



association of family  
health teams of ontario

# **Governance Training**

## **Session 3: Looking Forward – Using Good Governance to Enhance Organizational Performance**

## Our Objectives for today

- Understanding some of the more advanced elements of good governance and how they affect organizational performance
- Governance and its role in
  - Quality and Safety
  - Stakeholder Relations
  - Setting Corporate Direction
  - Generative Governance
    - The quality of governance
    - High performing Boards and organizations

# Quality and Safety

Includes:

- Building a quality framework
- Monitoring quality and safety

# Quality and Safety – what is it?

- The quality and safety of services and programs provided to patients
- Board's role in monitoring quality & safety has increased
- Looking at quality through a systemic lens of quality improvement requires a different perspective from providing care to individual patients

# Quality and Safety

## - Building a Quality Framework

- Board's role is to oversee quality and safety of FHT/NPLC programs and services
- Board's role:
  - Define appropriate quality dimensions (e.g. HQO dimensions include Access, Efficiency, Effectiveness, Population Health, Safety, Patient-centredness, Equity, Resources)
  - Define indicators for the dimensions
  - Create, submit and monitor an annual QIP

# Quality and Safety

## - Monitoring Quality and Safety

- Tools to monitor quality and safety:
  - Quality Committee of the Board
  - Track progress against indicators
  - Patient satisfaction surveys
  - Incident reports
  - Patient stories and experiences

# Stakeholder Relations

- Board's role in stakeholder relations
  - Nurture and build strong relationships with funders
  - Identify & reach out to relevant community partners
  - Monitor status of community partnerships
    - E.g. Roles, responsibilities, agreements, complaints, concerns
  - Keep stakeholders informed and engaged

# Setting Directions Strategic Planning

- Process is led by the Board
  - Establish priorities
  - Make informed choices
  - Create a plan
  - Guide allocation of resources
- Keeps the organization focused on goals
- Guides decision-making

# Strategic Planning - Steps

- Develop/review Vision, Mission, Values statements
- Environmental scan
- Assessment of Strengths, Weaknesses, Opportunities, Threats/Challenges (SWOT)
- Gap Analysis
- Determination of strategic priorities and goals

# Strategic Planning

## - How do we do it?

- Board responsibility (Board and management/staff may work together)
- 3 – 5 year planning horizon with annual reviews and regular progress reports
- Options:
  - Use internal resources
  - Use expert, external facilitation
  - Board retreat
  - Set aside time at regular Board times
  - Special Board meetings

# Strategic Planning

## - Strategic Plan vs. Operating Plan

- Strategic plan is the high level view
- Operating plan flows from the strategic plan
  - Specific activities
  - Goals and targets
  - Timelines
  - Responsibilities
  - Resource requirements
  - Success indicators and measures

# Generative Governance

## - what is it?

- A governance term that describes a board that challenges itself to
  - Think “outside the box”
  - Explore topics in new and different ways
  - Undertake deeper analysis and exploration
- A sophisticated mode of governance used by boards that have achieved a degree of competence in their fiduciary and strategic work

# Typical Governance Path

Fiduciary

- Proficiency at fiduciary functions

Strategic

- Strategic thinking and planning

Generative

- Leadership, innovation, higher performance

# Generative Governance

## - The Role of the Board

- Board sets the tone of the organization
- Board should demonstrate qualities that produce outstanding organizations
  - Openness
  - Transparency
  - Creativity
  - Respect

# Generative Governance

## - Characteristics

- Thinking outside the box
- Open to new and different ways of doing things
- Support for experimentation
- Trusting environment
- Rewarding risk taking
- Commitment to ongoing learning
- Culture of inquiry
- Tolerance for ambiguity

# Generative Governance

## - Practicing in a Generative Mode

- Requires fusion of thinking among board, clinical leadership and management
- Create space to engage in generative thinking
  - Set time aside
  - Select a key issue for discussion/analysis
  - Brainstorm, analyze, discuss, debate
- Prepare and discuss catalytic questions
  - Not necessarily for decisions
  - Encourage broad thinking, diverse views

# Generative Governance - The Value

- Better insight and understanding
- Encourages innovation & creativity
- Better decisions

# Summary

- Past 3 sessions:
  - Governance basics – structures and function
  - “How-to’s” – process
  - Elevating Board performance
- All of these governance elements are linked to produce high performing Boards and improved organizational performance