

2nd Healthcare Governance Conference: Promoting and Enhancing Board Leadership

Annual Board Goals and Work Plans

Maureen Quigley and Graham Scott
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McMILLAN BINCH MENDELSON

Organizational Goals

◆ Organizational Goals

- tied to the Vision and Strategic Plan/ Strategic Directions
- few in number and succinctly stated
- foundation for CEO and organizational performance objectives
- realistically achievable
- quantifiable
- time-specific and established annually
- aligned with each other
- benchmark for monitoring CEO and organizational performance

Board Goals

- ◆ Annual expectations established by the Board for its own priorities and performance
- ◆ The specific things that the Board can/must do to:
 - ensure its own effectiveness
 - and
 - contribute to the achievement of organizational goals and strategic direction
- ◆ Focuses work, time, attention and structure of the Board
- ◆ Facilitates Board being proactive vs. reactive
- ◆ Provide basis for Annual Board Work Plan and agendas
- ◆ Provide Benchmark for annual evaluation of Board performance

Board Work Plan

- ◆ Predictability for Board and committee members – know what to expect
- ◆ Systematic approach to ensuring all roles and responsibilities are met during the course of the year
- ◆ Enables Board to direct committees
- ◆ Framework for alignment of committee work plans
- ◆ Tool for measuring Board effectiveness and accountability
- ◆ Developed by Governance or Executive Committee for Board approval

Key Elements of Board Work Plan

- ◆ Structured to link to
 - Board roles of policy development, decision-making and oversight
 - specific Board responsibilities
 - Board policies as per policy manual
 - annual Board goals
- ◆ 12-month cycle based on Board year
- ◆ Matrix includes:
 - month
 - Board responsibility
 - topic
 - Board role
 - policy reference
 - responsible committee

Committee Work Plans

- ◆ Sub-set of Board work plans related to mandated responsibilities (e.g. quality, finance)
- ◆ Alignment of Structure with Board work plans
- ◆ Reviewed by committees early in cycle and submitted for Board approval

Additional Tools for Best Practice

- ◆ Board Policy Manual tied to Board roles and responsibilities
- ◆ Board Agenda aligned with roles and responsibilities
- ◆ Standing Committee Report template
- ◆ Decision-support template
- ◆ Board and Committee work plan tracking tool

Governance – Key Messages

- ◆ Good governance doesn't just happen – essential for Boards to engage in periodic governance renewal to establish systematic framework of governance policies, structures and processes for effectively conducting Board business
- ◆ Best practices are found not only in the literature but also in current experience of Ontario hospitals – essential to identify governance leadership within the health sector and share expertise
- ◆ Investment in governance renewal is essential to position Boards for the future
- ◆ While focus is on hospital sector, critical elements of effective governance are common across the health sector – report is a generic tool for all providers
- ◆ Major new challenge of system governance beyond individual organizations