

# Welcome! Who's here today?

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Introduce yourself in Chat!

- Name
- Where you live
- Specialty/area of practice
- Years in practice



# Doctors of BC Governance Webinar Series

## Governance 101: Key Concepts To Ensure Governance Excellence

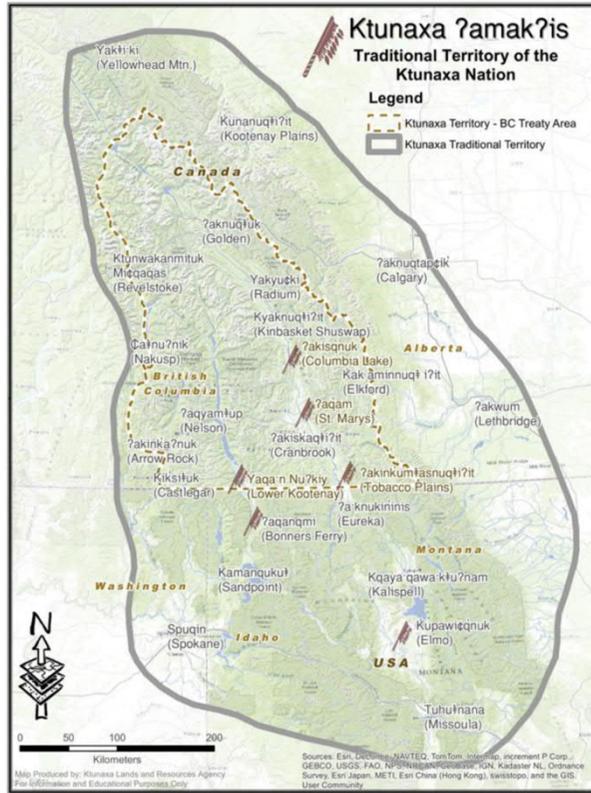
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JULY 15<sup>TH</sup>, 2021

THIS WEBINAR IS BEING RECORDED



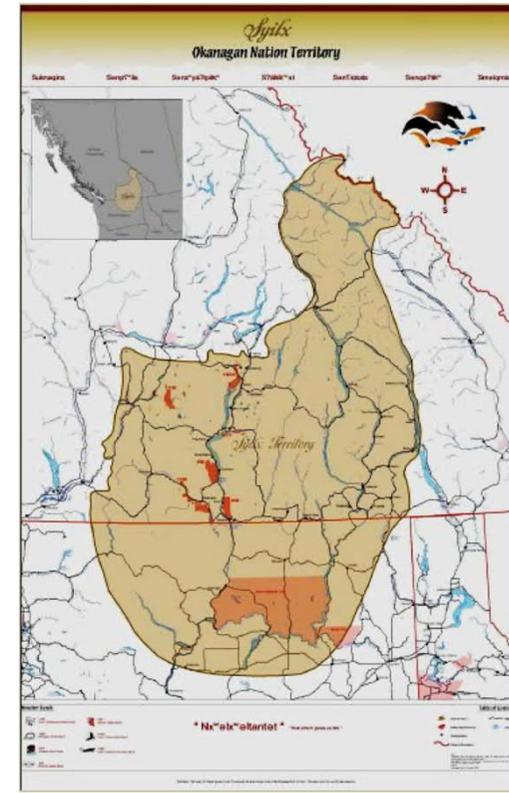
# Nelson, BC



Ktunaxa



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# Who We Are

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- Host/Trainer: Alison Sayers, MA; *Sayers Consulting*
- Producer/Trainer: Nichola Manning; *NM Consulting, Inc.*
- Tech Support: Sarah Racicot; *Doctors of BC*

## Governance 101: Key Concepts for Governance Excellence

### During the webinar:

All participants are muted to ensure there is no competing background noise.

The chat function has been disabled.

Please use the Q&A for any questions or comments.  
If needed, you can come off mute to clarify.

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The webinar is being recorded and will be released in the days after the session.



# Agenda

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- What Is Governance?
- Good Governance
- Types of Governance Tables
- Why Join A Governance Table?
- Roles and Responsibilities
- Governance vs. Operations
- Indicators of Governance Excellence

# Poll #1: Health Authority

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*What Health Authority do you work in?*

- *Provincial Health Services Authority*
- *First Nations Health Authority*
- *Vancouver Coastal Health Authority*
- *Vancouver Island Health Authority*
- *Northern Health Authority*
- *Interior Health Authority*
- *Fraser Health Authority*

# What *is* governance, anyway?

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Governance is how society,  
or groups within it,  
organize to make decisions.”

