

## Summary Report - January 16, 2016

Survey: Jurisdictional Governance Review

### 1. Organization Name:

Response
CPSO
College of Optometrists of Ontario
College of Physiotherapists
College of Registered Nurses of Manitoba
Minnesota Board of Nursing
North Carolina Board of Nursing
Nursing & Midwifery Board of Ireland
Nursing Council of New Zealand
Ontario College of Pharmacists
RCDSO
Texas Board of Nursing

### 5 - 8. How many members do you have on council? What is the breakdown?

Number of Council members	Number professional	Number public	Other types of members (e.g. educational appointees)
<b>Ontario Colleges</b>			
25	14	11	Of 14, 2 are university appointments
17	10	7	
17	10	7	Of 10, 2 are university appointments
34	19	15	Of 19, 3 are university appointments selected by Council on recommendation of Academic Advisory group
30	17	11	+2 academic appointments
<b>Outside Ontario – North America</b>			
16	12	4	

18	12	6	
14	11	3 (maximum)	
13	9	4	
<b>International</b>			
23	11	5	
9	6	3	

**9. How many officers do you have?**

Count	Response
6	2
3	3
1	4
1	6

**10. What are their positions? (SELECT ALL THAT APPLY)**

Value	Percent	Count
President/chair	100%	11
VP/Vice-chair	91%	10
Secretary	9%	1
Treasurer	18%	2
Past-president	18%	2
Other (specify)	27%	3
Total		11

Responses "Other (specify)"	Count
Left Blank	8
1 member at large - 2 public members	1
President-Elect	1
Registrar	1

**11. Do you have written expectations/role descriptions for these officer positions?**

Value	Percent	Count
Yes	91%	10
No	9%	1
Total		11

**13. If there is anything about your current council structure that you feel works particularly well, please describe it here:**

Count	Response
1	Hard working, understanding the mandate
1	Public representation valuable
1	The size of the governance group feels right. we regulate 52.5 thousand nurses.
1	Public members are vocal and not overwhelmed by professional members. Board committees generally have representatives from each category, i.e. LPN, RN, and public member.
1	the elected members are a fair representation of practice settings, member class and geographic locations
1	This is a new structure under recent legislation so it is only the first term of office for the new Board - too soon to make definitive statement.
1	We provide annual training in governance and offer Board retreats for additional education and discussion of topics

**14. Are there any aspects of the structure that you would like to see changed or improved?**

Count	Response
1	Better vehicle for public consultation
1	Council too large
1	I would increase the number of public (lay) members
1	See above.
1	The council itself is too large however we require more public members to meet the obligations of the various statutory committees/panels. the ability to use non-council public members would help
1	The 2 academic appointments rotate through the 5 PT faculties in the province with each school getting a three year term. Practically speaking the frequent change over among academics seems to undermine their ability to gain the needed knowledge - also makes it challenging to integrate them into Council succession planning
1	Board should consider changing balance of composition, i.e. currently 8 RNs, 4 LPNs and 4 public members. Proportionately, the number of LPNs is large. Consideration: change 1 LPN member position to another public member.
1	Larger than ideal; however, the structure is designed to be inclusive of all areas of expertise and perspective necessary to address the wide array of policy issues which the Board is mandated to consider.
1	at present there is an annual election for the chair and deputy chair positions - I would like to see the people who hold these positions appointed on the basis of skill from through independent process. At present it is like a popularity vote! I have had a poor performing chair and she remained in office by 'buying favours'. I would suggest that the appointment process for Board Members is independent - at present it is politically influenced. the lay or community members need to be chosen for the skills required.
1	We will be reducing the size of the board from 18 to 12 by 2018. This will help in terms of discussion and enagement. As well, the president-elect will now be chosen by the board from among the RN board members (as opposed to a general election by membership). This should help ensure that the president-elect is familiar with the College mandate and governance structure.

