



Toronto Central
CCAC **CASC**
Community
Care Access
Centre
Centre d'accès
aux soins
communautaires
du Centre-Toronto



From a Good Board to a **Great** Board: Toronto Central CCAC's Governance Journey



Annual OACCAC Conference
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Contemplating Board Effectiveness



What's the value of a public sector board?



Why do people volunteer?



What kind of Board do we need/want?



How does the work of the Board align with our strategy?



Trends in NFP Governance

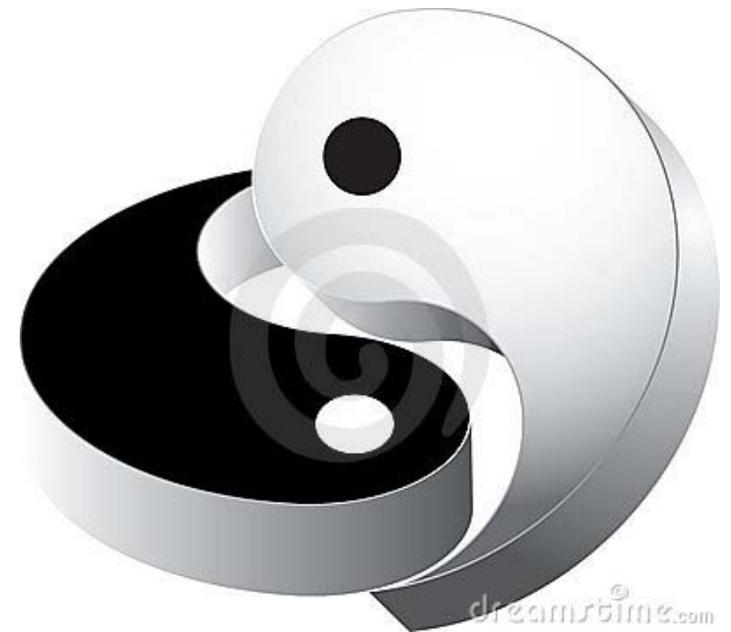


The case for change...

Crossroad



Cohesion



Evolving our Board of Directors : “From Good to Great”