- *Institute of Governance, 2019*



Challenging

Dedication

Willingness

# What *is* governance, anyway?

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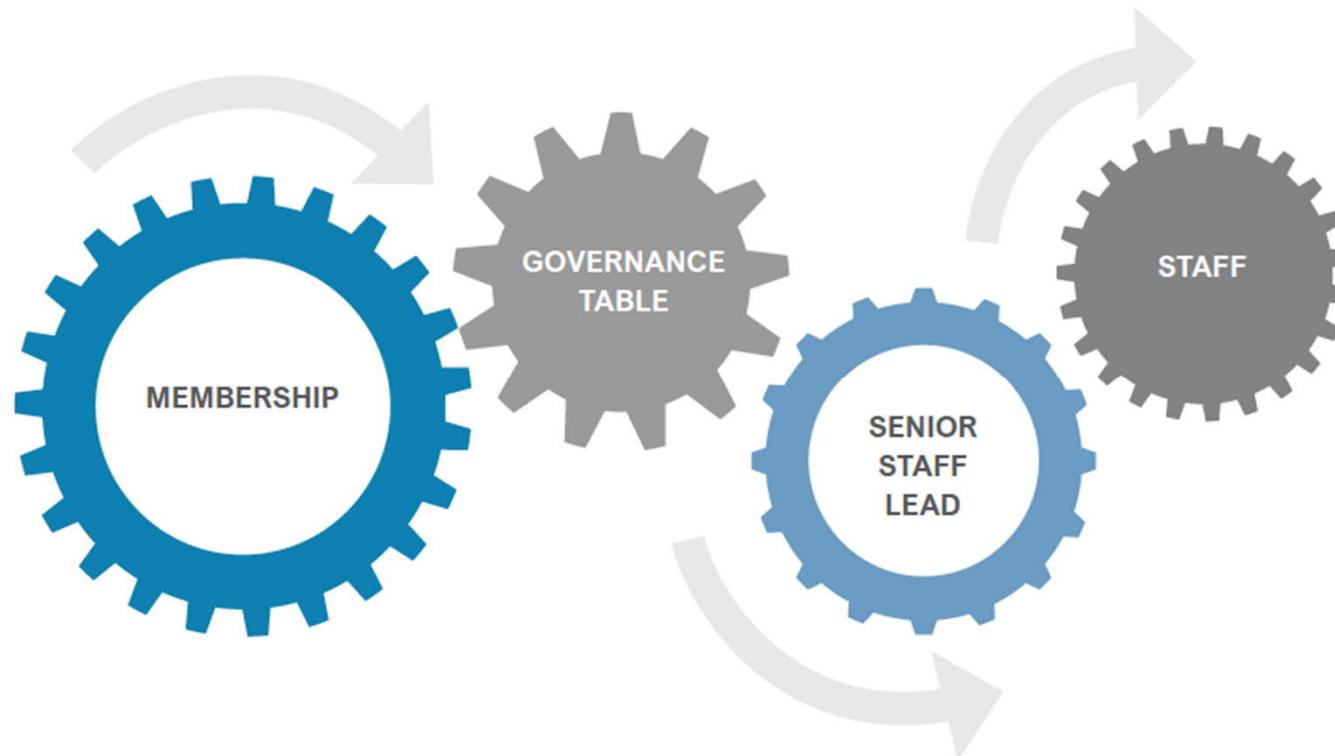
The strategic leadership of an organization

- Strategic direction (planning)
- Policy development
- Organizational activity oversight
- Financial stewardship
- Performance management
- Decision-making accountability



# Gears of Division and MSA Governance

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# Fundamental Characteristics of Good Organizational Governance

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- ✓ Accountability
- ✓ Transparency
- ✓ Responsiveness
- ✓ Effectiveness
- ✓ Efficiency



# Without Good Governance:

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- Unexpected/high rates of turnover
- Member disengagement
- Challenges with decision-making
- Ineffective meetings
- Unhealthy work environments



# With Good Governance:

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- Your organization meets its goals
- Decisions are better
- Makes the experience more fun!



# Poll #2: Ineffective Meetings

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Scenario: Consider what you might do if your organization is challenged by governance table meetings that seem ineffective, and lack outcomes of concrete, thoughtful decisions. Which of the following would be appropriate way(s) to address this?