1	Executive Committee currently has 7 members (including the 3 officers). Would function better if reduced to 5 members.
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**15. How many statutory committees do you have?**

Count	Response
1	0
1	3
1	6
3	7
1	9
1	None. Committees and charges are determined by Board.
1	Three – investigaton, discipline and appointments.
1	there are no committees required by statute
1	two

**16. What types of members are in your statutory committees? (SELECT ALL THAT APPLY)**

Value	Percent	Count
Public members of council	100%	8
Professional members of council	100%	8
Public members who are not on council	38%	3
Professional members who are not on council	88%	7
Total		8
<b>Responses "Other (specify)"</b>		<b>Count</b>
Left Blank		11

**17. How many standing/governing committees do you have?**

Count	Response
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3	1
1	2-Board Governance and Finance
1	3
2	4
1	5
1	8
1	Four: Executive, Education, Nursing Practice, and Discipline Resources.
1	five

**18. What types of members are in your standing/governing committees: (SELECT ALL THAT APPLY)**

Value	Percent	Count
Public members of council	100%	11
Professional members of council	100%	11
Public members who are not on council	27%	3
Professional members who are not on council	64%	7
Total		11

**19. If there is anything about your current committee structure that you feel works particularly well, please describe it here:**

Count	Response
1	New Committee structures under new legislation - too soon to make definitive statement.
1	Understanding mandate

1	We changed all other committees to "charge driven", rather than standing committees
1	We try to keep a balance of professional members on Council and appointed committee members
1	the presence of public members on all committees
1	It allows committees to focus on certain issues and make recommendations to the board. It would be too difficult to perform the same work with the entire board, as there would be insufficient time for detailed consideration of issues.
1	Using non Board Members with specific expertise and to ensure cultural and gender equity is addressed
1	size of the Audit and Finance committee, and the Elections committee. very workable. that said, one destructive voice in a group of five can have significant impact without a strong chair
1	The Board strives to appoint members to committees considering the skill set needed, personal interest, and balanced composition of professional and public members.
1	Although the Board has only one standing committee, Eligibility and Disciplinary Committee, it uses "liaison" board members who review materials and speak with staff about education, advanced practice, strategic planning, internal audit, budget and board development and report to the full board on such matters. The Board also appoints external advisory committees with specific charges to solicit stakeholder input and advise the board on rules and policies.

**20. Are there any aspects of the structure that you would like to see changed or improved?**

Count	Response
1	More non elected to help with the work load
1	See above.
1	We are limited in our ability to engage board members more fully by the external demands on individual members.
1	no, however we would like to have our Professional Practice committee dissolved and use staff driven working groups to develop practice policy for council discussion. committee tends to approaches issues with emotion rather than logic.

1	As we are required to place all Council members on committees, they are not always the most effective persons on a given committee.
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**21. Are professional members:**

Value	Percent	Count
Appointed to Council	18%	2
Elected to Council	36%	4
A mix of elections and appointments	45%	5
Total		11

**22. Who appoints professional members?**

Value	Percent	Count
Council	0%	0
Government	71%	5
Other (specify)	29%	2
Total		7
<b>Responses "Other (specify)"</b>		<b>Count</b>
Left Blank		9
Academic faculties		1
medical schools		1

**23. What are the election or appointment criteria of professional members based on? (SELECT ALL THAT APPLY)**

Value	Percent	Count
Geographic Region	73%	8
Type of Practice	45%	5
Skill sets/competencies	27%	3
Other (specify)	55%	6



Total		11
<b>Responses"Other (specify)"</b>		<b>Count</b>
Left Blank		5
Demographic characteristics		1
Governor, Speaker of House of Representatives and President Pro Tempore of Senate		1
License type		1
Licensure type		1
University		1
academic office		1

**24. Are public members:**

Value	Percent	Count
Appointed to Council	100%	11
Elected to Council	0%	0
A mix of elections and appointments	0%	0
N/A	0%	0
Total		11

**25. Who appoints public members?**

Value	Percent	Count
Council	0%	0
Government	91%	10
Other (specify)	9%	1
Total		11
<b>Responses"Other (specify)"</b>		<b>Count</b>
Left Blank		10

Council & Government	1
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**26. What are the election or appointment criteria of public members based on?  
(SELECT ALL THAT APPLY)**

Value	Percent	Count
Geographic Region	18%	2
Skill sets/competencies	18%	2
Other (specify)	45%	5
N/A	36%	4
Total		11
Responses "Other (specify)"		Count
Left Blank		6
Unknown to us		1
Unsure		1
political will!		1
unknown		1
Cannot be or ever have been a nurse, nor the spouse of a nurse, nor had a fiduciary relationship with a nurse.		1