Evolution

Community
Elected Board

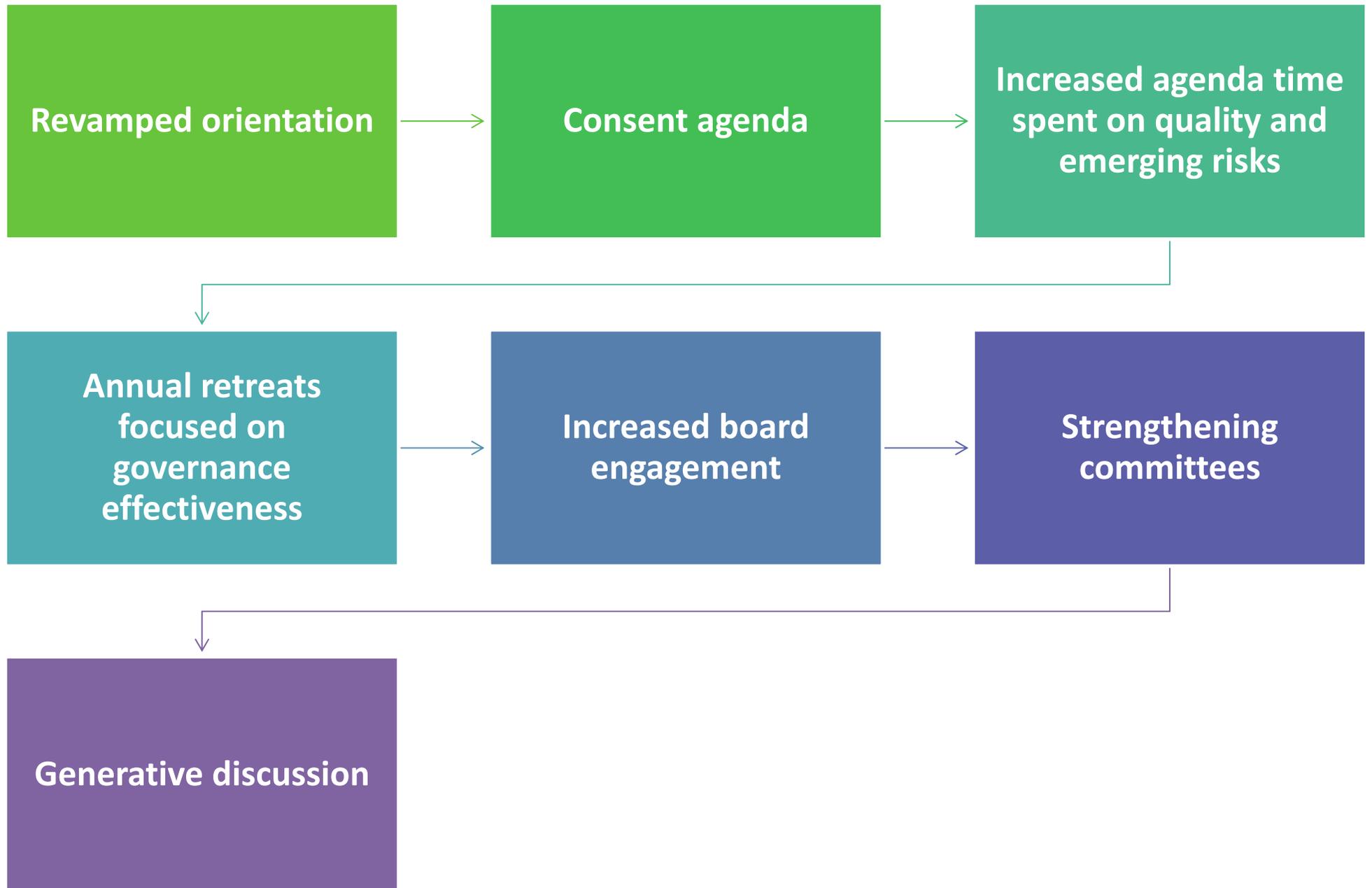
Government
Appointed Board

Elected Board
“operational”



Elected “oversight &
strategy” Board

Early Steps



Current State



Where we were 2 years ago



Ensure Board Effectiveness & Efficiency