- A. Allow your lead senior staff member to chair your meetings
- B. Develop a Code of Conduct policy for members of your governance table
- C. Support your governance table leader in understanding Roberts Rules of Order, in particular how to call for a motion and a vote
- D. Develop a clear strategic plan to guide your decisions

# Q & A

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# Types of Governance Tables

## DIVISIONS OF FAMILY PRACTICE

- Society Board (*Societies Act*)
- Representative Assembly (*Societies Act*)
- Chapter (*Societies Act*)
- Cooperative Board (*Cooperative Associations Act*)

## MEDICAL STAFF ASSOCIATIONS

- Incorporated MSA, aka: Physician Society Board (*Societies Act*)
- FESC Board (*Business Corporations Act*)
- Unincorporated MSA, aka: FESC Member MSA (*Business Corporations Act*)

# To join or not to join? Yes!

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- Genuine interest in physician leadership
- Desire to represent the collective interest
- Interest/ability to work with HA leaders and community partners
- Interest in building site, local, and community capacity
- Interest in building relationships
- Desire to provide strategic input/direction - \$\$
- Motivation to improve patient care and physician voice
- Willing and able to commit time
- Not motivated by payment for time



# To join or not to join? Nope!

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- Advance personal interests, practice, department
- Padding a resume
- Lack of interest in leadership
- Involvement in operations of Division/MSA
- Additional income
- Outside pressure to step up



# Roles and Responsibilities: All Directors

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- Attend meetings regularly
- Be prepared
- Familiarity with Division/MSA
- Give respectful feedback
- Provide relevant commentary
- Listen
- Collaboration & compromise



- Accept and uphold majority vote
- Maintain confidentiality
- Constructive criticism
- Inform membership
- Speak “organizational voice”
- Signing officers

# Roles and Responsibilities: Governance Table Leaders

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## PRESIDENT/CHAIR

- ✓ Establish tone/culture
- ✓ Chair meetings
- ✓ Prepare agendas
- ✓ Adhere to constitution, bylaws, rules, mission, vision, goals
- ✓ Delegate and supervise
- ✓ Manage senior staff



- ✓ Consultation, recognition, mentorship
- ✓ Spokesperson, representative
- ✓ Events/AGMs: leading role, reports
- ✓ Encourage participation
- ✓ Facilitate communication
- ✓ Evaluation and assessment
- ✓ Ex-officio committee member
- ✓ Address conflicts of Interest
- ✓ Disciplinary action

# Roles and Responsibilities: Governance Table Leaders

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## VICE PRESIDENT/ VICE CHAIR

- ✓ Assist President/Chair
- ✓ Assume President/Chair role
- ✓ Successor to President/Chair
- ✓ Lead strategic planning, evaluation, succession planning
- ✓ Chair important subcommittees



# Roles and Responsibilities: Governance Table Leaders

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## SECRETARY

- ✓ Record keeping
- ✓ Minutes
- ✓ Correspondence
- ✓ Information storage
- ✓ Quorum
- ✓ Calendar



# Roles and Responsibilities: Governance Table Leaders

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## TREASURER

- ✓ Financial oversight and management
- ✓ Financial reports and reporting
- ✓ Collection of dues
- ✓ Statement preparation, audit response
- ✓ Chairs finance committee



# Roles and Responsibilities: Governance Table Leaders

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## PAST PRESIDENT

- ✓ Continuity
- ✓ Succession Planning
- ✓ Recruitment
- ✓ Support to President/Chair
- ✓ Historical context
- ✓ Non-voting, advisor



# Q & A

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# Duties of Care, Loyalty, and Obedience

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## DUTY OF CARE

- ✓ Prepare for and attend meetings
- ✓ Sound decision-making
- ✓ Independent judgment
- ✓ Regular financial and policy review
- ✓ Performance management of senior staff lead
- ✓ Ensure compliance



# Duties of Care, Loyalty, and Obedience

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## DUTY OF LOYALTY

- ✓ Conflict of interest policy
- ✓ Disclose conflict of interest
- ✓ Avoid personal gain/benefit
- ✓ Maintain confidentiality



