

Board Committee Report

Submitted To: PSFDH Board of Directors
Submitted by: W. Bromm (Chair)
Committee: Governance Committee

Date of meeting: Tuesday, April 14th, 2026

Key Messages:

For Board Approval

The Governance Committee reviewed a revised TOR submitted by the Communications and Development Committee and recommends Board approval of the document (attached).

For Board Information

The Governance Committee discussed the upcoming accreditation process, including a spreadsheet outlining key accreditation areas and standards and the expected process for a meeting with selected Board members and the appointed surveyor. These items will be presented to the full Board by CEO Michael Cohen.

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| CATEGORY: Board | NUMBER: |
| TITLE: Communications and Development Committee Terms of Reference | ORIGINATING DATE: Oct 14, 2025 |
| SOURCE: Board | REVISION/REVIEW DATE: |
| SIGNATURE: | |

Mandate

The Communications and Development Committee (formerly the Liaison Committee) assists the Board of Directors in overseeing and strengthening the hospital’s internal and external communications, as well as its relationships with stakeholders, government, partners, and the community.

The Committee ensures that communication and development strategies align with the hospital’s mission, vision, values, and strategic goals, while fostering transparency, equity, diversity, inclusion, engagement, and trust among patients, staff, partners, donors, and the wider community.

The Committee also plays a key role in supporting the hospital’s development efforts by advancing relationships with donors, enhancing philanthropic engagement, and ensuring alignment with the work of the PSFDH Foundation.

Membership

The Committee shall consist of:

Voting Members

- At least three members of the Board of Directors appointed by approval of the Board on recommendation of the Governance Committee, one of whom shall also be recommended and appointed to serve as Chair.
- One member nominated by the PSFDH Patient and Family Advisory Council.
- The Chair (or designate) of the PSFDH Foundation Board.
- One representative from each of the Smiths Falls Municipality and Perth Municipality.
- One representative from each Perth and Smiths Falls Hospital Auxiliary.’
- Up to four community representatives appointed by the Board of Directors on the recommendation of the Governance Committee. Each community representative shall serve a term of up to three years, renewable once, to ensure continuity while also welcoming new perspectives.

Non-Voting Members

- The PSFDH Marketing and Communications Specialist.
- The Chief Executive Officer.
- The PSFDH Foundation CEO.

Responsibilities

The Committee shall:

- Direct the development of a communication plan aligned with the hospital's Strategic Plan and ensure that the plan:
 - increases community awareness of the hospital, o directly supports the hospital's strategic plan deliverables, o ensures two-way communication between the hospital and its communities, sharing messages outward while also listening to and responding to community voices, and
 - aligns with the needs and objectives of the hospital foundation.
- Establish measurable indicators of communication effectiveness, with reporting back to the Board on at least a quarterly basis and after any crisis that has required communication to the community.
- Ensure Board members receive regular education and remain informed about:
 - the healthcare needs of the community,
 - local healthcare partners, and
 - reputational risks to the hospital and strategies for mitigation of those risks.
- Oversee the hospital's brand identity and public image.
- Monitor community awareness and satisfaction with hospital communications.
- Support the planning and implementation of effective crisis communications.
- Ensure management maintains an up-to-date list of strategic partners within the health sector, government, and the broader community.
- Support and strengthen development activities in collaboration with the PSFDH Foundation, with a focus on building donor relationships and promoting a culture of philanthropy.
- To serve as the liaison between the Board of Directors and the PSFDH Foundation, ensuring Board members understand their role in philanthropy and remain informed of the Foundation's work.

Meetings

The Committee shall meet at least nine times each year and at the call of the Committee Chair.