Succession Planning & Responsive Leadership

Where we wanted to go



A Board and Committees that add value, can be good strategic advisors and who are engaged and feel they are contributing to improving the health system

Assessment of Challenges

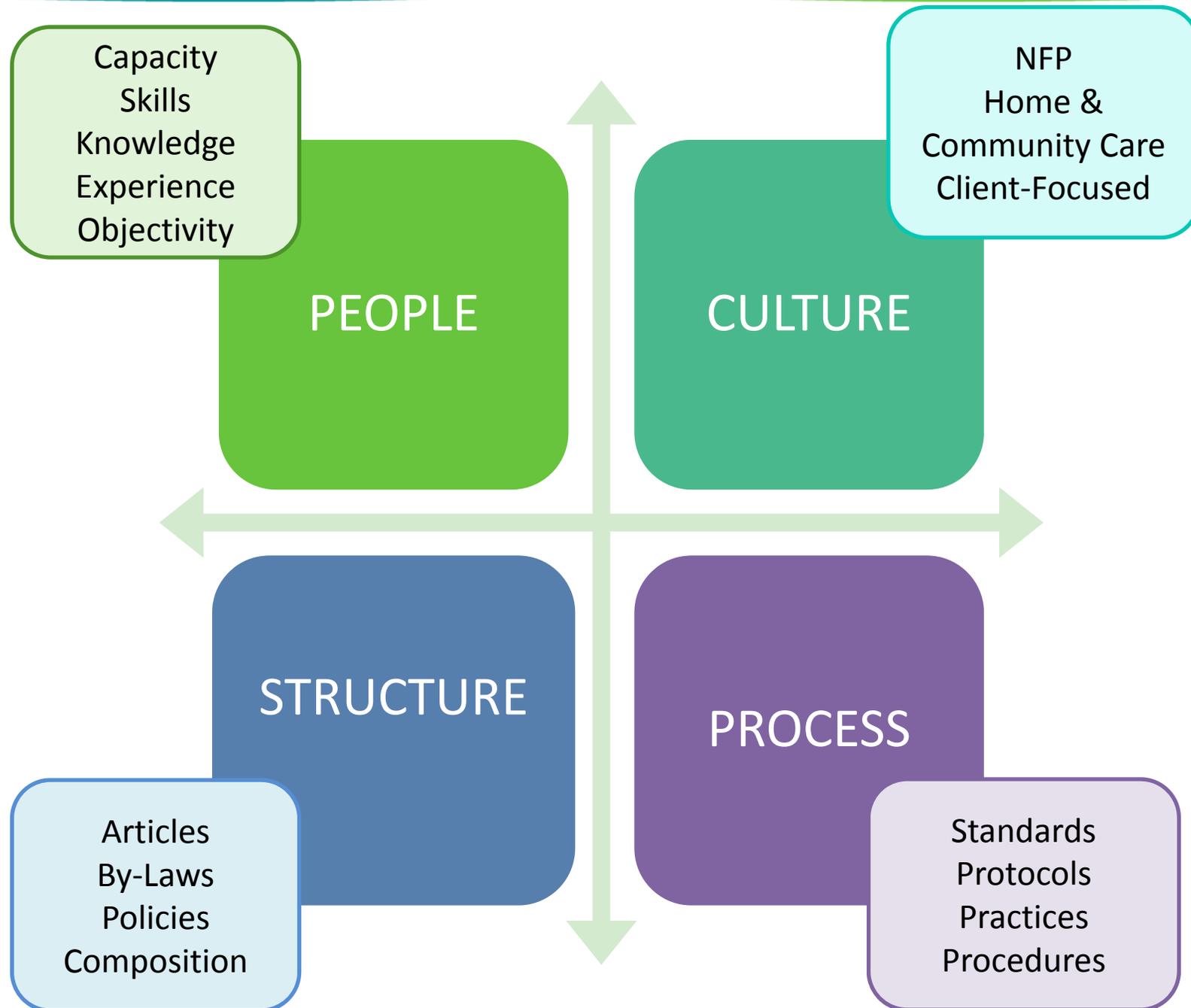
Starting Point:

