GOVERNANCE ASSESSMENT PROJECT

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DISCLOSURES

• No Conflicts of Interest
• No Financial Disclosures
LEARNING OBJECTIVES

• Understand governance and management structure of well-performing non-profit organizations

• Describe components of the AAPM quality improvement (governance assessment) project

• Discuss rationale, advantages, and potential challenges of proposed adjustments to the AAPM structure
CULTURAL SHIFTS IN HEALTHCARE

• Evidence-based medicine
  • Practice informed by science

• Precision medicine
  • Quantification and personalization of care

• Value-based medicine
  • Scrutiny on safety, performance, consistency, stewardship, ethics

• Comparative effectiveness and meaningful use
  • Enhanced focus on actual utility
MEDICAL PHYSICS IS CHANGING

Compliance → Excellence
Intrinsic → Extrinsic
Equipment → Operations
Specifications → Performance
Quality → Consistency
Presumption → Impact
Governance as Leadership

Generative Thought

Strategic Thought

Fiduciary Thought
What are the Core Responsibilities of a Nonprofit Board?

Governance & Leadership

- CEO Support & Oversight
- Performance & Results
- Strategic Thinking, Learning & Planning
- Budget & Resources
- Membership & Outreach
- Stewardship, Ethics & Financial Integrity
PRINCIPAL BOARD RESPONSIBILITIES

• Governance and leadership
  • Evaluate composition, knowledge, and effectiveness of the board
  • Develop future board members and organizational leaders

• Strategic direction, thinking and plan
  • Develop and clarify organizational goals
  • Evaluate opportunities and formulate organizational strategies
  • Assess performance of strategy via critical success factors and benchmarks
PRINCIPAL BOARD RESPONSIBILITIES

• Monitor ethics and financial integrity of the organization

• Ensure needs of the members are being satisfied

• Provide oversight and support of the Executive Director

• Evaluate organizational performance and operational results
Strategic Planning Elements

- Vision
- Mission
- Culture

- Strategic Goals
- Strategic Objectives
- Strategic Metrics

Organizational Work Plan
Group/Team Work Plans
Individual Work Plans

- These Elements Developed in Constructive Partnership Between Board and Management
- These Elements Developed & Executed by Management

Board of Directors
Operations Committee
HOW WE GOT TO THIS POINT

• AAPM is a great organization

• Governance assessment = Quality improvement

• Important elements for this QI project
  • Quantum Governance, L3C consultants
  • Strategic Planning Committee (SPC) of the AAPM
  • Ad Hoc Committee on Governance Assessment (AHCGA)
  • TG281 Governance Assessment Communications Plan
MAJOR AHCGA RECOMMENDATIONS

• Ensure the AAPM is led by its major member stakeholder groups
  • Clinical, Science, Chapters, Imaging, Therapy

• New configuration of AAPM leadership
  • Create an operations group led by the President (EXCOM is no longer needed)
  • Reduce the size of the Board but consisting of major member stakeholders

• New Council structure
  • Science, Regional Organization, Education, Clinical Practice, Member Services
AAPM’s Strategic Process Framework

- Vision
- Mission
- Strategic Review
  - Goals
  - Objectives
  - Metrics
- Ongoing Review & Renewal
- Strategy & Resource Deliberations & Board Approval
- Performance & Results
- Implement Strategies & Business Plans
- Business Planning & Communication

Board & Mgmt. in Constructive Partnership

Management
CLINICAL PRACTICE COUNCIL

- Stewardship of the profession of clinical medical physics
- Accreditation and credentialing
- Vendor relations
- Practice guidelines
- Regulatory and legislative affairs
- Patient communications
- Media response to clinical issues
MEMBER SERVICES COUNCIL

- Membership Committee
- Publishing and e-presence
- Journals Management
- Meetings
- Ethics
- Awards & Honors
- History
EDUCATION COUNCIL

• Maintains most of its current structure and charges

• Combines the International Educational Activities Committee and the International Affairs Committee under Education Council for better coordination of activities
REGIONAL ORGANIZATION COUNCIL

- The profession has not realized optimal value from a collaboration of AAPM with its Chapters

- Ensures synergy and coordination of Chapter activities with AAPM’s more comprehensive efforts
  - Education, vendor support, regulatory, communication, cultivate AAPM leadership

- Identifies Chapter needs, develops and maintains performance standards, and secures resources to achieve goals
SCIENCE COUNCIL

• Generally consistent with current structure

• Responsible for governmental aspects of research funding
NON-MEMBER SEAT ON THE BOARD

• Purpose
  • Ensure expertise not typically obtainable through member appointments, e.g.: hospital administrator, legal, marketing, sales, non-profit revenue generation

• Why make this a Board position?
  • Get best qualified person possible
  • Establish a long-term relationship for the benefit of AAPM and the profession
Chair
Past Chair
Pres-Elect
President
Chair
Past Chair
Secretary
Secretary
2 year terms
Treasurer
Treasurer
2 year terms
Vice Chair
Operations Committee
Councils
2 year terms
Chair
Board of Directors
OTHER AHCGA RECOMMENDATIONS

- Board members need to be elected by General Membership
  - Vice-chairs succeed to council chair (Board) after two-year term
  - Executive Director and non-member directors are appointed by the board

- Create a new Governance Committee
  - Tasked to develop and ensure governance skills of board members and diversity
  - Chaired by the Secretary
**RECOMMENDED GOVERNANCE STRUCTURE**

- **Board of Directors**
  - **Operations**
    - **Gov. Relations**
  - Committees reporting to the Board
    - Committees of the Board (composed of Board Members)
    - Committees reporting to Operations Committee

- **Committees**:
  - **Counsils**
  - **Finance**
  - **CLAX**
  - **Governance**
  - **Audit**
  - **Compensation**
  - **Ad Hoc(s)**

- **Ad Hoc Advisory**
COMMITTEES OF THE BOARD

- Audit Committee
  - Monitor the AAPM's accounting policies, internal controls, and independent auditors

- Compensation Committee
  - Recommends compensation for AAPM Executive Director
  - Consists of the Presidential Chain and the Board
NEW COMMITTEES REPORTING TO THE BOARD

• Operations Committee
  • Tasked with addressing day-to-day activities and implementing strategic vision

• Governance Committee
  • Create and assess job descriptions for all AAPM leadership positions
EXISTING COMMITTEES REPORTING TO THE BOARD

• Finance Committee
  • Assess the financial condition of the AAPM, expenditures, and savings

• Calibration Laboratory Executive Committee
  • Ensures that Dosimetry Calibration Laboratories meet AAPM criteria for Accreditation of Dosimetry Calibration Laboratories and decides on related matters

• Board-appointed Ad Hoc Committees
OPERATIONS COMMITTEE

- Meant to replace EXCOM so that AAPM Members are running day-to-day activities of the organization rather than the Board
- Chaired by the President
- Refocus committee efforts for more effective operations
GOVERNMENT & REGULATORY AFFAIRS COMMITTEE

- Advises on legislative and regulatory issues related to governmental or non-governmental entities
- Committee chair is a part of the Operations committee
- The committee reports to the Operations Committee
STEPS LEADING TO SUCCESSFUL CHANGE

- **March 2017**: Board vote at Spring Clinical Meeting. Board members vote on changes to the Bylaws that reflect these changes.
- **July 2017**: Proposed at Annual Business Meeting. Proposal and Member discussion at the Annual Business Meeting.
- **September 2017**: Member Vote
- **Implement Transition Plan**

Communication with members
QUESTIONS & DISCUSSION