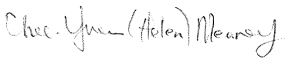




Policy Title: BOARD LINKAGE WITH OWNERSHIP/CAREHOLDERSHIP		Policy Section: IV Governance Process	Policy Number: IV-45
Approved By: Board	Date Approved: Sept 13, 2007	Date Reviewed/ Revised: Sept 16, 2010 May 10, 2011 Sept 18, 2014 Sept 27, 2017 Nov 27, 2017 Dec 1, 2020 Sept 15, 2023	Board Chair's Signature: 

BACKGROUND

The Board exercises the authority granted by legislation to self govern the profession of medical laboratory technology to serve and protect the public interest. Further, the Board recognizes that in order to exercise this authority on behalf of the profession, it must develop and support a Board-Ownership/Careholdership linkage relationship with registrants and the broader public.

In the context of the Board's primary roles to govern the College and to lead CMLTO through setting policy, monitoring results, and being informed by Board linkage, the key duties of the Board are further summarized as:

1. Linkage with the Ownership/Careholdership

To seek input and information from, and provide accountability information to registrants and the public (including registrants as members of the public) who represent the owners of the organization.

2. Create Governing Policies

To develop Board policy that will:

- establish the Ends (Critical Outcomes) to be achieved by CMLTO
- establish the Executive Limitations (unacceptable means/risk boundaries) for the Registrar & CEO
- establish Board's own governance approach and process in Governance Process Policies, and
- establish Board-CEO Relationship policies defining delegation to and accountability of the Registrar & CEO.

3. Monitor Registrar & CEO Performance

To ensure the Registrar & CEO's performance achieves the expectations articulated in Board Ends (critical results/outcomes) policies within Executive Limitations policy boundaries.

POLICY PURPOSE

The Board believes that in order to fulfill this role effectively, it must actively establish key linkages. This Board Policy has been developed to guide the Board's agenda and involvement in linkages with key "ownership/careholdership" groups.

POLICY

1. Overall Nature and Focus of Active Board-Ownership/Careholdership Linkage

The Board believes that it has a strong obligation to link with the ownership/careholdership to communicate on key regulatory and strategic initiatives/results and to seek input on the CMLTO purpose and Ends (Critical Outcomes) issues. Given this, the Board will ensure that it establishes active linkage with the ownership/careholdership. The Board recognizes this responsibility cannot be delegated to the Registrar & CEO/staff. The Board can delegate the administrative support for this process, but not the actual "listening".

Board linkage/engagement may be achieved through mechanisms such as (but not limited to):

The Public as The Moral Ownership/Careholdership

- Board linkage consultation with registrants or diverse groups of the broader public will take place every few years as determined by Board, with a wide variety of communication approaches (E.g. surveys, focus groups, community advisory panels, etc.).
- Board interaction will take place with the public primarily on Ends (Critical Outcomes) matters along with values on prudence and ethics of CMLTO.

The Registrants as Owners/Careholdership

- Board linkage consultation with registrants, as a particular sub-set of the public, will take place a minimum of every two or three years, or more frequently as specific policy issues require, with a variety of communication approaches (E.g. surveys, webinars, virtual forums, focus groups, town halls, etc.).
- Board interaction will take place with the registrants on specific Ends-related topics as determined and approved by Board. This will be the primary focus of Board linkage with the registrants.
- The Board will also communicate to the registrants as owners at least once every four to six months. This communication will focus primarily on sharing Ends (results/strategic outcomes) achievement/accountability.

- When the Board engages in ownership/careholdership linkage, it will seek and listen to input with the protection of the public interest at the forefront of the discussion and learning.

2. Purpose for Board Linkage

The Board engages the broader ownership/careholdership (the public, including registrants) for four reasons including:

- 1) Accountability: Reporting back about the organization's performance, in achieving Ends (Critical Outcomes) Policies using prudent and ethical means.
- 2) Creation of the Future: Obtaining input and feedback for the development of future Ends (Critical Outcomes) Policies.
- 3) Values Articulation: Hearing about priorities and about the ethics and prudence, values to be considered, the decision-making process, and addressing the question "At What Cost/Value" to achieve Public Benefit.
- 4) Education: Explaining the governing role and the CMLTO model of governance, educating the ownership/careholdership about the concept of engagement with the Board, and expanding their knowledge and understanding of "ownership/careholdership issues".

In order for an interaction of the Board with the ownership/careholdership to be considered legitimate Board linkage, the Board will agree by motion on the specific purpose and topic for such engagement. Board linkage is a series of planned Board initiatives and does not involve initiatives conducted by individual Board Members on their own volition.

3. Focus, Content, and Process for the Board Linkage Plan

The Board in collaboration with the Registrar & CEO will develop an annual linkage plan to ensure achievement of this policy and appropriate budget planning.

Each year in its annual planning session(s) for Board's Integrated Strategic Agenda/Work Plan, Board will discuss any topics for which it believes it should connect with the broader ownership/careholdership, in order to inform Board's decisions. These topics will then be used to determine the approach to achieve the desired linkage in any year.

As needed, the Board Chair, in collaboration with the Registrar & CEO, will determine the most appropriate Board Member(s) to engage in various Board ownership/careholdership linkage activities.

During official Board linkage events, professional and public Board Members shall address the owners / careholders on issues specifically related to the Board linkage agenda topics approved by the full Board.

The Board shall gather insights as to issues and trends as they relate to registrants' ability to safely and effectively practice medical laboratory technology in the public interest, i.e. issues related to achievement of CMLTO's Ends (Critical Outcomes) policies.

The Board shall consult with, gather input from, and otherwise interact with the registrants and the broader public to obtain a diversity of perspectives on issues related to public safety and advancement of the health system. It shall take these perspectives into consideration when making Ends (Critical Outcomes) policy decisions, always focusing on public protection.

Definitions:

The CMLTO Moral Ownership/Careholdership:

The ownership/careholdership for CMLTO, as a regulatory organization, is considered to be the broader Ontario public (including the registrants as members of the public). Conceptually the moral owners are those people who given the opportunity would:

- a) Recognize and believe that an important need or purpose is/can/should be served by the organization, and
- b) Have a legitimate interest in and care about the organization's purpose and long-term capacity (or for as long as is relevant) to achieve its Ends in an ethical and prudent manner.

CMLTO believes that, the Ontario public, as the moral ownership/careholdership, should have a voice in the purpose and focus of the College.

Note: This interest is not from the perspective of consuming the services directly, but rather an interest that Ends are achieved to positively affect some defined group of beneficiaries (which may or may not be themselves) at a systems level.

The CMLTO Legal Ownership

For CMLTO, the legal owners are the Board Members who serve as the legal owners and together as the governing body of CMLTO.

Legal owners are those who have the capacity to disqualify Board Members. Legal owners also have to approve certain matters which are considered so fundamental to the organization that they must be approved by the legal owners in order for the organization to take action.

Some examples of such matters include:

- Continuing the corporation under another corporate statute;
- Effecting or determining the organization's legal ownership;



- Selling all, or substantially all, of the corporation's assets;
- Adding or removing any restrictions on the business that the corporation may carry on; and
- Amending or confirming bylaws.

The Beneficiaries of CMLTO

The primary beneficiaries are the broader public, i.e. those who directly benefit from the services of CMLTO.