

 <p>Thames Valley Family Health Team</p>	Policy Title	Code Number
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	Approval Date: May 30, 2012	Last Review Date: February 27, 2014
	Approval Body: The Board of Directors	Last Revision Date:
<p>Policy: The Board works in cooperation with the Executive Director to lead the organization to accomplish its mission and meet its strategic directions. In keeping with its governance model, the Board delegates all operational tasks of the organization to the Executive Director. In delegating these tasks to the Executive Director, the Board provides certain limitations to his/her authority. These executive limitations are described below.</p>		
<p>Procedure:</p> <p>Areas of Limitation Include:</p> <ul style="list-style-type: none"> • General Executive Constraint • Communication and Support to the Board • Financial Condition • Vendor Relationships • Partnership Agreements • Patient Relations • Treatment of Employees 		
<p>General Executive Constraint</p> <hr/> <p>The Executive Director shall not cause or knowingly allow any practice, activity, decision, or organizational circumstance that:</p> <ul style="list-style-type: none"> • Is unlawful, unethical, imprudent, or deceitful. • Violates commonly accepted business and professional ethics. • Violates the Board values outlined in policy. • Puts the organization at unreasonable risk. • Conflicts with achieving the mission of the organization. 		
<p>Communication and Support to the Board</p> <hr/> <p>With respect to providing information, notification, and support to the Board, the Executive Director may not permit the Board to be uninformed or misinformed. Accordingly, he or she may not:</p> <ol style="list-style-type: none"> 1. Let the Board be unaware of significant relevant risks, trends, anticipated adverse media and changes in the assumptions upon which any Board policy has previously been established. 2. Restrict in any way the Board's access to, or fail to collect, as many points of view on issues and options as needed for fully informed Board decisions. 		

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Communication and Support to the Board (continued)

3. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: generative, fiduciary, and strategic information as well as incidental information.
4. Fail to provide a mechanism for official Board, officer or committee communications.
5. Fail to deal with the Board as a whole except when
 - a. Fulfilling individual requests for information to clarify a report
 - b. Responding to officers or committees duly charged by the Board.
6. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board Staff Linkage, particularly in the case of Board behaviour which is detrimental to the working relationship between the Board and the Executive Director.
7. Fail to report in a timely manner an actual or anticipated noncompliance by the Executive Director with any policy of the Board.
8. Fail to supply for the consent agenda (if used) all items delegated to the Executive Director yet required by law or contract to be board approved, along with monitoring assurance pertaining to these items.

Financial Condition

The Executive Director is responsible for the financial condition and activities of TVFHT. The Executive Director will follow the approved budget and will not put the organization at risk as a going concern such that there would not be sufficient cash flow to meet obligations in the normal course of business. The Executive Director will work closely with the Finance and Audit Committee as the financial responsibilities are carried out.

In addition, without limiting the scope of the foregoing and without specific Board approval, the Executive Director shall not:

Financial Position

1. Finish the year in an operating deficit unless authorized to do so by the Ministry of Health and Long-Term Care.
2. Operate with a working capital shortfall. (Short term assets less than short term liabilities).

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Financial Condition (continued)

Expenditure

1. Deviate from budget in any one-quarter by more than 20% of the budget for that quarter, unless the budget for the remainder of the year is adjusted to address the deviation by year-end.
2. Without Board approval, make a single purchase, commitment, or contract greater than \$30,000 outside of the approved budget. Splitting orders to avoid these limits is not acceptable.

Restricted Funds

3. Use any restricted funds for non-designated purposes.

Payables

4. Fail to settle payroll, source deductions, other government taxes and short-term debt by the required due dates.
5. Fail to pay other accounts payable in a timely manner.

Real Property

6. Acquire, encumber or dispose of real property (land and buildings).

Receivables

7. Fail to aggressively pursue receivables after a reasonable grace period.
8. Factor the organization's accounts receivable.

