

Governance Fundamentals

Foreword



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How to use these materials

AFHTO's *Fundamentals of Governance* materials are intended to provide the boards of Family Health Teams and Nurse Practitioner-Led Clinics with essential, basic information that will help them to become high performing boards and organizations. The material can be used in several ways:

- As an introduction to governance for new board members
- As a refresher for all board members
- As a training tool for board development and ongoing education
- As a guide to assess whether your board is using leading governance practice and where there are opportunities for improvement.

The material is organized as follows:

- a. Introduction to the Fundamentals of Governance
- b. Governance Framework
- c. The Governance Toolkit (addressing 6 dimensions of governance)
 - Setting Direction
 - Board Structures and Processes
 - Executive Leadership
 - Resources
 - Quality and Safety
 - Stakeholder Relations
- d. Board Culture – Building a Climate of Trust and Respect
- e. Adding Value: An Introduction to Generative Governance
- f. Tools
- g. Resources and References

Hyperlinks in the text will take you to relevant sample tools, suggested references and related information. The Tools provided are sample tools only. You are free to use them; however, you may need to tailor them to reflect the specific circumstances of your organization. Where tools have been provided by other organizations, you are asked to retain the footnotes that reference them. You may already be using a tool, or you may know of a better tool, and if so, this may be a good opportunity to let AFHTO know so that future updates to this document can reflect the breadth and depth of knowledge and experience that exists in FHTs and NPLCs across the province.

This document was commissioned by AFHTO for use by Family Health Teams and Nurse Practitioner-Led Clinics. It was developed by governance experts and advisors at The Osborne Group, and was overseen by AFHTO’s Governance and Leadership Advisory Committee. Governance practice is always changing and improving. The information in this document reflects current leading practice. **Please note that the information contained in this document is not intended to represent legal advice to your FHT/NPLC.**

Efforts to improve board governance will have a positive impact on your FHT/NPLC’s performance and on the quality and safety of the care provided to your patients. Congratulations on choosing to become a high performing board.

Hyperlinks in the table below will guide you to material that addresses specific governance practices assessed under the [Ministry of Health and Long - Term Care’s Accountability Reform requirements](#) for expanded budget flexibility

Strategic Planning:

	Links
FHT has a current strategic plan with clear goals, objectives and monitoring?	Strategic Planning
Latest progress report has been reviewed by the Board?	How to use the Strategic Plan
FHT has established linkages with other community partners and/or organizations	Engagement

Board Self-Evaluation:

A third of the Board members has experience serving on boards (or has received training)?	Competency Matrix
FHT has a current document outlining the Board members’ roles	Board Roles Governance Manual
FHT has a current recruitment strategy document	Recruitment

FHT has a Board performance self-evaluation tool	Board Evaluation
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Board Fiduciary Functions:

FHT has a current document outlining the Executive Director’s job description	ED job description example
FHT has an Executive Director’s performance evaluation tool/process	ED Performance Evaluation
FHT has a current Performance Measures document monitored by the Board on an on-going basis	Balanced Scorecard
FHT has a current Financial Policies document that outlines the process for budget approval and on-going monitoring	Financial Management
FHT has a current Quality Improvement Plan	Quality Improvement
FHT has a current Risk Management plan	Enterprise Risk Management
FHT has policies that reflect a systematic approach to Board performance monitoring, including method and frequency	Board Evaluation

Governance Policies:

FHT has a current Board Policy manual	Governance Manual
FHT has a signed agreement of Board members acknowledging the Conflict of Interest and Code of Conduct Policies	Conflict of Interest Example Code of Conduct Example

Organizational Maturity and Track Record:

FHT has documented staff recruitment and retention	Human Resources

AFHTO's Governance and Leadership Advisory Committee, 2013-2014

Dr. Rob Annis, past-Chair, North Perth Family Health Team
Richard Christie, Executive Director, Kingston Family Health Team
Anna Gibson-Olajos, Executive Director, Powassan and Area Family Health Team
Dr. Allan Grill, Vice-Chair and incoming Lead Physician, Markham Family Health Team
Sudha Kutty, Board Member, Sherbourne Family Health Team
Dr. Joseph Lee, Chair, Centre for Family Medicine Family Health Team
Sharon Pillon, Board Member, Amherstburg Family Health Team
Catherine Schooley, Chair, Essex County NPLC
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