

## Board Director Responsibilities and Competencies

### Board Director Responsibilities

Directors on the HDC Board exercise three core responsibilities:

**1. Set the direction for the Health Data Coalition:**

- Perform strategic thinking and planning
- Promote a positive public image
- Set mission and vision
- Establish organizational values
- Approve budget

**2. Ensure wise use of resources:**

- Hire capable executive leadership
- Provide fiduciary oversight
- Ensure resources are being applied to organizational priorities

**3. Provide oversight of the organization:**

- Approve the policy framework and policies
- Oversee fiscal management
- Minimize exposure to risk
- Measure progress on strategic plan
- Monitor programs and services
- Provide legal and moral oversight
- Evaluate the CEO
- Perform self-evaluation

Additional responsibilities include coordinating and leading various board committees and working groups, representing the association at in engagement events, and serving as advocates for the HDC in the professional and technological landscape.

## Board Director Competencies

The Health Data Coalition Board provides governance for an organization that receives public funding and requires the highest transparency and quality of governance.

**The following knowledge and competencies are required of all Directors:**

### 1. Knowledge

- Be familiar with the HDC's mission, vision, values, and goals (strategic plan)
- Understand the role and function of the HDC in advancing the sharing and use of EMR-generated data to support health service quality improvement
- Understand the Board of Directors' role in proper stewardship
- Understand the HDC's governance structure and policies
- Understand the HDC's programs and services
- Understand the needs of the HDC's members and stakeholders
- Understand the distinct roles and responsibilities of HDC staff and contractors

### 2. Strategic Thinking

- Ability to keep the big picture in mind and not allow self or others to be caught up in minutiae
- Ability to think independently, grow in knowledge, and rely on data rather than opinions
- Ability to be goal and future oriented
- Ability to think critically, ask questions, and challenge unsubstantiated opinions
- Ability to understand issues from different perspectives
- Ability to understand and process substantial amounts of information (print, online, and oral) effectively and efficiently
- Ability to understand and assist HDC in linking its activities to its strategic direction

### 3. Communication

- Ability to articulate ideas, opinions, rationales, and comments in a clear, concise, and logical manner to address the needs of the audience
- Ability to effectively communicate with a culturally and linguistically diverse team of other board members, leadership entities, HDC members, and HDC staff, orally and in writing
- Ability to speak in front of small and large groups using both self-prepared and externally-prepared materials, and with a professional demeanor
- Ability to achieve practical consensus in group discussions
- Ability to advocate for the profession and its members

### 4. Decision Making

- Ability to use logic and reasoning to identify issues as well as the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems
- Ability to make informed decisions efficiently and act when needed
- Ability to be objective about what is best for the whole of the HDC, rather than what is best for a constituency, such as regions or EMR user groups

### 5. Collaboration

- Ability to effectively collaborate with the HDC executive director, board colleagues, and staff
- Ability to propose initiatives, while working within the organization's current priorities and respecting decision-making processes/delegated authority
- Ability to constructively propose changes to existing priorities if required
- Ability to interact with other board members in a group setting, both contributing to discussions, and valuing the contributions of all members
- Willingness to exercise and develop chairing skills
- Willingness to develop relationships with external organizations
- Ability to connect individuals, organizations and initiatives to align strategies and operations

## 6. Analytical Skills

- Ability to understand and analyze financial and other reports and publications
- Ability to review and analyze proposed budgets in light of resources, strategic goals, and priorities

## 7. Competencies required in Physician Directors

The Health Data Coalition Board is a physician-led organization and its governance must be guided by the insights of knowledgeable physicians who can apply clinical insights and awareness of the interests, needs and social contexts of their fellow physicians.

**The following knowledge and competencies are required of physician Directors:**

- Understand the primary care physician profession in different contexts across the province/across Canada
- Recognize and anticipate opportunities and threats for family physicians in BC that may have direct implications for the HDC
- Experience interacting with diverse health care professionals.

## 8. Competencies specific to Public Directors (non-physicians)

The HDC operates in a context where financial and business expertise and technical expertise are required to support the Board in considering the best-informed, full range of strategic options and risks, and ensure informed oversight and accountability.

**The following areas of knowledge and competencies will be sought in Public Directors (non-physicians):**

- Expertise in not for profit governance, financial stewardship, risk, and resource planning oversight;
- Expertise in leadership of stakeholder and client engagement across governmental and non-governmental organizations and the development of interprovincial partnerships to support growth, preferably in businesses related to information technology
- Current knowledge and business experience gained from leading successful corporate expansion of technical organizations, planning and reporting, including product development and marketing
- Expertise in Quality Improvement initiatives, pedagogy, practice improvement and change in complex systems.