

QUESTIONS & ANSWERS

CAC ANNOUNCES NEW QHC BOARD OF DIRECTORS

- 1. With women making up the majority of QHC's patients and accounting for an even higher percentage of staff, why are only 3 of the 12 members women?**

We placed individual and collective qualities and skills required by the Board above all other considerations. Hopefully, in coming years more women will seek board membership. The 54 positions now open as Advisory Members provide an excellent opportunity to increase the representation of women in the governing process. (FYI: about 25 per cent of applicants were female but referencing this figure might wrongly lead to the conclusion that the CAC was influenced by this number in choosing 25 per cent of its board members from female applicants.)

- 2. Are you satisfied that all parts of the region will be represented on the Board?**

As we stated at the outset, our focus was on the individual and collective qualities and skills of the candidates and not where they reside. This process was not about different directors serving or representing geographic areas or interests. It is about directors having a commitment to the community as a whole in addressing the best interests of QHC. However, the recruitment process produced excellent candidates from throughout the region with the result that we have a new Board whose members live in all parts of the area served by QHC. (Four from Prince Edward County; three each from both Quinte West and Belleville; and one each from Brighton and North Hastings.)

- 3. Were the four former Board members chosen for their experience?**

All candidates were considered on the basis of individual qualities and qualifications and collectively for their range of skills, expertise and experiences needed for the Board to carry out its roles and responsibilities. There is no question that the former members will bring valuable experience and continuity to the Board.

- 4. You had indicated earlier that the CAC would recommend a 12-member board, including a Chair. Why has the Chair not been included in this announcement?**

There are some excellent candidates for the role of Chair. We believe it is beneficial for the Board members to first come and work together in the orientation process before a

determination is made about leadership roles such as Board and committee chairs. We expect these appointments to be made in the next few weeks.

5. What happens next?

The orientation process for board members begins about mid October and the Board will assume full responsibilities in January with a major task being the selection of a new President and CEO.

6. For what terms are board members being appointed?

Board bylaws specify three year terms with a maximum tenure of nine years. However, since this is a new board, the initial appointments will be staggered.

7. What will be the process for Board selection next year?

The CAC report sets out a process whereby a nominating committee composed of both Board and a majority of Advisory Members of the Corporation reviews and makes recommendations to the Board.

8. Does this complete the work of the CAC?

No. The CAC has the responsibility of recommending a Board Chair and the selection of a recruitment firm to assist the Board in the selection of a new President and CEO. In addition, the CAC will provide guidelines and timing for the selection of 54 Advisory Members of the Corporation with particular attention to ensuring transparency in the process.

9. Have the new board members been advised not to speak to the media?

No. That would be contrary to the great emphasis the CAC report placed on transparency and establishing better two-way communications between QHC and the community.