

Version Number	Description of Changes	Effective Date
1	Initial release	2007-12-19
2	Revision	2012-07-19
3	Revision	2017-06-20
4	Revision	2018-10-24
5	Comprehensive revision	2026-09-30

Purpose

To ensure that the CEO actively represents Hawkesbury and District General Hospital (HGH) in its relationships with governments, health-system authorities, health-care and community partners, funders, and political and community stakeholders, in order to advance the hospital's mission, vision, and strategic directions, to secure the support and resources required for its sustainability, and to strengthen care that is integrated, community-based, and culturally and linguistically appropriate for the Francophone and Anglophone communities HGH serves.

This policy defines the executive limitations within which the CEO must operate when exercising an external representation and liaison role on behalf of HGH.

Scope

This policy applies to the CEO's external representation and liaison functions with all external parties, including the Ministry of Health, Ontario Health, the Ontario Health Teams in which HGH participates, other health-care and community-service providers, education-sector partners, municipal, provincial, and federal political stakeholders, funders, donors, and the communities served by HGH. It complements — without replacing — the role of the Board Chair as the principal external spokesperson of the Board of Directors, with the CEO and the Board Chair working closely together to ensure consistency of messaging.

Monitoring: Annually (November)

Guiding Principles

3.13.0 The CEO shall not fail to assume an external representation and liaison role with governmental and health-system authorities (the Ministry of Health and Ontario Health), health-care and community partners, political stakeholders (municipal, provincial, and federal), and community representatives, in order to:

- communicate the commitments, priorities, and needs of the hospital;
- promote the hospital's mission, vision, and strategic directions;
- develop and maintain a network of partnerships and support that fosters care that is integrated, community-based, and bilingual.

3.13.0.1 Alignment with Strategic Directions: External representation is grounded in, and advances, the HGH Strategic Plan, including its commitment to strengthening collaborative partnerships across sectors.

3.13.0.2 Bilingual and Culturally Safe Engagement: External representation is carried out in both official languages, consistent with HGH's Franco-Ontarian identity and its designation under the French Language Services Act, and in a manner that reflects HGH's commitment to culturally safe relationships with Indigenous peoples and equity-deserving communities.

3.13 CEO's External Liaison Functions and Representation

Executive Limitations

3.13.0.3 Complementary Roles: The CEO's external representation complements the role of the Board Chair as spokesperson for the Board of Directors; the CEO and the Board Chair coordinate to ensure consistent and aligned messaging.

Definitions

Active Offer: The proactive and visible offering of services in French to clients, without requiring clients to request French language services. Active offer includes greeting clients in both official languages, providing bilingual signage, and ensuring that French-language service options are clearly visible and accessible.

External Representation and Liaison: The CEO's function of representing HGH's interests, positions, priorities, and needs to external parties, and of establishing and maintaining relationships with governments, health-system authorities, partners, funders, and the community.

Ontario Health: The provincial agency established under the Connecting Care Act, 2019, responsible for the planning, funding, and oversight of Ontario's health system, which assumed the functions of the former Local Health Integration Networks (LHINs).

Ontario Health Team (OHT): A grouping of health-care and community-service providers that, under the aegis of Ontario Health, coordinate care and share responsibility for a defined population. HGH participates in the Ontario Health Team serving Ottawa East and Prescott-Russell (currently the Archipel Ontario Health Team) as well as Kids Come First, supporting delivery of health care services for pediatric patient population (under 18 years of age)

Stakeholder: Any individual, group, or organization having an interest in — or affected by — the hospital's activities, including patients, families, caregivers, communities, partners, funders, governments, and regulatory authorities.

Procedure

Accordingly, the CEO:

- 3.13.1** Shall not fail to establish and maintain constructive working relationships with the Ministry of Health and Ontario Health, which govern the funding, planning, and accountability framework within which the hospital operates, including the obligations set out in its accountability agreement.
- 3.13.2** Shall not fail to facilitate the development and sustainability of programs and services by building partnership relationships with other health-care and community-service providers, notably through active participation in the Ontario Health Team in which HGH participates.
- 3.13.3** Shall not fail to ensure regular communication with the municipal, provincial, and federal political levels in order to obtain the support necessary for the hospital's development and sustainability.
- 3.13.4** Shall not fail to maintain the hospital's community outreach and reputation through a proactive public and community relations program offered in both official languages, in accordance with the principle of active offer.
- 3.13.5** Shall not fail to review periodically the issues, trends, and systemic changes in the external environment that could influence the future of the hospital, its programs, and the populations it serves.
- 3.13.6** Shall not fail to ensure that external representation and engagement reflect HGH's commitment to equity, diversity, and inclusion, including culturally safe relationships with Indigenous peoples and equity-deserving communities, as well as consideration of the needs of Francophone communities.

	Board of Directors Policy	V.5	Page 3/3
	3.13 CEO's External Liaison Functions and Representation Executive Limitations		

References

- ❖ ***Connecting Care Act, 2019, S.O. 2019, c. 5***
- ❖ ***Excellent Care for All Act, 2010, S.O. 2010, c. 14***
- ❖ ***Public Hospitals Act, R.S.O. 1990, c. P.40***
- ❖ ***HGH Corporate By-laws (June 26, 2024)***
- ❖ ***Guide to Good Governance (OHA) – 4th Edition — Chapter 3 (Role and Function of a Hospital Board: Government Relations and Stakeholder Relations) and Chapter 4 (Hospital Accountability and Stakeholder Relations)***
- ❖ ***Accreditation Canada – Governance Standards (HSO A1001:2022) — Standards 1.2.1 and 1.2.2***
- ❖ ***HGH Strategic Plan 2025–2029 — strategic direction: Strengthen Collaborative Partnerships Across Sectors***
- ❖ ***Policy 2.1 – Delegation to the CEO***
- ❖ ***Policy 3.6 – Communication and Support to the Board (CEO)***
- ❖ ***Policy 3.14 – Bilingualism at HGH***
- ❖ ***Policy 1.2 – Board of Directors' Code of Conduct (Section 1.2.8 – Equity, Diversity, and Inclusion)***