GOVERNANCE ASSESSMENT PROJECT

John E. Bayouth, PhD
UW-Madison
Member AAPM
DISCLOSURES

• None
LEARNING OBJECTIVES

• Become familiar with 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
CURRENT AAPM STRUCTURE

- 4 Councils
  - Administrative, Education, Professional, Science

- Executive Committee (EXCOM)
  - President-Elect, President, Chair of the Board, Treasurer, Secretary, Executive Director
  - This is the group that makes day-to-day decisions for the AAPM

- Strategic Planning Committee (SPC)
  - Comprehensive review of the strategic plan
  - Evaluate progress towards achieving objectives
CURRENT AAPM STRUCTURE

• Finance Committee
• Calibration Laboratory Accreditation Executive Committee
• Board of Directors (49 members)
  • 38 Voting Members
    • EXCOM (5) + 1 Member from each Chapter (21) + Members-at-large (12)
  • 11 Non-voting Members
    • Council Chairs and Vice-Chairs (8) + ED (1) + AIP Rep (1) + Rules Committee Chair (1)
CULTURAL SHIFTS IN HEALTHCARE

• Evidence-based medicine
  • Practice informed by science

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

• Precision medicine
  • Quantification and personalization of care

• 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

Courtesy of Quantum Governance, L3C
The Exceptional Board

Dysfunctional  Functional  Responsible  Exceptional

Unconscious  Conscious  Enlightened

Courtesy of Quantum Governance, L3C
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
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

Courtesy of Quantum Governance, L3C
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
# BOARD SIZES & TRENDS

## Leading with Intent
Data-At-A-Glance

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>TYPE</th>
<th>SERVICE AREA</th>
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<tr>
<td>All</td>
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<td>Local</td>
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<tr>
<td>Small &lt; $1 million</td>
<td>Association</td>
<td>Regional within state/State</td>
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<tr>
<td>Medium $1 - 9.9 million</td>
<td>Foundation</td>
<td>Multistate/National</td>
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<tr>
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<td>Other</td>
<td>International</td>
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<table>
<thead>
<tr>
<th>Service Area</th>
<th>Number of Organizations</th>
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<tr>
<td>Local</td>
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<td>Multistate/National</td>
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<tr>
<td>International</td>
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<table>
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<tr>
<th>BOARD STRUCTURE</th>
<th>Average board size</th>
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<tr>
<td>All</td>
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<tr>
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<td>Other</td>
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[http://www.blueavocado.org/content/whats-right-size-board](http://www.blueavocado.org/content/whats-right-size-board)
MEMBERSHIP RECOGNITION GOVERNANCE CHANGES

- The membership vote was 60% for, 40% against with 67% needed to carry an amendment to AAPM governance

- Number of ballots = 1005
  - 944 electronic ballots, 61 paper ballots
Board of Directors

EXCOM (reports to the Board)

Current Governance Structure

N = 49
(38 voting members)

Executive Director
Presidential Chain, Treasurer, Secretary
Chapter elected board member
Member-at-Large board member
Non-voting board member
2017 AAPM SPRING BOARD MEETING
Proposed Governance Structure

Board of Directors

- Science Council Chair
- Regional Org Council Chair
- Education Council Chair
- Clinical Practice Council Chair
- Member Services Council Chair
- Non-Member (as Appt’d)
- Secretary

Operations Committee (reports to the Board)

- Executive Director (Non Voting)
- Science Council Vice-Chair
- Regional Org Council Vice-Chair
- Education Council Vice-Chair
- Clinical Practice Council Vice-Chair
- Member Services Council Vice-Chair
- Gov. & Reg Affairs Committee Chair

N = 15
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

• Elevated from a subcommittee (current) to a council (proposed)
• 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
- Responds to press inquiries on scientific matters
- Oversees scientifically-based policies and position papers
- Administers most scientific TGs and WGs through TPC and IPC
- 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
  • Not a required Board position, only filled as the Board deems necessary
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
GOVERNANCE AND OPERATIONS COMMITTEES

• The Nominations Committee
  • Select among the Board-ready AAPM members for the General Membership vote

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

• Assumes many of the day-to-day activities that were previously handled by EXCOM

• Refocus committee efforts for more effective operations

• Chaired by the President
EXISTING COMMITTEES REPORTING TO THE BOARD

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

• Calibration Laboratory Accreditation 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
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

Communication with members

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
BENEFITS OF THE CHANGES

• More effective governance and use of AAPM resources
  • Focus of the Operations Committee
• Better distributed workload
  • Day-to-day activities from EXCOM (= 5) to new Operations Committee (= 11)
• Member Services Council
  • Increased focus on and recognition of member satisfaction
• Regional Organization Council
  • Increased focus on chapters
BENEFITS OF THE CHANGES

• Enhanced communication with members
  • New structure supports less layers (e.g., no EXCOM)

• Sharp focus on strategic planning
  • Responsibility rests with the Board (e.g., no Strategic Planning Committee)

• Governance Committee
  • Develop diversity and competency so that leadership positions are available to everyone

• New structure is aligned with best governance practices
• New councils are better aligned with what members want
<table>
<thead>
<tr>
<th>AAPM Today</th>
<th>AAPM Tomorrow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complex</td>
<td>Simple</td>
</tr>
<tr>
<td>Ambiguous</td>
<td>Clear</td>
</tr>
<tr>
<td>Representative</td>
<td>Strategic</td>
</tr>
<tr>
<td>Cumbersome</td>
<td>Responsive</td>
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</tbody>
</table>
New governance structure: Simplified, Strategic, & Responsive
ACKNOWLEDGEMENTS

- TG-281 Governance Assessment Communications Plan
- Ad Hoc Committee on Governance Assessment
- Strategic Planning Committee of the Board
- Board of Directors
- Rules Committee
QUESTIONS & DISCUSSION