



# WRHN

Waterloo Regional  
Health Network

## **Application Package: Waterloo Regional Health Network Board of Directors/ Board Committee Members**

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Please find enclosed an application to join the Waterloo Regional Health Network (“WRHN”) for the Board of Directors (“Board”) or committees of the Board. Along with the application, we have also included relevant board policies related to the roles, responsibilities and duties of our board and committee members. Additional information can be found on our website:

[www.wrhn.ca](http://www.wrhn.ca)

As the WRHN Board prepares for the second year of WRHN’s operations, it is recruiting members to join the Board and its committees in June 2026.

Any applicant who requires accommodation through the application, interview or selection processes, please contact [board@wrhn.ca](mailto:board@wrhn.ca) in advance for assistance.

Please note that all responses are confidential. If you are interested in being considered for the Board or a board committee, please send your application by email to:

Catherine Heal, Manager, Enterprise Risk, Policy Management & Governance  
Email: [board@wrhn.ca](mailto:board@wrhn.ca)

Application Deadline: Sunday, March 15, 2026, 11:59 p.m.

Thank you for your interest in WRHN.

Best regards,

Janet Davidson  
Board Chair

\*Disclaimer: Please note that WRHN does not guarantee that personal information sent to any WRHN email addresses is protected against all privacy risks. By submitting your application by email, you are accepting the privacy risks associated with this form of communication.

# Application for Board of Directors/Board Committees, 2026



## 1. Instructions

- (a) To participate in the recruitment of the Waterloo Regional Health Network (“WRHN”) Board of Directors and board committee membership, please complete this form including Schedule A and submit it with a copy of your current resume or a brief bio.
- (b) To submit your application, or for more information or any accommodation, please contact Catherine Heal: [board@wrhn.ca](mailto:board@wrhn.ca)
- (c) Please refer to Schedule B for this year’s recruitment priorities.

## 2. Applicant Contact Information

Surname:		First Name:	
Home Address:			
City:		Province: ON	Postal Code:
Mobile:		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 (see the Corporation By-laws for more detail)

- (a) Directors must fulfill the requirements and responsibilities of their positions, including preparing for and attending Board and committee meetings, upholding their fiduciary obligation to the hospital, and working co-operatively and respectfully with other Board members. Directors must comply with the Public Hospitals Act and other legislation governing the hospital, the hospital’s by-laws and policies, and all other applicable rules.
- (b) Directors are expected to commit the time required to perform Board and committee duties. The time commitment is estimated to be 10-15 hours per month for Directors, and 5 hours per month for non-Director Committee Members. Directors and committee members must attend at least 75% of their meetings. New members must attend all orientation sessions.
- (c) Directors should have familiarity of the social, economic and political characteristics of the Region of Waterloo and the broader catchment areas including Wellington and Gray/Bruce counties.
- (d) Directors must sign a Declaration confirming their agreement to adhere to their fiduciary duties and board and hospital policies.
- (e) In accordance with the Ontario Not-for-Profit Act or WRHN’s Corporate By-law, any person who falls under one or more of the following categories are excluded from being appointed or elected as a Director or Committee Member: Any individual who
  - i. is under eighteen (18) years old;
  - ii. has been found under the Substitute Decisions Act, 1992 or under the Mental Health Act to be incapable of managing property;
  - iii. has been found to be incapable by any court in Canada or elsewhere;



- iv. has the status of a bankrupt; or
- v. is an “ineligible individual” as defined in the Income Tax Act (Canada) or any regulations made under it.

#### 4. Conflict of Interest Disclosure Statement

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 or a board committee.

#### 5. Knowledge, Skills, and Experience

Please indicate your areas of knowledge, skills and experience by completing **Schedule A** and tell us briefly about yourself by answering the questions below.

Which areas of board work are of particular interest to you?

Please describe any association you have or may have had with other health care groups within the Waterloo Wellington, Grey Bruce communities.

Please describe formal governance training you have received, and current or prior board experience:

# Application for Board of Directors/Board Committees, 2026



One of the Board's priorities is to advance diversity, equity and inclusiveness through recruitment, learning and development. Please briefly share with us the perspectives and experiences you might bring to help our Board excel in this regard.

## 6. Police Clearance

A police records check will be required prior to appointment to the Board of Directors or its committees.

## 7. Declaration

By submitting this application, I declare the following:

- (a) I meet the eligibility criteria and accept the conditions of appointment set out above;
- (b) I have read and agree to comply with the following (all open as pdfs):
  - (i) Board Accountabilities and Responsibilities (subject to change)
  - (ii) Role Description - Duties and Expectations of Individual Directors
  - (iii) Role Description - Committee Members (subject to change)
  - (iv) Confidentiality Policy
  - (v) Conflict of Interest Policy
  - (vi) Decision Making and Ethics Frameworks
- (c) I certify that the information in this application and in my resume is true.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Application for Board of Directors/Board Committees, 2026



## Schedule A

### Knowledge, Skills, and Experience

Please indicate your areas of knowledge, skills, and experience by checking off the relevant boxes in the table below. It is not expected that you possess knowledge, skill or experience in all the areas set out in the table. Please indicate only those areas that apply to you.

**Basic:** Limited exposure or training

**Intermediate:** Personal or business experience; work with experts; some training or education in

**Advanced:** Competent practitioner or expert; able to instruct or advise others in the skill area

<b>Accounting</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Legal</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Board and Governance</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Patient &amp; Health Care Advocacy</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Business Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Political Acumen</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Diversity, Equity, and Inclusion</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Large Scale Facility Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Education</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Public Affairs &amp; Communications</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Ethics</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Quality &amp; Patient Safety Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Finance</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Quality &amp; Performance Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Government &amp; Government Relations</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Research &amp; Innovation</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Health Care Administration &amp; Policy</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Risk Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Human Resources Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Stakeholder &amp; Community Engagement</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Information Technology &amp; Information Management</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Strategic Planning</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Labour Relations</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Futuristic Foresight and Trend Analysis</b> <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced



## Schedule B:

### Recruitment Priorities, 2026

- Diversity, Equity, and Inclusion
- Insight on the political dynamics in which Ontario hospitals operation
- Governance in Large Scale Facility Development
- Futuristic foresight, trend analysis