**27. Are officer positions:**

Value	Percent	Count
Elected by council	100%	11
Appointed	0%	0
Total		11

**29. Are committee chairs:**

Value	Percent	Count
Elected by council	45%	5

Appointed	55%	6
Total		11

**30. Who appoints committee chairs?**

Value	Percent	Count
Council	67%	4
Government	0%	0
Other (specify)	33%	2
Total		6
<b>Responses "Other (specify)"</b>		<b>Count</b>
Left Blank		9
Board president		1
Executive director and Board chair		1

**31. Do you use a nominating/screening committee to solicit or review candidates?**

Value	Percent	Count
Yes	45%	5
No	55%	6
Total		11

**32. What screening devices do you use? (SELECT ALL THAT APPLY)**

Value	Percent	Count
Criminal check	75%	3
Prior discipline record	75%	3
Prior fitness to practice record	50%	2
Other (specify)	50%	2
Total		4

<b>Responses"Other (specify)"</b>	<b>Count</b>
Left Blank	9
Application form; subjective	1
solicit only	1

**33. What would make someone ineligible to sit on Council? (SELECT ALL THAT APPLY)**

<b>Value</b>	<b>Percent</b>	<b>Count</b>
Being a current member of staff	91%	10
Being a former member of staff	18%	2
Being employed by a professional association or professional union	73%	8
Holding elected office in a professional association or professional union at the provincial, state, national or international level	73%	8
Holding elected office in a professional association or professional union at the local level (e.g. chapter president)	64%	7
Having a criminal record	73%	8
Having a finding about competence	73%	8
Having a finding about incapacity	82%	9
Having a finding about conduct	91%	10
Other (specify)	55%	6
Total		11
<b>Responses"Other (specify)"</b>	<b>Count</b>	
Left Blank	5	
Caution, SCERP	1	

Members not in good standing (i.e. administrative suspension for non-payment of fees)	1
Resides and works outside of Manitoba	1
fees, litigation, prior disqualification	1
criteria 1,3, 4, 5 are addressed in statute; criteria 6,7,8,9 are possibly considered by government	1
Has not been found to be mentally incompetent, certificate has not been subject to terms conditions and limitations	1

**34. Do you have any difficulty filling positions on council and committees?**

Value	Percent	Count
Yes	27%	3
No	73%	8
Total		11

**35. What strategies do you use to recruit people or fill positions?**

Count	Response
1	Website; magazine
1	always more applicants than there are positions periodically we send a notice to the profession advising about committees
1	Substantial communication efforts to solicit interest, periodic call for interested people to put their names forward for committees Have a group of interested PT that we use as a focus group who sometimes serve as a breeding ground for future council/committee members
1	Board - not responsibility of executive. Committees - recruitment via the Public Appointment Service - expressions of interest invited.
1	professional members, either elected or appointed are not an issue. Public member shortages are common. minimal control over the process.
1	Regarding question # 27, President is appointed and Vice-President is elected by the Board. The Board does not recruit board members as this is done by government.

1	We provide the Government with an up to date stakeholder mailing list and also notify stakeholders and encourage interest in positions
1	We advertise vacancies on our website and in our newsletters/journal, and reach out to individuals
1	the majority of our Board members (11) are elected by their peers. We generally have several candidates for each position. We publish in our newsletter and on our website when positions are open for election and encourage nurses to run for election.
1	Members of the College are sent a notice, in late August, they are also provided with an application form for appointment to College committees. Members, who are interested, indicate their committee interest and provide a brief bio. The Executive Committee puts together the proposed committee composition,, which is ratified at the January Council meeting. Appointments are for one year. In addition to the information sent with the call for nominations, the College publishes articles in e-mail blasts describing the benefits for members of participating on College committees.
1	Notice of vacancy in State Register and on Board website. Providing information about the Board and Board member responsibilities when making presentations to professional groups and other organizations.

**36. If there is anything about your council and committee election/appointment/recruitment process that you feel works particularly well, please describe it here:**

Count	Response
1	Again, not directly involved.
1	More emphasis now on experience and competence of individuals for appointed members.
1	Nurses in North Carolina take much pride in the fact that they elect nurse members to the Board.
1	Revising; based on competence
1	We do our elections electronically now instead of paper which has improved turnout
1	Delegated committees work well especially when we are able to recruit nurses and lay members with the best skill set for the job
1	We are currently undertaking our first year with our Governance Committee taking on the nomination function, so it is too early to tell.

