GOVERNANCE ASSESSMENT PROJECT

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DISCLOSURES

• None
HOW WE GOT TO THIS POINT

• AAPM is a great organization
• Governance assessment = Quality improvement
• Important elements for this QI project
  • Quantum Governance, L3C consultants
  • Strategic Planning Committee (SPC) of the AAPM
  • Ad Hoc Committee on Governance Assessment (AHCGA)
  • TG281 Governance Assessment Communications Plan
CURRENT AAPM STRUCTURE

• 4 Councils
  • Administrative, Education, Professional, Science

• Board of Directors and Executive Committee (EXCOM)
  • President-Elect, President, Chair of the Board, Treasurer, Secretary, Executive Director
  • EXCOM makes day-to-day decisions for the AAPM

• Strategic Planning Committee (SPC)
  • Comprehensive review of the strategic plan
  • Evaluate progress towards achieving objectives
Governance as Leadership
What are the Core Responsibilities of a Nonprofit Board?
The Exceptional Board

- Functional
- Responsible
- Exceptional
- Dysfunctional
- Unconscious
- Conscious
- Enlightened

Courtesy of Quantum Governance, L3C
MAJOR AHCGA RECOMMENDATIONS

• Ensure the AAPM is led by its major member stakeholder groups
  • Clinical, Science, Chapters, Imaging, Therapy

• New configuration of AAPM leadership
  • Create an operations group led by the President (EXCOM is no longer needed)
  • Reduce the size of the Board but consisting of major member stakeholders

• New Council structure
  • Clinical Practice, Science, Regional Organization, Education, Member Services
Board of Directors

Current Governance Structure

EXCOM
(reports to the Board)

Executive Director
Presidential Chain, Treasurer, Secretary

Chapter elected board member

Member-at-Large board member

Non-voting board member

N = 49
(38 voting members)

N = 6
Proposed Governance Structure

Board of Directors

- Science Council Chair
- Immediate Past Chair
- Secretary
- Treasurer
- Science Council Chair
- President
- President Elect
- Education Council Chair
- Clinical Practice Council Chair
- Non-Member (as Appt’d)
- Education Council Chair
- Vice-Chair
- Executive Director (Non Voting)
- Member Services Council Chair
- Member Services Council Vice-Chair
- Regional Org Council Chair
- Regional Org Council Vice-Chair
- Gov. & Reg Affairs Committee Chair
- Regional Org Council Vice-Chair

Operations Committee
(reports to the Board)

- Science Council Chair
- Member Services Council Chair
- Member Services Council Vice-Chair
- Education Council Chair
- Education Council Vice-Chair
- Clinical Practice Council Chair
- Clinical Practice Council Vice-Chair

N = 13

N = 11
CLINICAL PRACTICE COUNCIL

- Stewardship of the profession of clinical medical physics
- Accreditation and credentialing
- Vendor relations
- Practice guidelines
- Regulatory and legislative affairs
- Patient communications
- Media response to clinical issues
MEMBER SERVICES COUNCIL

- Membership Committee
- Publishing and e-presence
- Journals Management
- Meetings
- Ethics
- Awards & Honors
- History
EDUCATION COUNCIL

- Maintains most of its current structure and charges

- Oversees two committees for better coordination
  - International Educational Activities Committee
  - International Affairs Committee
SCIENCE COUNCIL

- Generally consistent with current structure
- Responds to press inquiries on scientific matters
- Oversees scientifically-based policies and position papers
- Administers most scientific TGs and WGs through TPC and IPC
- Responsible for governmental aspects of research funding
REGIONAL ORGANIZATION COUNCIL

- The profession has not realized optimal value from a collaboration of AAPM with its Chapters
- Ensures synergy and coordination of Chapter activities with AAPM’s more comprehensive efforts
  - Education, vendor support, regulatory, communication, cultivate AAPM leadership
- Identifies Chapter needs, develops and maintains performance standards, and secures resources to achieve goals
NON-MEMBER SEAT ON THE BOARD

• Purpose
  • Ensure expertise not typically obtainable through member appointments, e.g.: hospital administrator, legal, marketing, sales, non-profit revenue generation

• Why make this a Board position?
  • Get best qualified person possible
  • Establish a long-term relationship for the benefit of AAPM and the profession
  • Not a required Board position, only filled as the Board deems necessary
OTHER AHCGA RECOMMENDATIONS

• Create a new Governance Committee
  • Tasked to develop and ensure governance skills of board members and diversity
  • Chaired by the Secretary

• Board members need to be elected by General Membership
  • Vice-chairs succeed to council chair (Board) after two-year term
  • Executive Director and non-member director are appointed by the board
Duration of Service
Communication with members

**March 2017**

**Board vote at Spring Clinical Meeting**

Board members vote on changes to the Bylaws that reflect these changes.

**July 2017**

**Proposed at Annual Business Meeting**

Proposal and Member discussion at the Annual Business Meeting.

**September 2017**

**Member Vote**

**Implement Transition Plan**

STEPS LEADING TO SUCCESSFUL CHANGE
BENEFITS OF THE CHANGES

• More effective governance and use of AAPM resources
  • Focus of the Operations Committee
• Better distributed workload
  • Day-to-day activities from EXCOM (= 5) to new Operations Committee (= 11)
• Member Services Council
  • Increased focus on and recognition of member satisfaction
• Regional Organization Council
  • Increased focus on chapters
BENEFITS OF THE CHANGES

• Enhanced communication with members
  • New structure supports less layers (e.g., no EXCOM)

• Sharp focus on strategic planning
  • Responsibility rests with the Board (e.g., no Strategic Planning Committee)

• Governance Committee
  • Develop diversity and competency so that leadership positions are available to everyone

• New structure is aligned with best governance practices

• New councils are better aligned with what members want
MEMBERSHIP RECOGNITION GOVERNANCE CHANGES

- Previous 2005 membership vote on governance changes

- Results
  - 60% ‘yes’ votes and 40% ‘no’ votes
  - 67% ‘yes’ votes needed to carry an amendment to AAPM governance

- 64 additional ‘yes’ votes would have carried the amendment
COMMUNICATION STRATEGY

Website

Two Question Survey

Webinars
Create journal ads and get placed

Weekly emails
Prepare for Partners in Solutions Sessions at Annual Meeting
Email, social media blast #1
Townhall webinar #3
AAPM Summer School pitch to attendees

Videos
Email, social media blast #5
Townhall webinar #4
Email, social media blast #6
Email, social media blast #7

Annual Meeting
Annual Meeting - Brand
Email, social media blast #10
Email, social media blast #11
Member voting period
Email, social media blast #12
Presser calls
Email, social media blast #13
Email, social media blast #14
Email, social media blast #15 (thank you!)
SUMMARY

New governance structure: Simplified, Strategic, & Responsive
ACKNOWLEDGEMENTS

- TG-281 Governance Assessment Communications Plan
- Ad Hoc Committee on Governance Assessment
- Strategic Planning Committee of the Board
- Board of Directors
- Rules Committee
QUESTIONS & DISCUSSION