

Board of Directors Patient Member Role Description

June 2024

1. About the Board of Directors

The Board of Directors (Board) is the primary governing body of the organization and is accountable to the Members of the Corporation, who are the Deputy Ministers of Health for participating federal, provincial, and territorial governments. The 13-member Board is composed of an independent Chair; a regional distribution of jurisdictional federal, provincial, and territorial representatives; and a number of non-jurisdictional representatives from health authorities, academia, the general public, and those with lived and living experience accessing health care. Directors are elected by the Members of the Corporation. Terms are 3 years in duration (and may be renewed once).

The Board has overall responsibility for administering the affairs of the Corporation and providing the strategic direction to guide the organization's success as the go-to provider in Canada of evidence and advice on the use of drugs and other health technologies.

There is one designated Patient Member on the Board. The Patient Member brings the perspective of lived and living experience accessing health care to the organization's Board-level governance and has demonstrated interest in issues related to health care at the community, regional, or national level. Patient Members are full members of the Board with the same responsibilities and expectations, and are subject to the same terms and conditions as all other Board members.

2. Patient Member Role and Responsibilities

Under the organization's by-laws article 5.03, the following persons are disqualified from being a director:

- anyone who is less than 18 years of age
- anyone who has been declared incapable by a court in Canada or in another country
- a person who is not an individual
- a person who has the status of bankrupt.

In addition to meeting the preceding requirements, the Patient Member shall be elected on the basis of having lived or living experience accessing or engaging with health care systems in Canada as a patient or family caregiver. The Patient Member is also uniquely qualified by having overall health systems lived and living experience beyond knowledge or experience with organizations, but also with individuals including health care practitioners.

The Patient Member brings to the Board their views as an individual, rather than representing the full range of perspectives of a diverse population.

2.1 Patient Member Profile

At all times, the organization seeks to maintain a Board comprised of talented and dedicated directors with diverse experience, skills, and backgrounds collectively reflecting the strategic needs of the business and the nature of the environment in which it operates. When assessing Board composition or identifying suitable candidates for election to the Board, the organization will consider candidates using objective criteria, having due regard for the benefits of diversity and the needs of the Board.

The organization recognizes that candidate experience can be gained through a combination of activities, including but not restricted to employment, volunteering, community engagement, and advocacy work.

The following are the criteria for selecting the Patient Member:

- Lived or living experience engaging with health care systems in Canada (as a patient or family caregiver); for example, living with a chronic condition involving multiple treatments and interactions with varied health professionals or having lived experience (as a patient or family caregiver) with an acute or chronic illness requiring complex treatment
- Must have experience in **ONE or more** of the following areas (refer to the appendix for definitions):
 - familiarity with issues in health care systems in Canada
 - board governance
 - leadership, ideally integrating personal experiences constructively
 - offering unique perspectives that contributes to the diversity of perspectives at the Board level
 - finance (understanding of budgeting, accounting principles, financial statements, and audit processes)
 - strategic planning
 - risk management
 - policy development (understanding of the formulation of public policy and the process of making important organizational decisions)
 - health service delivery (practical considerations related to the delivery of health care services)
 - health systems management (understanding of the systems and structures through which health care services are delivered across the country)
 - culture and people management
 - inclusion, diversity, equity, and accessibility (IDEA)
 - understanding of the history and cultural practices of First Nations, Inuit, and Métis Peoples, and how to engage with Indigenous organizations to advance their priorities
 - health technology assessment (a multidisciplinary process that uses explicit methods to determine the value of health technology at different points in its life cycle)
 - procurement of health technologies

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- government relations
- performance measurement
- data governance (standards that apply to how data are gathered, stored, processed, and disposed of)
- communications and marketing
- legal
- biomedical ethics
- knowledge mobilization (activities and outputs that build awareness and enable the use of research in policy and clinical settings)
- Excellent verbal communication, interpersonal, and relationship-building skills
- Motivation to advance the organization's mandate
- Demonstrated adherence to high ethical standards in both personal and professional behaviour
- Can work effectively with staff and other members of the Board and demonstrates understanding of the difference between governing and managing, avoiding encroachment on management's areas of responsibility.
- Willingness and commitment to act as a champion of the organization, including informing individuals and groups about the organization's mission and vision and identifying potential opportunities for collaboration or other activities of benefit
- Willingness to abide by the organization's confidentiality requirements and be forthright in disclosing conflicts of interest.

