

Governance: Process, Function, & Structure

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Take-Away Ideas

- ❑ “FORM FOLLOWS FUNCTION” – Figure out HOW to get there and WHY before you create your governance structure.
- ❑ ENGAGE THOSE WHO KNOW BEST – Youth & families = meaningful results.
- ❑ KEEP IT SIMPLE - Start with the basics you have and build from there *over time*; GO SLOW TO GO FAST

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A Framework for Governance

- Prepare for transformation and sustainability through a governance model grounded in **COLLABORATION**:
 - Focus on **PROCESS** – HOW do we get there...together?
 - Identify & clarify **FUNCTION** – WHY are we forming a governing body?
 - Defining **STRUCTURE** – WHAT do we need to govern effectively?

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Governance PROCESS

- **ORIENT yourselves & others through DIALOGUE about VALUES:**
 - Who needs to be involved & why
 - System of care principles
 - What systems transformation means locally
 - The challenges of governance in the context of system of care collaboration

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Governance PROCESS, Cont.

- ▶ Facing the CHALLENGES of COLLABORATIVE governance:
 - How critical it is to recruit, involve, mentor, & retain youth & families
 - Understanding the risk of inertia & discomfort with change
 - Nurturing patience & tolerance for ambiguity & uncertainty
 - Overcoming fear of transparency
 - Dealing with power dynamics & tyranny of time



Governance PROCESS, Cont.

- Use DIALOGUE to identify organizational culture & collective identity:
 - Help people recognize that collaborative systems change is HARD, COMPLEX and requires TIME for mindful planning!
 - Find ways to understand and accept realities
 - Explore how to avoid operating in a silo

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Governance PROCESS, Cont.

- Use DIALOGUE to identify organizational culture & collective identity:
 - Explore what the CULTURAL VALUES are about participation, exercising authority, decision-making, exchanging information, etc., and how to honor them
 - Clarify and convey expectations for self and others to avoid uncertainty or confusion or flying by the seat of your pants

Governance Process, Cont.

- Create authentic information exchange:
 - Ensure safe, meaningful access, & “coming to the table” (non-Eurocentric) flexibility
 - Reduce linguistic or cultural barriers
 - Honor cultural norms regarding negotiation, group process & managing differences

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Governance Process, Cont.

- ▶ Define “expertise” to include the reality & legitimacy of life experiences
- ▶ Be prepared to have culturally competent facilitation & conflict resolution skills available that:
 - Foster inclusion
 - Encourage transparency (hearing what is hard to hear & saying what is hard to say)
 - Explore and demystify differences
 - Recognize power dynamics

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Governance Process, Cont.

- ▶ **Explore how to manage group process without derailing/biasing discussion content**
- ▶ **Monitor how governance process is influencing:**
 - Trust & safety
 - Participation
 - Relationship building
 - Productivity/progress
 - Openness
 - Inclusion
 - Access to information
 - Mutual education
 - Conflict and power
 - Rate/quality of decisions
 - Attachment to status quo



Governance Process, Cont.

- Create a collective understanding of organizational purpose:
 - Craft a mission and/or vision for local transformation
 - Find a way to integrate non-negotiables
 - Clarifying role(s) and authority
 - Consider sustainability from the very beginning
- Use **PLANNING** to be prepared, strategically poised, and intentional

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Governance Process, Cont.

- Clarify **DECISION-MAKING:**
 - Consider how to demonstrate value of **YOUTH & FAMILY VOICE**
 - Foster **INCLUSION, COLLABORATIVE POWER, and BUY-IN**
 - Balance open, thorough discussion with **finality/closure**

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Governance Process, Cont.

- Clarify DECISION-MAKING, cont.:
 - Ensure external credibility – find ways to be authoritative
 - Encourage innovative thinking (“How can we?” instead of “We can’t or “They won’t””)
 - Ensure visibility & inclusion for decisions (not behind closed doors & not limited to a few)

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Governance Functions

- **Orientation to ROLES:**
 - **Develop CRITERIA for involvement:**
 - Youth & families served; providers; staff; officials...
 - What do you need from them & what do they need from you?
 - **Clarify PURPOSE (why?) of involvement:**
 - **AUTHORITY:** Policy making? Advisory? Policy influencing? Operational support or oversight?
 - **INPUT:** Diversity of voices, perspectives, knowledge, experiences, concerns, ideas, vision
 - **KNOWLEDGE AND INFORMATION EXCHANGE:** Legitimizing and valuing sources of information
 - **RELATIONSHIP BUILDING:** Connecting inside & out

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Governance Functions, Cont.

- Establishing RELATIONSHIPS:
 - Collaborating for sustainability
 - Maximizing interaction for:
 - Mutual education to build trust and collective influence
 - Reconstituting power, control, & legitimate authority
 - Respecting differences – helping them coexist
 - Developing a shared understanding of context, strategies, & outcomes (Logic Model)



Governance Functions, Cont.

- **Establishing RESPONSIBILITIES:**
 - Expectations for commitment, presence & participation
 - Helping youth & family know what it means to participate
 - Creating accountability of self & others to system of care principles
 - Changing how business is done through policies & standards that reflect system of care principles
 - Exercising influence & authority



Governance Structure

- Using process (HOW) & function (WHY) to define WHAT governance looks like (structure):
 - Create structure with policies and practices that reflect your SOC values
 - Settle for “standard operating procedure” or an opportunity for TRANSFORMATION? What does governing “differently” look like?
 - Establish within PARAMETERS: Population of focus, geographic boundaries, fiscal resources, SAMHSA/Cooperative Agreement guidelines, system of care principles, theory of change

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Governance Structure, Cont.

- Getting participants in place: WHO?
 - PARTNERS – outlined in GFA
 - LOCAL REALITIES – How to build political, social & intellectual capital (i.e. influence, relationships, and knowledge):
 - Those who know best – YOUTH & FAMILIES
 - SKILLS needed to fulfill mission
 - Passion & CHAMPIONS inside and out
 - Effective REPRESENTATION – cultural brokers & other relationship-builders
 - SLOTS, not people



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Governance Structure, Cont.

- Determining logistics:
 - Bringing people together – when, how, where & how often?
 - Support from staffing and infrastructure
 - Leadership – immediate & long term
 - Information flow inside and out
 - Cultural competency – what does “coming to the table” mean?
 - Communicate what to expect

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Governance Structure, Cont.

- Operationalize values with policy & practice:
 - Decision-making model: Robert's Rules of Order versus consensus versus some hybrid
 - Decision-making division of labor - Watch out for "boundary blurring" (avoid "hands off" & "hands on")
 - Involvement – Who & when?
 - Structural delegation & implementation: Committees, task forces, ad hoc groups
 - Memoranda of understanding (MOU)
 - Relating internal authority to external framework

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Questions?

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your line

To remute after you are finished with
your questions, press *6



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