



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health / CEO

DATE: 2018 September 20

2018 BOARD DEVELOPMENT ACTIVITIES

Recommendation

It is recommended that the Governance Committee:

- 1) *Receive Report No. 009-18GC re: “Board Development Activities” for information; and*
- 2) *Recommend that the Board of Health approve the Leading Through Transition/Change Management session delivered by Your Latitude as a Board development opportunity.*

Key Points

- Board orientation will be scheduled for all new and existing Board members in early 2019.
- Professional development opportunities for Board members to consider include: Leading Through Transition/Change Management ([Your Latitude](#)); Building Board Capacity for Managing Change ([Pillar Nonprofit Network](#)); and Custom Courses offered through [The Directors College](#).

Background

In accordance with [Policy G-370 Board of Health Orientation and Development](#), Board of Health members are expected to participate in development opportunities based on priorities identified in the Board of Health Self-Assessment. Members of the Governance Committee had the opportunity to review the 2018 Board Self-Assessment survey findings ([Report No.005-18GC](#)) at their meeting on June 21, 2018. Staff have reviewed the discussion and are proposing learning opportunities that may be of interest to both new and current Board of Health members.

Professional Development Opportunities

MLHU will organize an orientation session for all Board of Health members in early 2019. Additional activities are being suggested, given the significant changes that the Health Unit will be undergoing over the next two years (including a new location consolidating the two earlier, separate locations, as well as new software that will result in changes to work processes, policies, etc.). The members of the Board of Health form part of the system that will support employees in making these changes; therefore, change management options are provided for the committee to consider as professional development opportunities:

1. Leading Through Transition/Change Management – Your Latitude

This session will focus on identifying the stages of transition and how to effectively manage change when it happens from a governance perspective. MLHU staff and management will undergo similar training throughout the end of 2018 and early 2019. All sessions will be facilitated by Laura Cole, from [Your Latitude](#). Laura is familiar with MLHU and has provided training for staff and management on numerous

occasions over the past several years. The cost for this learning opportunity is approximately \$1,500 (half day) and \$3,000 (full day).

2. Building Board Capacity for Managing Change – Pillar Nonprofit Network

In this session, Board members will discuss how to develop best practices in order to be ready for change. The goal is to proactively prepare the Board for change and not to get caught in a reactive position. This is a customized session facilitated in-house by Dharshi Lacey, Diversity and Governance Manager at Pillar Nonprofit Network. More information is available on the Pillar Nonprofit Network [website](#). The cost for this learning opportunity is yet to be determined.

3. [The Directors College](#) Custom Courses

The Directors College offers education programs that provide participants with the knowledge and insight needed to be an effective Board member. The goal is to provide Board members with credibility that inspires confidence and leadership. Courses can be custom-designed to meet the Board's unique needs at a cost of approximately \$8,000 (half-day). The following is a list of topics to choose from:

- Developing High-Performing Boards – Heavy focus on leadership, group decision-making, and change management. What should directors know and do to enhance board effectiveness?
- Corporate Social Responsibility and the Role of the Board – Focus on topics such as corporate responsibility reporting, codes of conduct, ethics, B-Corps, long-term value investing, and more.
- Innovation Governance – Explore how boards can contribute to an organization's innovation agenda.
- Digital Literacy for Board Directors – Leverage the benefits and avoid the risks associated with new and emerging digital technologies.
- Risk Assessment, Management, and Compliance – What directors need to know.

Next Steps

The Governance Committee has the opportunity to review the proposed professional development activities. Staff recommend that Board of Health members participate in the session delivered from Your Latitude to be consistent with the education that MLHU staff and management is receiving related to change management.

This report was prepared by the Strategic Projects Team, Healthy Organization Division.



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