- This is not the Board's fault
- Focus on operations because they are comfortable there
- We have meetings because they are scheduled.

Challenges:

- Will some Board members will need to turnover?
- What is our 'future state' vision for governance?
- Need better clearer roles, expectations, and understanding of each other
- Need honest conversations
- If we had higher level Board members, what do we want them to do?

Good Governance



Planning our Transition

Engaged Board



“Great Board”

Oversight & Strategy Board



Succession Planning

Competency Board VS. Representative



“Good Board”

Role of Management



Build upon strengths



Seek out, understand and work towards best-of-class governance standards and practice



Use scaleable approach and tools



Establish system to ensure sustainability of the governance practices



Provide resources and support to implement agreed priority governance initiatives

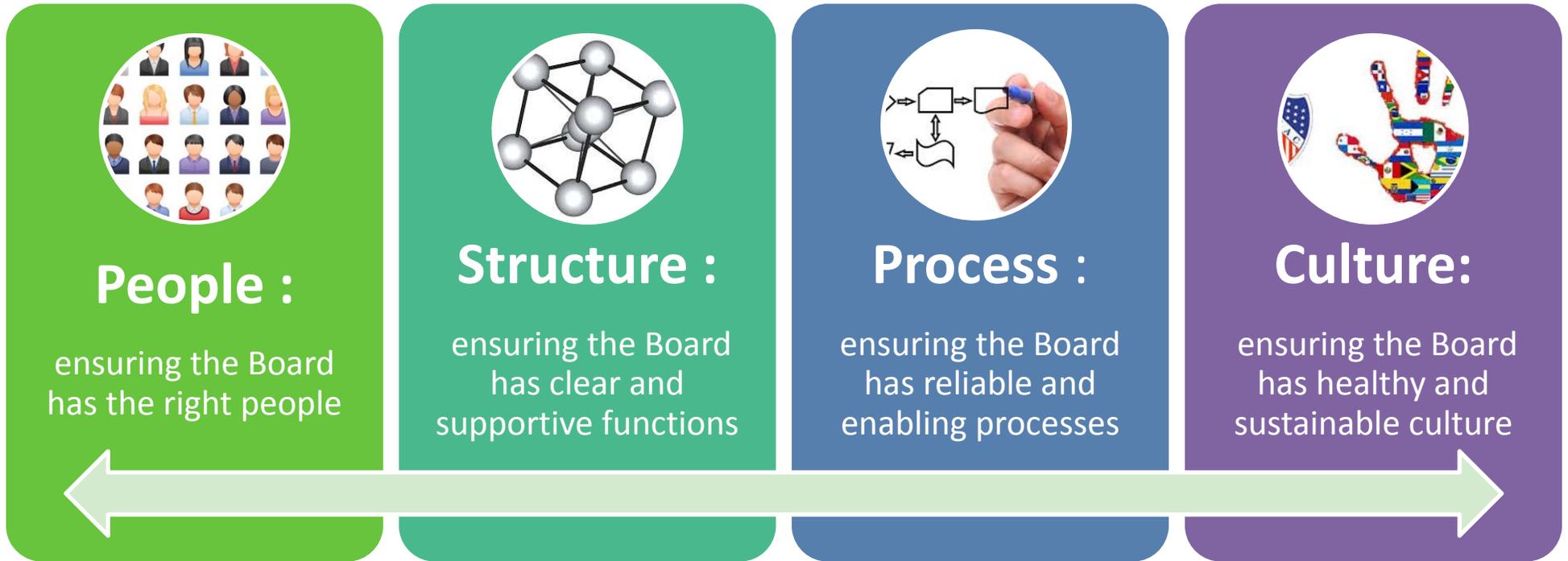


Meeting material

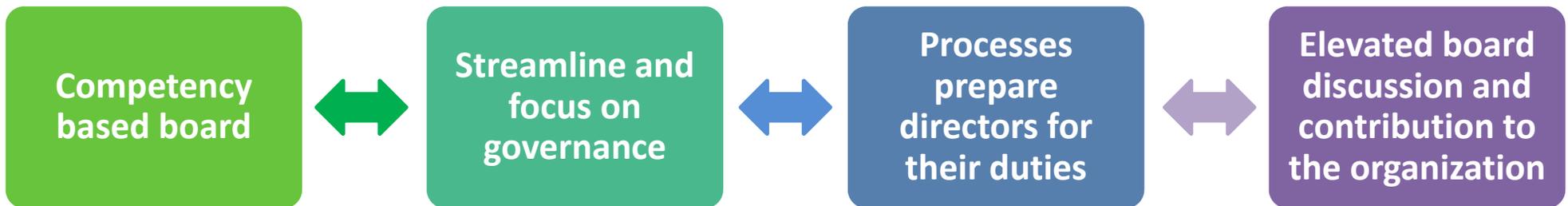


Scheduling

The Action Plan



OUTCOMES

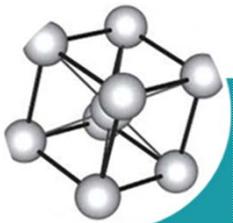


Activities for Action Plan



People

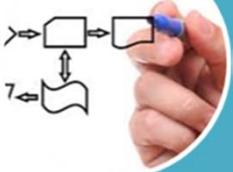
- Develop a competency model and director skills matrix to guide the recruitment, selection, development and evaluation of directors.
- Develop and implement fulsome director recruitment strategy and plan.
- Establish a director development plan (orientation, education, mentoring, coaching) to support the Board as a whole and individual directors as required.



Structure

- Review and clarify the mandates, terms of reference and composition of all committees; Introduce new, standardized terms of reference and (competency based) composition standards
- Re-organize the Board Policy & Procedure documents to be more easily understood/accessible to Directors
- Review by-laws as required to align with governance changes and prepare for ONCA