1

established processes make it easy. no shortage of interested professional members for either elected or appointed positions

**37. Are there any aspects that you would like to see changed or improved?**

Count	Response
1	Election process - expensive, even with on-line voting, and very low voter response.
1	I would like independent recruitment processes
1	More turnout of voters
1	N/A
1	No
1	criteria and screening process for professional members. clarity on role of public member, is it to regulate the profession or to ensure the profession regulates "in the public interest"
1	Unfortunately, committee decisions are made based on "who someone knows", rather than looking for the proper mix of talent needed on a committee. An example this year was that one of our committees, which requires outside of meeting work, was populated by members who were not interested in doing the work. The result was decision made based on flawed (inadequate) research that ended in controversy, both inside the College and with major stakeholders.
1	Would like to have greater input to Governor's appointments coordinator regarding particular skill set needed.

**38. Do you have terms of office for the following roles?**

	Yes	No	N/A	Responses
<b>Council member</b>	<b>100 %</b> 11	<b>0 %</b> 0	<b>0 %</b> 0	11
<b>Officer</b>	<b>82 %</b> 9	<b>18 %</b> 2	<b>0 %</b> 0	11
<b>Committee chair</b>	<b>82 %</b> 9	<b>18 %</b> 2	<b>0 %</b> 0	11

**39. How long is a term of office for council members in years?**

Count	Response
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6	3 years
1	4 years
1	4 years; eligible for 2 consecutive terms; may have a break in service and then be reappointed.
1	5 (but 11 of first Board only serve 3 years - establishes rolling membership)
1	6 years
1	8 years

**40. Is there a maximum number of years a person can serve in this role?**

Value	Percent	Count
Yes - specify	82%	9
No	18%	2
Total		11
Responses "Yes - specify"		Count
Left Blank		2
2 terms of 3 years		1
2 terms or 5 years		1
2-4 year consecutive terms		1
3 terms - 9 years		1
9		3
9 years		1
no more than 2 consecutive terms, or 8 consecutive years		1

**41. After reaching this maximum, is there a set timeframe before the member can serve again?**

Value	Percent	Count
Yes	33%	3

No	67%	6
Total		9

**42. What is it?**

Count	Response
1	1 year
1	3
1	Lapse of 2 years

**43. How long is a term of office for officer roles in years?**

Count	Response
5	1 year
1	Except for registrar, 8
1	President not restricted; Vice President 2 years.
1	The president-elect serves for two years, followed by two years as president
1	same as their mebership of Board

**44. Is there a maximum number of years a person can serve in this role?**

Value	Percent	Count
Yes - specify	67%	6
No	33%	3
Total		9
Responses "Yes - specify"		Count
Left Blank		5
1		1
2 years		1

2 years as president-elect and two years as president	1
5 years	1
9	1
same as Board membership	1

**45. How long is a term of office for committee chairs in years?**

Count	Response
3	1 year
1	2-3
1	3
1	4
1	Same as Board mebership
1	not specified
1	They differ according to the committee terms of reference. Anywhere between two years and five years

**46. Is there a maximum number of years a person can serve in this role?**

Value	Percent	Count
Yes - specify	44%	4
No	56%	5
Total		9
Responses "Yes - specify"		Count
Left Blank		7
3		2
Generally two terms		1
Same as Board membership		1

**47. If there is anything about the terms of office that you feel works particularly well, please describe it here:**

Count	Response
1	A term limit ensures that we are able to refresh our committee membership on a regular basis.
1	insures turnover

1	Board members feel confident after 4 years which may prompt seeking reappointment; however, it does seem that those who seek a second term tend to start to "tire" after 6 years.
1	3 years for Committee chairs gives the chair an opportunity to become familiar with the role, but not too long that they "take ownership".
1	three year term for council member sufficient to build necessary knowledge for effective contribution. 9 year maximum necessary for renewal of council. while the officer term is short, generally officers move progressively through the roles to enable development (VP to Pres, to Past Pres)

**48. Are there any aspects that you would like to see changed or improved?**

Count	Response
1	nothing I can think of right now.
1	Nine years is much too long for Council members. A more frequent turnover of Council members (after 6 years, max.) would benefit the college by providing new ideas on a regular basis.

