

## Council Ownership Linkage

<b>Policy Section:</b> Governance Process	<b>Policy Number:</b> GP-8	<b>Approved By:</b> Council
<b>Regular Council Policy Review Frequency:</b> Every four years	<b>Date Approved:</b> September 11, 2020	<b>Date Reviewed/Revised:</b>

### Background:

The Council exercises the authority granted by legislation to self-govern the profession of Registered Nurses to serve and protect the public interest. Council recognizes that in order to exercise this authority on behalf of the profession and to be consistent with its Council Commitment and Governance Approach Policy (GP-1), it must develop and support a Council Linkage Policy and build an interactive relationship with the public, the registrants as part of the public, the registrants as part of the legal ownership, and the government.

### Ownership Defined

**Broader owners** of the College are those who hold an interest in the College's ability to perform its purpose over the long term (see definition). The **broader or primary owners** of the College are the people of Manitoba in whose interests the Council regulates the Registered Nursing profession and governs the College. The Council owes its primary allegiance to the Manitoba public and holds itself accountable to them including the registrants in their capacity of being members of the public. Council works to gain and maintain public trust by effectively regulating Registered Nurses in the public's interest. Given this, the Manitoba public, as moral owners, should have a voice in the purpose and focus of the College.

### Purpose:

The Council believes that in order to fulfill its role effectively, it must actively establish key linkages critical to inform Council decision-making and to demonstrate CRNM's accountability. This Council Policy has been developed to guide the Council's involvement and linkages with key "ownership" groups.

### Policy:

#### Purpose for Council Linkage

The Council engages the broader ownership (the public, including the registrants, and the government) for four reasons, including:

1. **Accountability:** Reporting back about the organization's performance, in achieving Public Benefit Policies using prudent and ethical means.
2. **Creation of the Future:** Obtaining input and feedback for the development of future Public Benefit 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 CRNM model of governance, educating the owners about the concept of ownership engagement, and expanding their knowledge and understanding of “owner” issues.

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

#### Active Linkage Processes

Given that the Council believes that it has a strong obligation to link with the broader ownership in order to communicate on key regulatory and strategic initiatives and to seek input on the CRNM purpose related to public benefit issues, the Council will ensure that it establishes active linkage processes with the ownership. Council recognizes this responsibility cannot be delegated to the CEO/Registrar or staff. The CEO/Registrar will be engaged in the process to ensure effective coordination and to provide administrative support when appropriate.

Council linkage may be achieved through mechanisms such as (but not limited to):

#### *The Manitoba Public*

Periodic, and at least annually, consultation with members of the public through, but not limited to:

- Community advisory panels;
- Town Hall and Focus Group meetings (in person, online);
- Online reports, annual reports, and questionnaires;
- Open Council meetings; and
- Website and newspaper messaging with feedback mechanisms.

#### *The Registrants*

Periodic Council linkage meetings with registrants may take place in person (across various locations) or online.

- Full linkage connection with registrants may take place a minimum of every two to three years, or more frequently as specific policy issues require.
- Focus group meetings (in person or virtual) with randomly selected sub-sets of the registrants on specific Public Benefit related topics as determined and approved by Council.
- Council will communicate with the registrants periodically. This communication will focus primarily on results accountability (public benefit achievement) and ownership input regarding the future.

Linkage with registrants shall help to inform Council of issues and trends as they relate to the registrant’s ability to safely and effectively practice Registered Nursing in the public interest.

### *The Provincial Government*

Periodic Council communication will take place at the elected official level of government including:

- Annual Reports
- Regular meetings to update the government on challenges and achievements and to address policy matters related to the public interest.

### Council Linkage Plan

The Council, supported by the CEO/Registrar, will develop an annual Council linkage plan to ensure flexibility and appropriate budget planning. As needed, the Council Chair, in collaboration with the Council and the CEO/Registrar, will determine the appropriate Council Member(s) to participate in Council linkage programs/activities.

Council shall consult with, gather input from, and otherwise interact with the public, the government, and the registrants to obtain a diversity of perspectives on issues related to public health care safety and advancement of the health system. It shall take these perspectives into consideration when making desired Public Benefit Policy decisions, always focusing on public protection and quality health care.

The Council undertakes a comprehensive process every 3 to 5 years to create refreshed strategic direction on the Public Benefit to be achieved. The broader ownership is consulted, as part of this process, to provide input into developing this future.

*Note: The College is also committed to consultations for the development of programs, services, policies, and standards. This connection is conducted at the CEO/Registrar level of CRNM.*

### Definitions:

#### **CRNM Ownership**

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

Legal owners are those who have the capacity to disqualify Council Members. This ownership, the Council, also has 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;
- 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 CRNM Broader Ownership**

The ownership of CRNM, a regulatory organization, is considered to be the broader public (including the public of Manitoba, CRNM registrants as members of the public, and the government). Conceptually, the broader 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 Public Benefit in an ethical and prudent manner.

*Note: This interest is not from the perspective of consuming the services directly, but rather an interest that Public Benefit Policies are achieved to positively affect the public as a group of beneficiaries.*

### **The Beneficiaries of CRNM**

The primary beneficiaries (customers) are the broader public, i.e. those who directly benefit from the services of CRNM. Registrants also benefit from some of CRNM's services; however, they are not the primary reason CRNM exists. Registrants are considered secondary beneficiaries.