

Policy 10.4

POLICY TITLE	BOARD GOVERNANCE	POLICY # 10.4	
Topic Area:	Board of Directors		REVIEW DATES
Applies to:	Board of Directors	Issued By and Approved By:	
Review Cycle:	Annually	Board of Directors	
Developed and Maintained by:	CEO and Designees		
Supersedes:	N/A	Effective Date: 9/17/16	Revised Date: 11/18/21

I. POLICY

The Lakeshore Regional Entity (the “Entity”) Board of Directors will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on

- (a) outward vision rather than an internal preoccupation,
- (b) encouragement of diversity in viewpoints,
- (c) strategic leadership more than administrative detail,
- (d) clear distinction of the Entity Board of Directors and chief executive roles,
- (e) collective rather than individual decisions,
- (f) future, rather than past or present, and
- (g) proactive rather than reactive.

Entity Board of Directors Commitment

1. Cultivate a sense of group responsibility. The Entity Board of Directors, not the Entity staff, will be responsible for excellence in governing. The Entity Board of Directors can be the initiator of policy, not merely a reactor to the Entity staff initiatives. The Entity Board of Directors will not use the expertise of individual members to substitute for the judgment of the Entity Board of Directors, although the expertise of individual members may be used to enhance the understanding of the Entity Board of Directors as a body.
2. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Entity Board of Directors values and perspectives. The Entity Board of Directors major policy focus will be on the intended long-term impacts, not on administrative or programmatic means of attaining those efforts.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability. Although the Entity Board of Directors can change its governance process policies at any time, it will observe those currently in force.
4. Continuing development of the Entity Board of Directors development will include orientation of new Board of Director members in the Entity Board of Directors governance

process and an annual self-assessment of the Entity Board of Directors functioning for process improvement.

5. Allow no officer, individual, or committee of the Entity Board of Directors to hinder or be an excuse for not fulfilling group obligations.
6. The Entity Board of Directors will monitor and discuss its process and performance periodically. Self-monitoring will include comparison of the Entity Board of Directors activity and discipline to policies in the Governance Process and Board of Directors-Management Delegation categories.

To accomplish its job, the Entity Board of Directors will adopt an annual calendar which

- a) completes a re-exploration of Accomplishments/Goals annually;
- b) continually improves its performance through attention to board education, and deliberation.
- c) formally reviews all the Entity Board of Director Policies; and
- d) sets primary strategic imperatives for a following 12-18-month period.

Board Outcomes and Accomplishments

The Entity Board of Directors will provide clear direction by determining specific outcomes, approving interpretations, and adopting Specific Outcome Metrics.

The Entity Board of Directors shall:

1. Identify areas of focus (Outcomes) for strategic monitoring.
2. Approve Interpretations of Outcome. The Entity CEO shall propose Interpretations.
3. Adopt Outcome Metrics which are clear, succinct, results-oriented, achievable, realistic, and objective. The Entity CEO shall propose specific outcome measurements.
4. Regularly review data related to focus (Outcomes) Metrics as planned in the Entity Board of Directors-approved calendar, upon request of the Entity Board of Directors, or at the initiation of the Entity CEO.
5. Revisit Outcomes, Interpretations and Metrics as it sees fit. The Entity CEO may propose to the Entity Board of Directors additions or revisions to Outcomes, Interpretations and Metrics as the Entity CEO sees fit. No changes to these are permitted absent the Entity Board of Directors approval.

II. PURPOSE

The Entity Board of Directors will engage in continual refinement of its values and vision, guaranteeing the accountability of the Entity Board of Directors through monitoring of performance.

III. APPLICABILITY AND RESPONSIBILITY

This policy applies to the Entity Board of Directors.

IV. MONITORING AND REVIEW

The CEO and designees will review this policy on an annual basis.

V. DEFINITIONS

N/A

VI. RELATED POLICIES AND PROCEDURES

- A. Board Policies and Procedures
- B. Board of Directors By-Laws
- C. Operating Agreement

VII. REFERENCES/LEGAL AUTHORITY

N/A

VIII. CHANGE LOG

Date of Change	Description of Change	Responsible Party
11/18/21	Language from 10.1 Annual Planning Cycle, Updated title, added language from policy 10.9	CEO and Designees