# Duties of Care, Loyalty, and Obedience

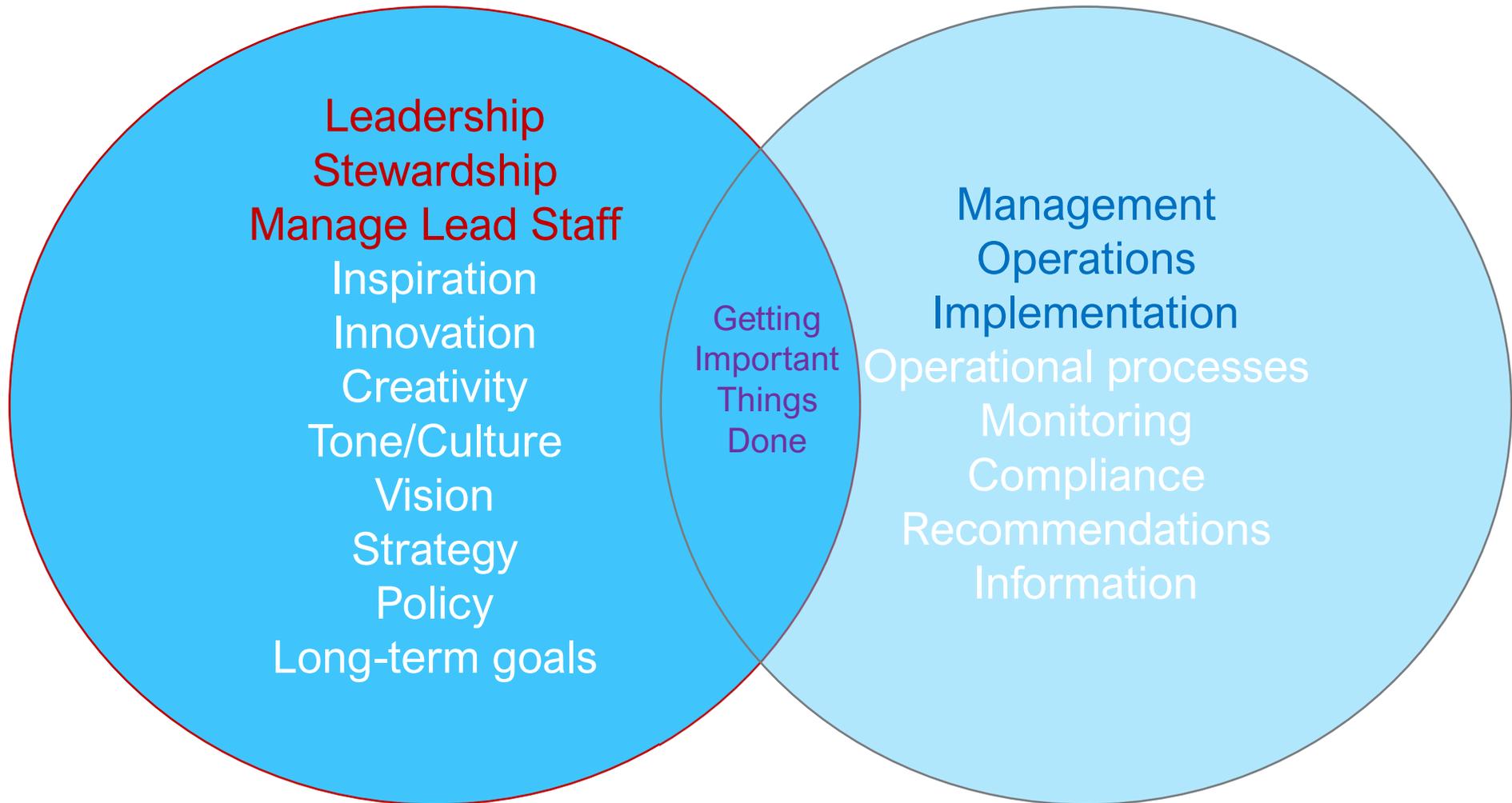
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## DUTY OF OBEDIENCE

- ✓ Ensure compliance
- ✓ Understand governance documents
- ✓ Mission-based and governance-based decision-making



# Governance vs. Operations



# Poll #3: Governance and Operations

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Why is it important to keep governance and operations separate, but working well together in your MSA or Division?

- A. It is important for physician member engagement that MSAs and Divisions be physician-driven, not staff driven
- B. Involvement in operations can constitute a conflict of interest for a governance table director
- C. Micromanagement of staff by governance table leaders can result in morale problems and high staff turnover
- D. The organization runs the risk of focusing its resources too much on management issues, and not enough on strategically and positively impacting physician well-being

# Governance Excellence Indicators

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1. Alignment behind a clearly articulated mandate
2. Clear roles and responsibilities
3. Strong relationships
4. Earned trust
5. Engagement in difficult conversations
6. Leveraged skills and experiences
7. Focus on strategic issues
8. Continued improvement
9. Unified voice outside of meetings
10. Focus on outcome and results



# Q & A

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# Want to learn more?

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- Governance Fundamentals Guidebook
- Next webinar: this fall
- Your Engagement Partner

# Poll #4: Future Webinar Topics

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What topic(s) would you most like to see the next webinar address?

- History, Structure, and Foundational documents of MSAs/Divisions/FEI
- Leadership and Teamwork
- Succession Planning
- Strategic Planning
- Running Great Meetings
- Healthy Decision-Making
- Communicating With Members and Stakeholders
- Conflict of Interest and Confidentiality
- Interpersonal Conflict Management



Thank you for your time.

Questions or  
Comments?