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Vendor Relationships¹		
<p>With respect to interactions with vendors and those applying to be vendors, the Executive Director will not cause or allow conditions, procedures, or decisions which are unfair, unclear, unnecessarily intrusive or which fail to provide appropriate confidentiality. Further, the Executive Director shall not:</p>		
<ol style="list-style-type: none"> 1. Fail to follow the <i>General Travel & Expenses Policy</i> 		
Partnership Agreements		
<p>The Executive Director may not enter into or continue any strategic alliance, unless it facilitates the direct achievement of the Mission of TVFHT and avoids unacceptable means as defined by the Board's Executive Limitations Policies.</p>		
<p>Further, the Executive Director shall not:</p>		
<ol style="list-style-type: none"> 1. Fail to consider the risks and liabilities TVFHT may be exposed to as a result of the strategic alliance. 2. Fail to assess and consider each partner's ability to produce the desired outcomes consistent with the organization's mission. 3. Fail to conduct ongoing assessment and evaluation of the progress of the program and outcome of all strategic alliances on a periodic basis. 4. Fail to report regularly to the Board on all partnerships. 5. Fail to consult Board on any partnerships that may affect the organization's ends or long-term strategies. 		
Patient Relations		
<p>With respect to interactions with patients the Executive Director shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy. Accordingly, she or he may not:</p>		
<ol style="list-style-type: none"> 1. Fail to ensure services are provided that are patient-centred 2. Fail to ensure an environment is created in which interactions with patients reflect the value the organization places on the patient. 3. Fail to ensure that TVFHT patients have a clear understanding of what may be expected and what may not be expected from the services TVFHT offers 		

¹ Should TVFHT begin to receive more than \$ 10 million dollars in government funding, this section should be reviewed to ensure it complies with the *Public Sector Accountability Act*.

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Patient Relations continued		
<ol style="list-style-type: none"> 4. Use methods of collecting, reviewing, or storing patient information that fail to ensure the confidentiality of the information or which do not clarify specifically how the information is to be used. 5. Fail to provide services and operate facilities with reasonable accessibility and privacy. 6. Fail to seek feedback from patients periodically on the quality, cost, and effectiveness of TVFHT services. 7. Fail to inform the Board of the number of documented complaints in their general nature. 		
Treatment of Employees		
<p>The Executive Director may not cause or allow conditions which are inhumane, unfair or undignified. With respect to employment, compensation, and benefits to employees, the Executive Director may not fail to use sound principles in human resource management in accordance with the fiscal integrity, public image, and the reputation of TVFHT. Accordingly, he or she may not:</p>		
<u>Executive Director Compensation</u>		
<ol style="list-style-type: none"> 1. Change his or her own compensation or benefits, except as benefits are consistent with a package for all other employees. 		
<u>Employment Guarantee</u>		
<ol style="list-style-type: none"> 2. Promise or imply permanent or guaranteed long-term employment. 		
<u>Compensation Benefits</u>		
<ol style="list-style-type: none"> 3. Establish current compensation and benefits which: <ol style="list-style-type: none"> a) Deviate from compensation and benefit limits imposed by the Ministry of Health and Long-Term Care. b) Create obligations over a longer term than revenues can be safely projected. 		
<u>Pension Benefits</u>		
<ol style="list-style-type: none"> 4. Establish pension benefits that fail to provide retirement benefits for all eligible employees. 5. Establish or change pension benefits so the pension provisions: <ol style="list-style-type: none"> a) Incur unfunded liabilities. b) Commit the organization to benefits which incur unpredictable future costs. c) Provide less than some basic level of benefits to all full time employees. d) Allow any employee to lose benefits already accrued from any foregoing plan. e) Treat the Executive Director differently from other key employees. 		

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<u>Treatment of Staff</u>		
<p>6. Operate without written personnel procedures which</p> <ol style="list-style-type: none"> a) Clarify personnel rules for staff, b) Provide for effective handling of grievances, c) Protect against wrongful conditions and d) Are updated annually and/or as required by legislation. <p>7. Discriminate against any staff member for expressing an ethical dissent.</p> <p>8. Prevent staff from grieving to the Board when:</p> <ol style="list-style-type: none"> a) Internal grievance procedures have been exhausted and b) The employee alleges either: <ol style="list-style-type: none"> i) That Board policy has been violated to his or her detriment or ii) That Board policy does not adequately protect his or her human rights. <p>9. Fail to operate without providing staff an avenue to report suspected frauds or irregularities.</p> <p>10. Fail to acquaint staff with their rights under this policy.</p>		