

## 3.2 Accountability of the Board

Policy Number	3.2
Policy Title	Accountability of the Board
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**Preamble:** The Covenant Health, Covenant Care and Covenant Living Boards (hereinafter referred to as "Board") are accountable to Spiritus Vitae: Catholic Health Sponsor, the Government of Alberta, as well as Alberta Health Services (through Cooperation and Services Agreements), in meeting its obligations and accountabilities around: stewardship, strategy, generative governance, and effective board governance.

**Purpose:** The Policy will determine the Board's accountability for governing the organization.

**Policy:** The Covenant Board will ensure Covenant Health, Covenant Care, and Covenant Living (hereinafter referred to as "Covenant") meet its obligations to the Government of Alberta, Alberta Health Services, and Spiritus Vitae: Catholic Health Sponsor by ensuring adherence to its Board accountabilities surrounding:

### Stewardship

Stewardship is core of Covenant and forms the foundation from which strategy is developed. There are three non-negotiable commitments to which Covenant is accountable in Catholic health care:

- Ensuring our mission is in the forefront of all we do;
- Providing the highest performance standards of quality care; and
- Responsible stewardship of resources.

### Strategy

The Board provides leadership through setting strategic directions for the organization, working with the CEO to establish priorities, ensuring that the priorities are organized according to the strategic directions, and monitoring the progress of the organization in achieving its strategic vision.

### Generative

Generative governance allows the Board to become a crucial source of leadership for the organization. Generative thinking is a cognitive process that assists the Board to decide what to focus on beyond the current strategic priorities.

### Effective Governance

Effective governance is ensuring an appropriate governance system is in place for the Board overall discharge of its fiduciary, contractual, and canonical obligation, and to provide leadership to achieve organizational, goals, objectives, and strategies in the areas of governance.

## Principles

The Board will meet its accountabilities by accomplishing the following:

### Stewardship

1. Establish, recommend to Spiritus Vitae: Catholic Health Sponsor, and monitor Covenant's mission (*See Board Governing Policy 2.1*).
2. Establish, recommend to Spiritus Vitae: Catholic Health Sponsor, and monitor Covenant's values (*See Board Governing Policy 2.2*).
3. Maintain, update, and monitor the Stewardship Accountability Framework for the Covenant Governing Board of Directors which encompasses Mission Fidelity, Excellence in Quality and Resource Stewardship (*See Stewardship Accountability Framework*).

### Strategy

1. Establish, approve, and monitor Covenant's Vision (*See Board Governing Policy 2.1*).
2. Establish, approve, and monitor Covenant's Strategic Directions (*See Board Governing Policy 2.3*).
3. Reviewing and validating strategic plans developed by the CEO, ensuring alignment with the strategic directions of the Board.
4. Monitoring performance against the strategic plan.
5. Providing insights from external forces and influences, shifting focus from inside to outside.

### Generative Governance

1. Ensure generative governance is an integral part of regular Covenant Board meetings and retreats. Generative governance is characterized as the following:

- a. Reflective governance interested in questions and sense-making;
- b. Correctly identifying problems from multiple points of view informs approach;
- c. Board sees themselves as inventive leaders;
- d. Organizational learning important to function;
- e. Provide values-based direction; and
- f. Ensure that inquiry focuses on creating new meaning

#### Effective Governance

1. Ensure its governance effectiveness by respecting the fiduciary duties owed by the Board and take actions as necessary to continuously improve its governance through establishment, review, and monitoring of governance policies and processes that ensure Board effectiveness including the oversight and performance assessment of the CEO (See *Board Policies 4.1-5.29*).