**49. Do you provide an honorarium to Council and Committee members?**

Value	Percent	Count
Yes	91%	10
No	9%	1
Total		11

**50. Are public members and professional members paid the same rate?**

Value	Percent	Count
Yes	60%	6
No	40%	4
N/A	0%	0
Total		10

**51. (IF YES) Has this difference in rates been raised as a concern?**

Value	Percent	Count
Yes	75%	3

No	25%	1
Total		4

**52. (IF YES) Please elaborate:**

Count	Response
1	Public members feel they are underpaid by government
1	large discrepancy creates friction
1	Professional members of Council are paid a per diem of \$750 compared to \$150 per day paid, by the Public Appointments Secretariat, to public members. The College has raised this discrepancy with the PAS, including a request to be able to "top up" the per diem for public members. This request was turned down.

**53. If there is anything about the compensation structure that you feel works particularly well, please describe it here:**

Count	Response
1	Compensation is minimal and set by government.
1	Dentists are paid fairly. We have nothing to do with the public members
1	the compensation is set in statute as \$100 per diem
1	we pay an hourly and daily rate rather than an honorarium
1	Honararium only paid to those not employed in the public service - currently 7 / 23. All paid travel and subsistence expenses.
1	Time is considered to be volunteered. Members paid "an allowance towards expenses that would reasonably be incurred to attend to college business". Simple to administer, no judgment of council reimbursement by staff.
1	Council recently passed an expense policy, which helps control expenses and provides guidance to professional members when submitting expenses for meeting attendance. In addition, a per diem is paid for preparation time for meetings when significant amounts of material must be reviewed prior to a meeting.

1	Our honorarium for professional members is lower than typical salaries but is high enough to reduce the financial losses that professional members can incur when taking time away from work to engage in self regulation. This seems to help in ensuring a broader cross section of representation from the profession
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**54. Are there any aspects that you would like to see changed or improved?**

Count	Response
1	Better compensation for public members
1	Increase in compensation may make it easier to recruit for government.
1	Public and professional members should be compensated more equally.
1	Would like to see per diem increased (currently \$75 for any part of a day.)
1	would like to be able to top up the public members
1	Rates are based on distance from the college activity which creates inequality between members. No payment for participating by teleconference. would like equal reimbursement for all council members

**55. Do you have a formal orientation program for council members?**

Value	Percent	Count
Yes	100%	11
No	0%	0
Total		11

**56. Do you have a formal orientation program for committee members?**

Value	Percent	Count
Yes	73%	8
No	27%	3
Total		11

**57. What orientation methods do you use? (SELECT ALL THAT APPLY)**

Value	Percent	Count
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In person	100%	11
Online	45%	5
Written	55%	6
Mentorship program	73%	8
Other (specify)	18%	2
Total		11
<b>Responses"Other (specify)"</b>		<b>Count</b>
Left Blank		9
Each Board member has a Sharepoint page, with resources, policies, etc. located there		1
We do have formal orientation for investigation and discipline committee members.		1

**58. Do you have an ongoing educational strategy for council and/or committee members?**

Value	Percent	Count
Yes	82%	9
No	18%	2
Total		11

**59. Which of the following does the ongoing education strategy include? (SELECT ALL THAT APPLY)**

Value	Percent	Count
Internal speakers (staff experts)	100%	9
External speakers	100%	9
Annual reorientation	56%	5
Send members to training	78%	7



Readings	78%	7
Total		9
<b>Responses"Other (specify)"</b>		<b>Count</b>
Left Blank		11

**60. If there is anything about the orientation and continuing education that you feel works particularly well, please describe it here:**

Count	Response
1	The coaching (mentor) program generally provides much satisfaction.
1	We ask the members for evaluation and suggestions
1	use of scenarios to illustrate expectations
1	We target specific educational conferences for councilors each year and send one or more councilors to each of these conferences. They then are asked to pass learning on to their colleagues at Council meetings
1	Face to face initial orientation for 1 1/2 days and on going "mini" sessions prior to regularly scheduled meetings for the first year.

**61. Are there any aspects that you would like to see changed or improved?**

Count	Response
1	Rolling Board membership makes this more complex and costly.
1	We would like to see more government support for this activity
1	we are continually changing the program
1	It seems that more time is needed however, experience as a member during the first year provides orientation in itself.
1	The challenge is providing member development that is educational and appropriate for new members and not overly repetitious for continuing members.

