



Northeast Health Wangaratta
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Presentation to the VHA/ ACHG Conference 'Leading the Change'

**Succession Planning & Governance
Considerations & Reflections**

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Introduction

- Board of NHW – 8 years
- Last 4 years as Board Chair
- Last official event as Board Chair as I am relocating to Melbourne
- In preparing for today I have been reflecting on my learnings over that time
- Good fortune to be mentored by an excellent Board Chair
- Reflecting on this succession planning and good governance relies on structured induction and mentoring of new Board members over the first 12 months
- On the following slides I will run through my reflections (check list) and key enablers on what needs to be in place to support a robust board with a watchful eye on succession



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A Suggested Checklist:

- The importance of a **well considered skills matrix** to proactively plan Board recruitment and selection (eg. clinical governance, law , commerce, finance, corporate, community, communications, ICT...along with considering gender balance & diversity).
- Planning and thinking ahead for potential vacancies.
- Having sufficient Board Members on key committees to enable interchange, skills development and back up as required.
- Continuously strengthen the key enablers eg:
 - Well developed orientation, including detailed presentations by CEO and Executive
 - DHHS Board Induction Training – developed with KPMG in 2017
 - Support and encourage ongoing education and reflect on the learnings
 - All Board Members supported to undertake AICD course
 - All Board Members are members of both the Finance and the Quality & Safety sub-committees, which is critical to strengthening the Board as all members are across the key Clinical and Corporate Governance matters.
 - Value of monthly **Strategic Landscape** discussion as a Board Agenda item...assists in maintaining a strategic focus and being well informed re emerging considerations.



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Key enablers:

- Strategic Planning annual review formally undertaken off site with Exec and senior Leadership Team...along with the benefit of a 'key issues' off-site dinner with Executive during the year.
- Board Chair and Vice Chair regular meetings with CEO.
- The value of external review eg:
 - ACHG annual review of performance
 - Cathy Balding review of governance in post Targeting Zero environment.
- Absolute clarity between strategic role of the Board and the operational role of the CEO.
- All Board Members involved in the CEO's Performance Review.
- Visibility of the Board at key events eg: monthly visits to departments prior to a Board meeting, annual Excellence Awards, AGM etc..