2.2 Time Commitment

- Preparation for and attendance at all Board meetings, whether in person or virtual (approximately 5 per year)
- All directors are expected to make their best efforts to attend meetings; however, accommodation to be made where required
- All directors of the Board are expected to serve on either the Finance and Audit Committee or the Governance and Nominations Committee, both of which meet 3 to 5 times per year in addition to the Board meetings (meetings are virtual and approximately 2 hours in duration)
- All directors are expected to commit to their own professional development, through a mix of collective and independent learning activities
- Attendance at the Annual Symposium.
- It is anticipated that most meetings will be virtual; however, there may be hybrid meetings with both virtual and in-person attendance and participation options, with associated travel for those attending in person. The Patient Member will not be required to travel for Board meetings if they prefer not to travel.

2.3 Term

- In accordance with the organization's bylaws, the term will be for a period of 3 years.
- The term may be renewed once, subject to satisfactory performance.

2.4 Remuneration

Remuneration will be paid to the individual and is subject to deductions for Canada Pension Plan (CPP) and income taxes.

- The Patient Member is eligible to receive remuneration in accordance with the organization's *Board and Committee Remuneration Policy*.
- Any reasonable travel costs for Board or other organizational activities will be reimbursed in accordance with the organization's *Travel Policy*.

Appendix: Board Competency Definitions

Board governance: Understanding of board governance as it relates to an organization of similar or greater size and complexity to the organization and experience on other boards.

Leadership: Understanding of organizational leadership as it relates to an organization of similar or greater size and complexity to the organization.

Financial acumen: Understanding of budgeting, accounting principles, financial statements, and audit processes for an organization of similar or greater size and complexity.

Strategic planning: Understanding of the Board's role in strategic planning, including the review, approval, and monitoring of performance against approved strategic objectives.

Risk management: Understanding of risk management, including enterprise risk management, in a government or not-for-profit setting in an organization of similar or greater size and complexity to the organization.

Policy development: Understanding of the formulation of public policy and the process of making important organizational decisions that could have future impacts or consequences throughout the implementation or operationalization stages, ideally in the health care technology or health care sectors.

Health service delivery: Understanding of the practical considerations related to the delivery of health services, whether remote or in person.

Health systems management: Understanding of the systems and structures through which health care services are delivered across the country.

Culture and people management: Understanding of the role of culture within organizations and how programs related to employee recruiting, management, compensation, health, and well-being contribute to culture.

Inclusion, diversity, equity, and accessibility (IDEA): Understanding of equity and inclusiveness in fostering health systems that reflect the diverse people living in Canada.

Health technology assessment: Understanding of the multidisciplinary process that uses explicit methods to determine the value of health technology at different points in its life cycle to inform decision-making and promote an equitable, efficient, and high-quality health system.

Procurement of health technologies: Understanding of the process(es) through which pharmaceuticals and health technologies are procured within health care settings.

Government and government relations: Understanding of federal, provincial, and territorial government decision-making processes and influencing public policy.

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Performance measurement: Understanding the Board's role in analyzing and making decisions about the overall performance of the organization.

Data governance: Understanding of data governance (setting internal standards that apply to how data are gathered, stored, processed, and disposed of) and oversight, including a board-level understanding of cybersecurity issues, for an organization of similar or greater size and complexity to the organization.

Communications and marketing: Understanding of external communications and marketing in the health technology or health care sectors.

Legal: Understanding of regulations for a publicly funded, federally incorporated, not-for-profit organization is preferred.

Biomedical ethics: Understanding of ethics principles related to the practice of health technology assessment, such as patient engagement practices and priority-setting methodologies.

Knowledge mobilization: Understanding of the activities and outputs that build awareness and enable the use of research in policy and clinical settings; translation of technical information for users.