**62. How many times does Council meet per year?**

Count	Response

1	10
1	12
5	4
1	4 times for full board; panel of 3 meets other 8 months to consider discipline orders.
1	6 scheduled + 'special'
1	8 times per year
1	At least 3 times

**63. How long is an average council meeting?**

Value	Percent	Count
Half a day	0%	0
One day	45%	5
Two days	45%	5
More than two days	0%	0
Other (specify)	9%	1
Total		11
<b>Responses"Other (specify)"</b>		<b>Count</b>
Left Blank		10
6 are whole day and 6 are short term teleconference		1

**64. Who normally chairs council meetings?**

Value	Percent	Count
President	91%	10
CEO	0%	0
Parliamentarian	9%	1
Total		11
<b>Responses"Other (specify)"</b>		<b>Count</b>

Left Blank	11
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**65. Do you use formal rules of order to guide council discussion and decision making?**

Value	Percent	Count
Yes	100%	11
No	0%	0
Total		11

**66. Are your council meetings open to the public?**

Value	Percent	Count
Yes - totally	45%	5
Yes - partially (e.g. having an in-camera portion)	45%	5
No – Not at all	9%	1
Total		11

**67. Is this a requirement of your legislation?**

Value	Percent	Count
Yes	82%	9
No	18%	2
Total		11

**68. It is sometimes difficult to maintain focus on the public interest. What tools, if any, do you have to assist council to focus on the public interest in their decision making and how effective are these tools?**

Count	Response
1	Frequent reminders needed - for some members.
1	Reminders
1	We have public interest reminder cards for each person at Council.

1	Frequently reminding Council, particularly if the conversation begins to wander away from public interest. At the beginning of each meeting, Council is reminded of the vision and mission of the College.
1	at council we use an agenda screening tool and the mission statement. reminders are required occasionally. at committees we use formal decision making frameworks. the frameworks are new but appear to be effective.
1	Orientation to the role includes focus on public protection; additionally, on-going board member development activities emphasize public protection.
1	We remind them of our mission for public protection. We utilize protocols for decision making in disciplinary cases and also have an administrative law counsel present to assist them.
1	The Board's mission statement and philosophy is verbally recited at the beginning of each public meeting and included in the Board's newsletter, on website and other publications. Advisory committees are oriented to the mission as they begin to review a board charge.
1	staff/CEO ensure papers keep public safety/public interest in the for of each discussion. This is an area that needs a lot of attention especially with new members

**69. When making decisions on regulatory or strategic issues, what information, if any, do staff provide council? (SELECT ALL THAT APPLY)**

Value	Percent	Count
Background	100%	11
Analysis	100%	11
Options	91%	10
Recommendations	73%	8
Other (specify)	9%	1
Total		11
<b>Responses "Other (specify)"</b>		<b>Count</b>
Left Blank		10
Reference material		1

**70. What percentage of your council members actively participate in council discussion?**

Count	Response
2	50%
1	60%
4	75%
1	85%
1	90%
2	100%

**71. What strategies do you use to encourage members to participate in discussion?**

Count	Response
1	Chair calls on those who are reticent to offer their views
1	Positive reinforcement, expectations, good committee work
1	President draws out comment by members through discussion.
1	President initiates round-robin opportunity if discussion is lagging.
1	The chair asks for questions and comments around each item.
1	the Chair will solicit input from all members
1	The President, who chairs the meeting, tries to engage all councillors in the meeting, in particular those "quieter" members of Council.
1	limit the time that one individual can speak, members who have spoken on an issue can only speak again once all other council members who wish to speak have spoken. issues presented by committee chairs, engagement is dependent on the presenter and the skill of the chair (president);
1	Chair attempts to manage this but if the Chair changes it takes a while for the new Chair to recognise issues and develop strategies to enable members to find their voice

**72. What, if anything, hinders council members from participating in discussion?**

Count	Response
1	Conflicts
1	I think it is largely to do with the person's comfort level/knowledge level on an issue.
1	Lack of knowledge or confidence.
1	large and intimidating forum
1	the size of council can be a factor for some less confident members
1	Sometimes it would appear that lack of knowledge on professional issues may limit public members' capacity to participate
1	As in any board, there are some members who tend to dominate the conversation, and others who see their role as "listener". Trying to keep everyone in the conversation and allowing everyone to express their opinion or ask questions is the challenge/balancing act of any board.
1	Sometimes new members are reluctant to speak up and participate if we have a large audience (nursing students, etc.)
1	long term members tend to be forthright and dominate. new members take a while to be able to follow complex discussions and regulatory issues
1	Perhaps, the fact that meetings are open to the public and individuals may be reluctant to speak up in front of an audience.

