPH's policies and procedures related to finances and investments;
- Experience as a banker/accountant/financial advisor is an asset;
- Experience in preparation and supervision of an organization's budgets;
- Experience with financial management issues;
- Experience working with not-for-profit organizations;
- Comfort with, and use of, computer and internet technology;
- Time commitment;
- Collaborative approach; and
- Accessibility to transportation

Roles and Responsibilities of Finance Committee:

1. Monitor and report on the organization's funding needs as well as its resource management;
2. Assess the non-profit's financial health and the potential risks the BPH faces;
3. Provide high-level oversight and determine whether the budget aligns with the BPH's mission and Strategic Plan goals;
4. Ensure that a monthly financial report is presented to the Board of Directors;
5. Assist the Treasurer in preparation of the Annual Financial Report;
6. Assist the Board of Directors in producing financial reports and plans;

Bruce Peninsula Hospice Committee Terms of Reference

7. Prepare and present the Annual Financial Plan/budget to the Board of Directors for their consideration and approval prior to the fiscal year-end (March 31);
8. Make available all financial information and records for storage at BPH after the presentation of the Annual Financial Plan/budget;
9. Assist with fundraising initiatives as requested;
10. Ensure that BPH's investments are within the organizations policies and guidelines; and
11. Arrange an audit/Notice to Reader at fiscal year-end and transfer financial information to the appointed accountant as directed at the Annual General Meeting.

QUALITY IMPROVEMENT COMMITTEE

Purpose:

The Quality Improvement Committee is responsible for enhancing, reviewing, monitoring and evaluating the Bruce Peninsula Hospice's services.

Composition:

The Quality Improvement Committee shall consist of:

- One (1) member of the Board of Directors who will liaise with the Board;
- Two (2) or more members of Bruce Peninsula Hospice Inc;
- A Chair³ of the committee who will be chosen by committee members; and
- Specific resource personnel appointed by the Board of Directors when/if required.

Accountability:

The Quality Improvement Committee is a group mandated by and responsible to Bruce Peninsula Hospice Board of Directors. All plans and projects require presentation to the Board of Directors for approval before implementation.

Skills include:

- Clear, effective communication;
- Experience or interest in the preparation, edit and review of policies and procedures;
- Experience or interest in health care;
- Interest in standardizing and promoting excellence in hospice practice;
- A collaborative approach;
- Time commitment;
- Comfort with, and use of, computer and internet technology; and
- Accessibility to transportation

Role and Responsibilities of the Quality Improvement Committee

1. Support the enhancement of quality Bruce Peninsula Hospice services through research and information, from relevant Local, Regional, Provincial and Federal sources related to hospice Palliative Care;
2. Oversee and support the revision of Policies, Procedures and Processes that conform to HPCO Hospice Standards;
3. Coordinate and update an annual Quality Improvement Plan;
4. Report quarterly to the Board of Directors through the board member on the Committee;
5. Participate in Strategic Planning; and
6. Provide the Finance Committee with an annual expense budget sixty (60) days prior to presentation of the Annual Financial Plan.

³ Each committee will choose the committee Chair from the roster of committee members and can determine the length of the Chair's term.

VOLUNTEER COMMITTEE

Purpose:

The Volunteer Committee oversees recruitment, screening, education and orientation of volunteers.

Composition:

The Volunteer Committee shall consist of:

- One (1) member of the Board of Directors who will liaise with the Board;
- One (1) or more Client Care Volunteers;
- Client Care Coordinators from the north and south catchment areas;
- Other members of Bruce Peninsula Hospice Inc. as required;
- A Chair⁴ of the committee who will be chosen by committee members; and
- Specific resource personnel appointed by the Board of Directors when/if required.

Accountability:

The Volunteer Committee is a group mandated by and responsible to Bruce Peninsula Hospice Board of Directors. All plans and projects require presentation to the Board of Directors for approval before implementation.

Skills include:

- Clear, effective communication;
- Empathy;
- Self-awareness;
- Caring attitude
- Ability to take direction from the Manager and Client Care Coordinator;
- Self-reliant, ability to work independently within the boundaries of hospice care;
- Collegial and collaborative approach within the client care team;
- Experience in health care, care of the elderly an asset;
- Time commitment;
- Comfort with, and use of, computer and internet technology; and
- Accessibility to transportation

Roles and Responsibilities of the Volunteer Committee:

1. Present a quarterly Strategic Plan update to the Board of Directors accompanied by a written summary;
2. Oversee recruitment, screening, education and orientation of client care volunteers;
3. Provide ongoing continuing education for volunteers;
4. Promote volunteer networking through regular support groups;
5. Complete volunteer evaluation on a yearly basis;

⁴ Each committee will choose the committee Chair from the roster of committee members and can determine the length of the Chair's term.

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6. Identify volunteers for special recognition of their service to hospice;
7. Plan and conduct recognition events for volunteers;
8. Provide the Finance Committee with an annual expense budget sixty (60) days prior to presentation of the Annual Financial Plan; and
9. Assist the Board of Directors in preparing annual reports and strategic plan.