

Board Composition Matrix

As CDSBC's governing body, the Board is responsible for ensuring that CDSBC's mandate – regulation of dentistry in the public interest – is carried out effectively and efficiently on behalf of British Columbians. This matrix of board competencies represents the ideal composition of the Board, recognizing that the composition is essential to strong decision-making.

This Board composition matrix sets out the characteristics and abilities that make both a strong board member and a strong board in four areas:

- **For individual Board members**
 - Values and attributes that every board member will bring to the table to support strong decision-making in the public interest.
 - Skills, practices and knowledge to support strong decision-making in the public interest.
- **For the Board as a whole**
 - Diverse experience, backgrounds, and perspectives that will support strong decision-making in the public interest.
 - Professional experience, knowledge, and skills that will support strong decision-making in the public interest.

CDSBC Board members should strive to build the characteristics and abilities outlined in the matrix. We recognize that not everyone will possess all of the attributes listed here, but expect that Board members will continue to work to build them during their tenure on the Board.

The composition matrix is a useful self-assessment tool for potential board members, and also serves as a benchmark for registrants voting for elected board members.

1. Characteristics and abilities that make a strong board member

Ideally every board member would bring the following to the table

a) Values and attributes that every board member will bring to the table to support strong decision-making in the public interest.

Accountability, Honesty and Selflessness: Speak the truth, be able and willing to take full responsibility for decisions and follow through on commitments.

Adaptability: Appreciate that, at times, plans will need to adjust to meet changing circumstances and needs.

b) Skills, practices and knowledge that every board member will bring, or be willing to learn, to support strong decision-making in the public interest.

Cultural Safety and Humility: Have an ongoing learning, appreciation and respect for unique perspectives, cultural contexts, power imbalances, and biases in deliberation and decision-making, and recognition of the role the College plays in fostering culturally safe, humble, respectful, and quality health care, through its cultural safety and humility commitments.



Collaborative, Open and Curious: Recognize that, in a complex system, what can emerge as a result of meaningful engagement and dialogue will be stronger than what is created in isolation. Be open to new ideas, new perspectives, and new ways of doing things, always bringing a learning mindset to decision-making.

Compassion: A deeply felt concern for the wellbeing of BC residents and a commitment to safe, ethical care.

Inclusivity: Create an environment and culture that welcomes diverse perspectives, new partners and new ideas.

Objectivity: Be able to self-reflect and make decisions based on evidence and good information, to best fulfil the public mandate.

Public Focus: Uphold the public's right to safe, ethical care, demonstrated by an understanding and appreciation of, and commitment to, the public protection mandate and the time required to execute the role diligently. Put the interests of patients and the public at the centre of decision making.

Respect: Be able to work with others effectively, and appreciate different perspectives and opinions, while fostering and promoting, not impeding or stifling, robust dialogue.

Self-Awareness: Have a clear understanding of personal strengths, areas of development and potential biases, self-reflection, remaining open to feedback, continuous growth and improvement.

Diplomacy: Have strong interpersonal communication skills that include the ability to clearly articulate a perspective, engage in respectful, productive, and sometimes courageous or difficult, discussions with the board, staff and stakeholders, while consistently reinforcing a culture of trust.

Financial Literacy: Have a reasonable understanding of financial and budgeting information, and the confidence to ask questions that safeguard the financial stewardship of the College.

Governance: Understand the board member's role and fiduciary duties, good governance principles, and the stewardship responsibilities of the board.

Health Profession Regulation: Understand the role and philosophy of health profession regulators, the public protection mandate of the College, the applicable legislation, regulations, bylaws and policies, and the core work of the College.

Organizational Decision Making: Understand and appreciate the development of policy and decision-making in a large, complex system, ensuring that decisions are based on objective principles, and informed by evidence and best practice.

Systems Thinking: Be aware of the complex system in which the College works, including the stakeholders within that system, and the impact that college decisions have on this greater community.

Technological Competence: Be able to work electronically in order to uphold security, privacy and efficiency of the College's work.



2. Characteristics and abilities that make a strong Board

Decision-making is stronger when the following are collectively represented around the table

a) Diverse experience, backgrounds, and perspectives that will support strong decision-making in the public interest.

Culture: A variety of cultural and historical backgrounds and experiences that reflect the community the College serves and the cultural context within health care.

Education: A variety of educational backgrounds and experiences that reflect the diverse public served by the College.

First Nations: First Nations and Indigenous voices, embedded within the College's governance structure, to ensure that deliberations are informed and decisions include and respect First Nations perspectives, that biases are identified and questioned, and that the College's collective work continues to grow in its cultural safety and humility journey, contributing to positive systemic change.

Gender Diversity / Sexual Orientation: A variety of perspectives to support decisions that are balanced and relevant.

Region: Regional diversity, to reflect the reality that practice, access to healthcare, and the public's expectations of the health care system varies throughout the province.

Sector: Diverse leadership experience in the public, private, healthcare, and not-for-profit sectors to promote knowledge and the sharing of best practices.

b) Professional experience, knowledge, and skills that will support strong decision-making in the public interest.

Ability: Lived experience accommodating or navigating a spectrum of physical, mental health, or cognitive abilities, the knowledge of which can enhance relevant, thoughtful decisions that protect the public.

Board Experience: Knowledge and experience as a board member, including the ability to calmly weigh evidence, think critically, consider options and bring sound judgment to decision making.

Board Leadership: Experience in facilitating board and committee meetings, developing board culture, and fostering board effectiveness.

Business Acumen: Business experience, an understanding of what an organization needs to operate effectively, including the economic forces that need to be incorporated into decisions, and good management principles.

Change Leadership: Change management and transformation experience that will support the College's ability to adapt, evolve and lead systemic change.

Executive HR: Experience developing and working with a board to oversee executive performance management and succession planning.

Financial Oversight: Accounting or financial management experience and the ability to support board members without this experience execute their financial oversight responsibilities.

Government Relations: A deep understanding of how government works, and how to effect change within all levels of government.

Information Technology and Information Management: An understanding of IT/IM systems, security and sector change.



Innovation: Experience developing teams and environments that foster new thinking, new products, and system disruption.

Legal Expertise: An understanding of contracts, privacy, employment, labour, litigation management, and administrative law.

Public Relations: Extensive experience in strategic communications and stakeholder relations.

Quality Improvement: Experience and understanding of both quality assurance and quality improvement in health care.

Risk Management/Oversight: An understanding of how to sustain and evolve an effective and meaningful risk management and risk oversight program.

Strategic Planning: Experience leading a team to articulate a vision, identify strategic priorities, and oversee organizational performance.

Board Approved November 2019

Published February 2020

This matrix is based on the College of Physicians and Surgeons of BC's Board Composition Matrix document.