### 73. Who prepares the council agenda?

Count	Response
1	CEO/Management staff with input from the Chair
5	Executive Director/Registrar and Board President/Chair
1	Executive, in consultation with President. Board Members can put forward motions.
1	Registrar, president, committee chairs
1	The President in consultation with the Executive Director and President-Elect.

1	registrar and staff prepare then discuss with the president
1	staff with president

**74. How do Council members provide input to agenda items?**

Count	Response
1	At the end of each meeting, the President asks members for input on the next agenda.
1	Board members are able to bring forward topics for breaking issues.
1	Formal process under Standing Orders or via Committee referral.
1	Generally this is accomplished through the Executive committee
1	Let registrar or president know
1	Open discussion
1	Propose to board president.
1	approach the chair in advance of the agenda being set and ability to put forward a motion,
1	offered an opportunity to raise an issue
1	through Chair or in general business of the previous meeting if they wish to place an item on the agenda
1	Through committee work. Otherwise, councillors do not, as individuals, provide input to agenda items.

**75. Is there a screening process for making sure that agenda items are relevant and within the mandate?**

Value	Percent	Count
Yes	82%	9
No	18%	2
Total		11

**76. If there is anything about council meetings and the decision making process at Council that you feel works particularly well, please describe it here:**

Count	Response
1	Attributing agenda items to strategic initiatives on the agenda.
1	Independent chair
1	We utilize a consent agenda to streamline our meetings and this works very well.
1	we are continually improving the quality of information on the briefing notes that present the background, analysis, options and recommendations to inform council on the elements of the discussion in advance of the meeting
1	By having the Executive Committee review all items that appear on the Council agenda, staff are well prepared for the issues that may arise at Council and there is typically already a degree of support for the proposed outcome (i.e. Executive typically makes a recommendation to Council)
1	All motions being brought to Council by a committee is vetted by Executive committee. This process allows an opportunity to ensure that the item has been thoroughly researched and supportable in the public interest, prior to going forward to Council.

**77. Are there any aspects that you would like to see changed or improved?**

Count	Response
1	none that I can think of
1	Despite setting an agenda, there is always something that takes up time at a Council if the chair does not stay on agenda.
1	Importance of the role of the chair in getting the right balance between discussion and moving the agenda along.
1	Having open dialogue in a public meeting is difficult. We utilize education sessions and retreats to facilitate thoughtful, open dialogue of members.
1	More active participation by those who seem reticent or reluctant. I would also appreciate having input to appointments by the Governor so those selected meet the particular needs of the Board at a particular time.

**78. Which of the following does your organization evaluate? (SELECT ALL THAT APPLY)**



Value	Percent	Count
Council effectiveness as a whole	82%	9
Individual meeting effectiveness	55%	6
Individual member effectiveness	45%	5
None of the above	18%	2
Total		11

**79. How frequently do you evaluate council effectiveness as a whole?**

Count	Response
5	Annually
1	Has only happened once to date with new Board configuration.
1	after each meeting, quarterly
1	each meeting
1	We are currently in the process of implementing new tools for all of these areas, so are working through processes. It is too soon to judge effectiveness.

**80. What form does the evaluation take?**

Count	Response
1	Board assessment of multiple choice questions, with opportunity for comments
1	Electronic and anonymous.
1	External expert - questionnaire.
1	Written survey conducted and compiled for board review at board meeting.
1	annual self review - every second year a facilitated external review
1	form to complete

1	we do an annual operational effectiveness survey
1	an online survey that members send to president. Staff compile the results and a report is reviewed by Executive and Council at every meeting

**81. How frequently do you evaluate individual meeting effectiveness?**

Count	Response
1	Following each meeting
1	at each Council meet
1	following each meeting
1	only self evaluation of council members, only attendance is reported annually to council
1	yearly

**82. What form does the evaluation take?**

Count	Response
1	Written form completed by each member and turned in to the President.
1	a brief, written form
1	an on-line form for self reflection
1	form to complete
1	we do a post meeting poll on the issues that were discussed at the meeting

**83. How frequently do you evaluate individual member effectiveness?**

Count	Response
2	Annually.
1	chair meets with each member individually at least x1/year
1	the Board chair is evaluated 3 times a year, following the business meetings

