



## Board of Directors Guidelines

### Organizational Profile

New Vision began operating out of Greenbrook location in September of 2006. Our Clinical Pharmacist, Social Workers, Registered Dietitians, Respiratory Therapists, Nurse Practitioners, Specialists, Nursing team and Administrative team operate out of the Greenbrook facility and are accessible to all patients rostered with the New Vision Family Health Team. Two physicians continue to operate out of our satellite clinic in the Belgage Medical Building on Belmont Avenue in Kitchener.

The New Vision Family Health Team was among the first 52 Family Health Teams to be established in the province of Ontario in November 2005.

### Our Mission Statement

New Vision Family Health Team is a multi-disciplinary team of professionals committed to excellence in the provision of high quality, patient-centred primary healthcare services offered in a caring, coordinated, and responsive manner.

### Our Vision

Working together with our patients, New Vision Family Health Team will achieve optimal health outcomes in preventive care and chronic disease management. Working together with our many academic partnerships we will provide an environment for teaching, learning, and evidence-based medicine to benefit all.

### Core Values

- Respect,
- Compassion,
- Accountability,
- Patient Centred Care
- Continuous Quality Improvement

## 1. Role of the Board

The role of the Board of Directors is to provide **leadership** and **oversight** of the activities of the New Vision Family Health Team. In both areas it will strive to represent the interests of members and the broader community.

The main roles and responsibilities of the Board are:

### Strategic Planning

### Financial Management and Accountability to Funders

- *Budgeting* – follow the Ministry process for preparing, approving and submitting annual operating budgets and one-time capital requests
- *Internal Control* - develop a system to maintain documentation and information to support receipt of revenues and expenditures, including books of account and related records
- *External Audit* – appoint an external auditor to complete an annual audit of the financial records of the FHT and submit auditor’s report to the Ministry.

### Human Resource Management

- Establish HR policies and procedures to address matters that include staff recruitment and terminations, voluntary withdrawal and leave of absence.

### Risk Management

- *Risk Management Policies* - ensure that the appropriate risk management mechanisms, including appropriate insurance coverage and risk management policies in place.
- *Patient Record Management* - The Family Health Team must establish policies regarding their management of patient health information as well as safekeeping and disposal of patient records. All Family Health Team providers, staff and their agents should be aware of privacy legislation, including the applicability of the *Personal Health Information Protection Act* (PHIPA).

### Board – Executive Director Relations

- The Board is responsible for the recruitment and ongoing performance review of the Executive Director (ED). The expectation is that the Board will develop a positive and constructive working relationship with the ED.

### Ensuring Board Effectiveness

- The board will conduct regular evaluations of its effectiveness in terms of decision-making, meaningful dialogue and meeting procedures.

The work of the board requires a balance of asking big questions, exploring possibilities, engaging in real dialogue, solving problems and offering direction.

In providing leadership the Board will actively consult with others inside and outside the organization and, in providing oversight, it will ensure broad organizational accountability, transparency and active and meaningful external communications.

In providing leadership the Board will work with the Executive Director in engaging external stakeholders in looking towards the future, reviewing the organization's mission and objectives, identifying the outcomes the organization is seeking and the strategies it will use to achieve them.

In providing oversight the Board will rely on assessing organizational performance in relation to goals and adherence to budget. The board will ensure, through the creation of policies, that the FHT Corporation adheres to sound financial management, personnel and service practices. The board will rely on the systematic review of organizational activities through the implementation of policies and monitoring of key performance indicators, rather than by examining or advising on day-to-day decisions.

The board will take responsibility for its own management, continuity and renewal. It will ensure effective board meeting practices, appropriate director conduct, ongoing board education, and continuing attention to the recruitment of new members.

*See Appendix A for Board Member Job Description.*

## **2. Key Stakeholders**

The Board has multiple accountabilities to a range of key stakeholders. The primary financial accountability is to the Ministry of Health and Long Term Care. In fulfilling its duties, the Board will also take into consideration the interests of the following key stakeholders:

- i. Physicians
- ii. Patients
- iii. Employees
- iv. Contracted affiliates (Pace Consulting Group, local hospitals)
- v. The public
- vi. WWLHIN

## **3. Performance & Accountability**

The Board has overall responsibility for the governance of the Family Health Team. In terms of its accountability to its funder, the FHT will be monitor performance within an approved budget based on the following performance and accountability agreements:

- Ministry funding agreement
- Quality improvement plan
- Accreditation reports

#### **4. Risk Management**

The Board should have a continuing understanding of the principal risks associated with the New Vision Family Health Team's objectives.

*See Appendix B for Types of Risk in Healthcare.*

#### **5. Board Succession Planning**

The Board will proactively develop and implement succession plans to ensure there is regular turnover of existing board members and recruitment of new board members as per an approved schedule

*See Appendix C for Succession Planning*

#### **6. The Board Chair**

The Board Chair's role is to manage and provide leadership to the Board.

*See Appendix D for Board Chair Duties.*

#### **7. Communication Plans**

The Board ensures there is frequent communication with all stakeholders.

#### **8. Guiding Principles for Performance Reporting to the Board**

The Board has adopted the following guiding principles regarding good performance reporting:

- Be reliable
- Be fair
- Be timely
- Be consistent
- Focus on the critical aspects of performance, ie: access, quality and safety
- Identify goals and expectations
- Integrate financial and non-financial information to show how resources were allocated
- Compare current performance with past performance

## **9. Board Committees**

The function of committees is to help the Board with a task that belongs to the Board. Committees have delegated authority from the Board through approved terms of reference. Committees are a mechanism that permits deeper examination of certain issues with the understanding that Committees will report regularly to the Board and, if appropriate, make recommendations to the Board for their consideration. The role of the committee is to support, not replace, Board responsibility.

*See Appendix E for Committee Terms of Reference.*

## **10. Board Meetings and Agendas**

- i. The Board meets at least six times within the calendar year.
- ii. The Board may also meet at the call of the Board Chair.
- iii. All directors are free to suggest additions to the agenda.

## **11. Information for Board Meetings**

- i. Material distributed to directors in advance of Board meetings should be concise, yet complete and prepared in a way that focuses attention on critical issues to be considered.
- ii. Reports may be presented during Board meetings by directors, Executive Director or by invited outside advisors.
- iii. Other external advisors, with the approval of the Board Chair, may be invited to attend Board meetings.

## **12. Assessing Board Performance**

The Board is responsible for ensuring there is a process for annually assessing the effectiveness of the board in terms of meeting procedures, decision-making and meaningful dialogue

*See Appendix F for Board Evaluation.*

## **13. Terms of Service**

Directors are elected for two-year terms.

*See Appendix G for Corporate By-Laws.*

## **14. Board Guidelines Review**

The Board Guidelines are reviewed every two years.