Activities for Action Plan



Process

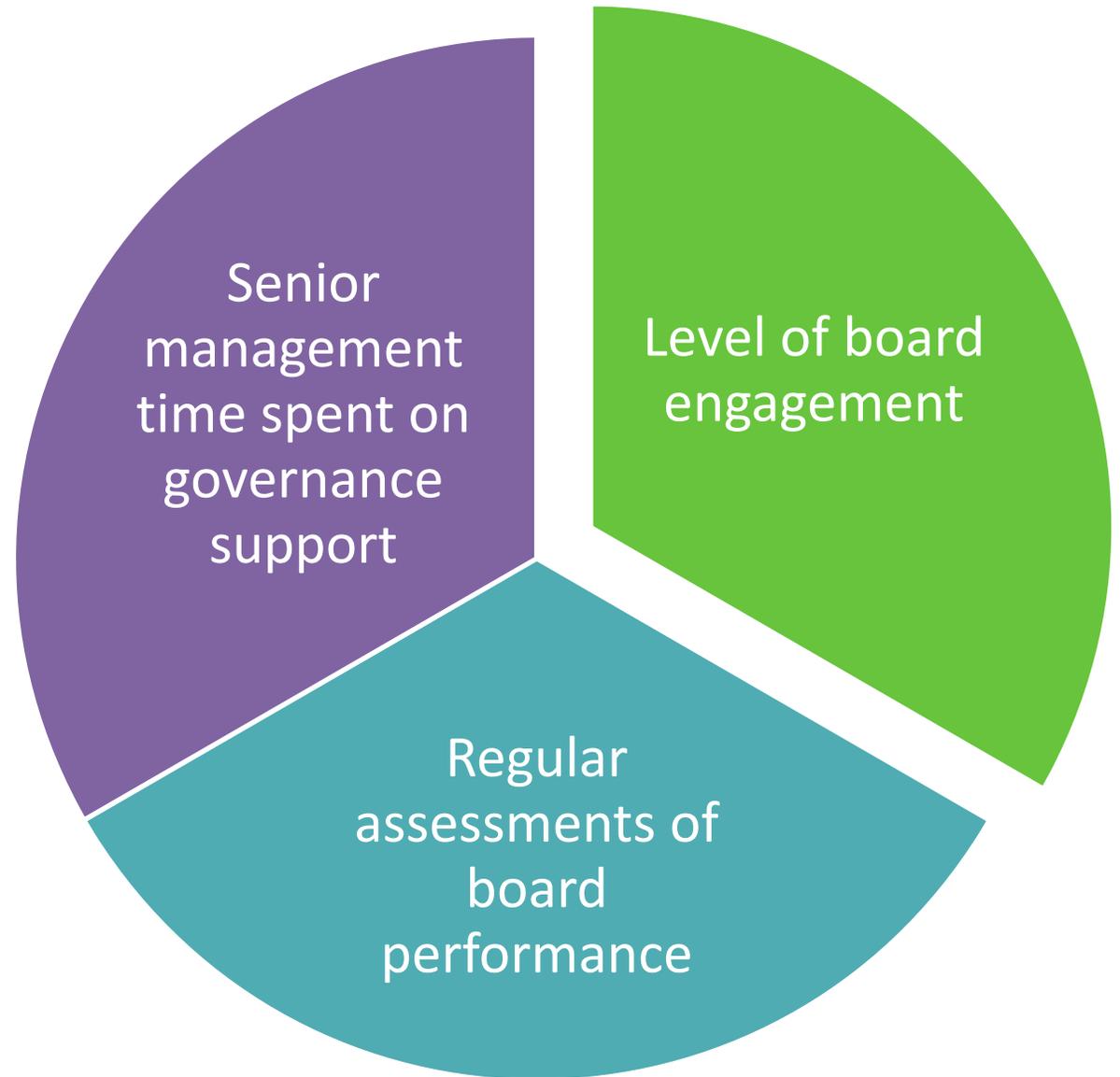
- Review, redevelop and implement a more robust Director on-boarding, orientation and development processes; establish supports that can better prepare directors before they are required to perform their duties.
- Set and consistently apply a standard set of Board performance assessment practices:
 - Full Board Assessment
 - Individual Director Assessment
 - Committee Assessment
 - Chair Assessment
 - Meeting Assessment
- Establish standard good-practice Board Meeting protocols and support tools (e.g. Board Dashboard) to enable directors to function at the "right-level" and make most effective use of board meeting time



Culture

- Better understand and agree on the role and function of the board and directors
- Elevate the level of dialogue and contribution
Build cohesion amongst directors

Measures of Success



Learnings



What did work?

- Leadership (CEO/Chair/others)
- Tackling thorny issues
- Investment in good governance support externally
- A vision for good governance locally
- Not being tied to processes that didn't work (ie Board terms)
- Identifying quick wins and longer term goals.
- Evaluating as we go

What didn't work?

- Giving Board members a list of generative questions
- Once a year focus (at retreat) on Board effectiveness
- Consultants who were not a good fit

Appendix 1

Adapted from KPMG, September 2009 & Institute of Governance & Mel Gill

1. Strong Board and staff relationship
2. Mutual Respect between Staff and Board leadership
3. Clearly understand for the boundaries between Staff and Board roles
4. Board appointments based on skills, competency and behavioral characteristics
5. High level of agreement on organizational values, mission and objectives
6. Clearly defined roles and responsibilities on Board
7. Efficient and effective Board meetings
8. Efficient use of Committees
9. Clear codes of ethical standards
10. Clear defined approaches to Policy, Strategic Planning and Risk Management
11. Comprehensive Director Training and Orientation
12. Continuing ongoing professional development
13. Board and Director Assessment
14. Constructive confrontation/resolution of conflict