**84. What form does the evaluation take?**

Count	Response
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1	Electronic and confidential to the board member only.
1	written
1	councilors are evaluated by the chairs of the committees they sit upon and also evaluate one another - each councilor evaluates the performance of three peers. This information is collated and fed back to each councilor by the president
1	verbal feedback against competencies and development of a professional development plan for the following year (Institute of Director courses to attend)

**85. How frequently do you evaluate the CEO?**

Count	Response
7	Annually
1	Annually after the initial probation period of six months.
1	I am only in Interim role since 9th October 2015 but I understand it is on an annual basis
1	supposed to be annually
1	twice yearly

**86. What form does the evaluation take (including who conducts it)?**

Count	Response
1	Predetermined categories; president and vp;
1	President and Vice-President of Board - meeting.
1	President with assistance of the Executive committee
1	in person evaluation conducted by the compensation committee
1	The Executive committee undertakes an evaluation of CEO performance each year based established and agreed upon goals
1	the Executive Director is evaluated by the entire Board, the evaluation is done online with an outside vendor. The aggregate results are shared with both the Executive Director and the Board Chair.

1	Self evaluation by the Executive Director. Written survey of Board members, including open ended items based on job description. Executive Session (not open to public) to discuss final evaluation. Evaluation presented to ED by President and Vice President.
1	Members of the Board. Every 2-3 years external stakeholders are asked to contribute to the CEO review.
1	a performance input form is circulated to all council by the president. the president compiles the input and discusses with the VP and Past Pres. President prepares a performance evaluation which is discussed in an in camera session by council at the end of every council year. President then conducts the performance interview with the Registrar
1	Board members and direct reports are surveyed annually. Board executive committee meets with executive director to review.
1	The committee surveys staff and stakeholders, reviews monitoring reports to the board, monitoring of the College's strategic directions, vision, mission and values, executive expectation policies and Board-Executive Director relationship policies, direct Board of Directors observation and the current position profile.

**87. Does your organization have any plans for reviewing and/or changing its governance structures in the near future?**

Value	Percent	Count
Yes	18%	2
No	82%	9
Total		11

**88. Please describe:**

Count	Response
1	As mentioned earlier, we have reduced the size of the board from 18 to 12 by 2018. We will now elect the president-elect from among the RN board members. The province is now a single electoral district. We will also be reviewing our governance model in 2016/2017.
1	Please refer to findings of organisational review on our website <a href="http://www.nmbi.ie">www.nmbi.ie</a> - latest news 03/12/2015

**89. We have an expert task force that is looking at changing how we are governed. Is there any emerging thinking in governance of regulatory bodies that has promise in the future?**

Count	Response
1	need smaller councils
1	We believe that one of the most promising trends in governance is the incorporation of significantly more consultation among both members of the profession and the public in terms of how decisions are made and the rules that underlie these decisions. The other issue that has potential benefits for governance generally is the trend toward more organizational transparency. As organization move to make more information on their processes and decisions available to the public and the profession, there is a corresponding potential for better governance arising from the increasing need to be accountable to stakeholders.
1	In the US, with the Supreme Court ruling on the NC Dental Board/FTC, there is much focus on the need for increasing public participation on occupational licensing boards.
1	The College has worked hard over the past number of years to improve the governance. There is more transparency and accountability, which has served the College well.
1	the influence of Registrar and staff, given their full time commitment to regulations compared to elected members who are part time and short term. balance of elected and public members - common understanding of role
1	Unclear on question. How the Council is regulated by government? The future for us includes consideration of self-directed/semi-independent status, continuation of external review by the Sunset Commission. We also will be focusing on negotiated rule making inclusive of stakeholder groups; evaluation of non-disciplinary remediation plans; eliminating competing functions with other regulatory bodies; being flexible to accomodate expanding scopes of practice and overlap in scope with other disciplines; transparency in board work.

**90. Thank you for taking our survey, if you have any other comments, please include them here:**

Count	Response
1	We look forward to receiving the result of your survey!
1	good luck, we will be interested in the results of your task force reveiw

1

We would be happy to share our policies related to Board Governance. I will be out of the country until January 11, but you can email [Angela@ncbon.com](mailto:Angela@ncbon.com) and she would be happy to forward any of our policies to you.