



COLLABORATIVE
SOLUTIONS

Building a Systems Role into Your Governance Practices

CMHO Conference 2019 Governance Workshop

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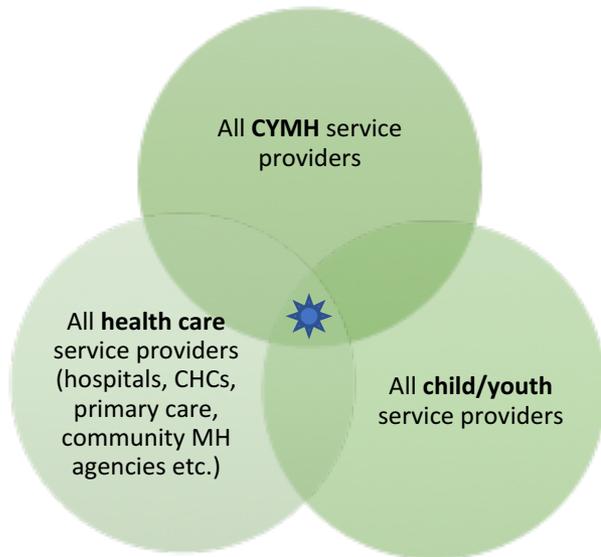
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What We Have Heard

- Significant healthcare transformation is underway requiring
 - new structures and levels of collaboration and integration
 - new relationships across organizations
 - systems-focused leadership
- Contributing to *an integrated system of care* is a strategic priority for every healthcare organization
- Engagement with - and leadership of - the broader system is part of the Board's fiduciary duty.
- The Board is expected to build systems perspectives and systems thinking into how it operates.

What is “Systems Thinking” for a Board?

It is thinking about your organization (★) as part of a system and more than just your needs, interests, and priorities.



It is thinking about your own organization’s accountability to the people you serve as being part of a larger shared accountability.



The Challenge

How does the Board fulfill its duty to the corporation while also considering broader systems issues and priorities?

How does the Board integrate its “systems” leadership role into existing governance practices?

Shifting to the “How”

The checklist in your Participant Handbook lists the ten essential elements of effective governance and identifies, for each one, specific actions you can take to integrate a systems perspective into your Board practices.

1. Clarify the Board's Role

- Understand and be explicit about the Board's systems role
 - Talk about it, learn about it, put it in writing in your Board's policy or role description
 - Ensure the Board understands how its systems role is part of its fiduciary duty
 - Make it an ongoing dialogue, check in at least annually

2. Establish CEO/ED Accountability & Monitor Performance

- Consider the systems leadership role of the CEO/ED when recruiting
- Define the CEO/ED's system-level responsibilities and accountabilities in their job description
- Evaluate the CEO/ED's performance of their system responsibilities as part of their annual performance review
- Liberate the CEO/ED to be innovative in developing partnerships and system solutions

3. Set and Oversee Strategic Direction

- ❑ Ensure that systems information, issues and priorities are considered throughout the planning process
- ❑ Ask the tough questions about your organization's Mission and its place in the system – don't assume status quo is the best or only option
- ❑ Make contributing to an *integrated system of care* a strategic priority in your plan
- ❑ Assess progress and results on your plan's systems-level goals and ensure alignment with any new developments

4. Oversee Organizational Performance

- Understand and monitor any existing system-level accountabilities (i.e. SAAs, other funding agreements)
- Ensure systems priorities and activities are considered in developing other organizational plans/strategies (i.e. quality improvement plan, risk management plan)
- Review your organizational performance monitoring tools in light of systems goals (i.e. balanced scorecard, quality dashboard)

5. Client and Community Engagement

- Define the Board's role in community engagement and how it will use this information
- Identify appropriate mechanisms for Board engagement with community to learn about system-level issues and gaps

6. Strategic Partnerships

- Articulate your organization's overall commitment to partnership, collaboration and integration
- Clarify with the CEO/ED your respective roles in identifying and building strategic partnerships
- Participate in the exploration and development of strategic partnerships along with the CEO/ED. The nature and extent of Board involvement depends on the purpose and stage of the partnership.

7. Effective Board Meetings

- Build time into Board meetings to discuss systems issues and opportunities. Consider using a consent agenda to free up Board meeting time
- Assess annually how much time the Board spent on systems versus organizational issues
- Have the Board Chair and CEO/ED report regularly to the Board on any partnership discussions and opportunities

8. Board Orientation & Education

- Orient new Directors about system priorities and the Board's systems role
- Build systems topics and priorities into ongoing Board education
- Develop Director skills in collaborative governance
- Support external education as resources permit

9. Board Composition/Recruitment

- Add knowledge of broader systems issues and needs to the Board skills matrix
- Consider the Board's systems role and system priorities when identifying skills gaps for future recruitment
- Recruit Directors with experience in other health and social care sectors, other communities, private sector
- Pay attention to term limits and Director succession to ensure ongoing Board renewal

10. Board Evaluation

Build questions into your annual Board evaluation to assess systems thinking and collaboration

- How well are we engaged with our sector, other sectors?
- How could we be more effective governance leaders of an integrated system of care?
- Are we spending the right amount of time on our own organization's priorities versus system issues?

Discuss the evaluation results and identify opportunities to improve future performance

In Your Workbooks

- Checklist for integrating systems role into governance practices
- Exercise to take back to your Board

Questions?

Thank you

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