



ADMINISTRATION AND MANAGEMENT NARRATIVE: GOVERNANCE (CA-GOV)

The Administration and Management Narrative should provide an overview of key practices that contribute to the performance and productivity of your organisation. The Narrative supports, but should not duplicate, evidence provided elsewhere in your self-study.

The Governance Administration and Management Narrative should provide the Peer Review Team with a clear, concise description of how your governing body (Board of Trustees, Advisory Group, etc.) helps to shape, advance and sustain your organisation's mission and strategic goals.

Purpose Standard: Governance (CA-GOV)

Sound governance increases the organisation's viability and sustainability.

Provide responses to the following questions that address your organisation's achievement of the Governance Purpose Standard. Highlight applicable obstacles and innovations, if any, in each of your responses.

1. Describe the activities of your governing body that contribute to effective governance. Include or discuss:
 - a. Changes in or unique characteristics in your corporate structures, including mergers and acquisitions; and
 - b. Any separate legal entities, such as foundations, not-for-profit corporations, for-profit subsidiaries, or holding companies that have been established on the organisation's behalf. If you are owned wholly or in part by another entity, please describe your governance relationship.

(e.g., Our organisation merged with another entity three years ago; the two boards were combined into one, and an equal number of representatives from each entity were included on the merged board with special attention to including representation from cultural groups...)

2. Cite 2-3 examples of activities or decisions that your governing body has undertaken which contributed to your organisation's growth and development.

(e.g., The board approved plans to acquire additional space to expand its counseling services...)

3. Identify a part of your strategic plan that has been:
 - a. the most difficult to advance, and indicate the reasons why; and
 - b. the least difficult to advance, and indicate the reasons why.

(e.g., Due to recent funding cuts at the Provincial level in residential treatment services, we have been exploring new resources and diversification strategies in order to meet our strategic goal of expanding our services to one of the underserved populations in our community...)

4. Describe the data available to the governing body, and how it is used for setting strategic direction. Specify any significant political, regulatory, cultural or economic changes that have impacted the organisation's direction and/or ability to fulfill its mission.

(e.g., We provide the board with a monthly report indicating changes in our staff so that the board can better review budget issues regarding in-service training and compensation...)

5. Describe how your governing body and CEO/Executive Director work together to strengthen your organisation's capacity to meet its mission.

(e.g., Our CEO meets with the board chair regularly between board meetings to strategize about developing governance initiatives...)

6. Provide any additional information about your organisation's governing body that would increase the Peer Team's understanding of how the governance practice(s) increases the organisation's viability and sustainability.



Attachments:

- a. A list of Governing Body members, with brief bios, that includes qualifications per CA-GOV 2.02 and 2.03.
- b. Community Demographic Profile.
- c. All COA-approved NA Requests.
- d. A list of all NAs applicable to your organisation provided within the standards.

Note:

Organisations being accredited for the first time: Please provide information for the last year.

Organisations being reaccredited: Please provide information for the period since the last accreditation review.



TABLE OF EVIDENCE: GOVERNANCE (CA-GOV)

	Self-Study Documents	On-Site Documents	On-Site Activities
CA-GOV 1 Legal Authorisation to Operate	<ul style="list-style-type: none"> ▪ Bylaws/charter/articles of incorporation 		<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. CEO/Governing Body Chair
CA-GOV 2 Governing Body and Community Representation*			<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. Governing Body b. Personnel
CA-GOV 3 Mission	<ul style="list-style-type: none"> ▪ Organisation's mission statement 		<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. Governing Body b. Personnel c. Persons served
CA-GOV 4 Community Involvement and Advocacy	<ul style="list-style-type: none"> ▪ Summary overview/listing of community education and outreach activities related to service needs and service provision for the previous two years 		<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. Governing Body b. CEO c. Programme and clinical managers d. Community stakeholders e. Persons served
CA-GOV 5 Organisation of the Governing Body	<ul style="list-style-type: none"> ▪ Bye laws/charter/articles of incorporation 	<ul style="list-style-type: none"> ▪ Governing Body Minutes Manual, as applicable 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. Governing Body Chair b. Governing Body Secretary c. Governing Body d. Programme managers
CA-GOV 6 Governance Responsibilities*	<ul style="list-style-type: none"> ▪ Long-term or strategic plan 	<ul style="list-style-type: none"> ▪ Governing Body and/or committee meeting minutes including record of policy decisions ▪ Management letter from last two audits 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. Governing Body Chair b. CEO c. Governing Body d. CFO (CA-GOV 6.04 and 6.05) e. Governing Body Treasurer (CA-GOV 6.04 and 6.05)



	Self-Study Documents	On-Site Documents	On-Site Activities
			f. Management personnel (CA-GOV 6.06)
CA-GOV 7 Oversight of Investments*		<ul style="list-style-type: none"> ▪ Governing Body and/or committee meeting minutes including investment reviews 	<ul style="list-style-type: none"> ▪ Interview: <ul style="list-style-type: none"> a. CEO/CFO b. Governing Body c. Personnel at all levels
CA-GOV 8 Executive Director		<ul style="list-style-type: none"> ▪ CEO job description ▪ CEO resume 	<ul style="list-style-type: none"> ▪ Interview: <ul style="list-style-type: none"> a. CEO b. Governing Body Chair c. Personnel at all levels

FUNDAMENTAL PRACTICE STANDARDS:

Essential Life and Safety	Health and Welfare	Client Rights