

## INVESTING IN COLLABORATION

# DEVELOPING AN ORGANIZATION'S GOVERNANCE POLICY ON COLLABORATION

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## PURPOSE

Developing a Board policy on collaboration helps make clear your organization's understanding and commitment to collaboration; defines the internal roles, responsibilities and authorities; and describes the mechanisms that ensure there is proper oversight.

## HOW TO USE THE TOOL

- Use the checklist to develop a new policy or to review an existing policy on collaboration.
- Although each organization will vary in how policy is developed and what format is used, make sure each of the following components is reflected in your organization's collaboration policy.

## KEY POLICY COMPONENTS CHECKLIST<sup>1</sup>

- Describe the organization's commitment to collaboration - including how collaboration is defined, why it is important and how the organization benefits.
- Outline expectations about keeping an inventory of collaboration relationships and activities and the mechanisms for reviewing and revising it. Think about the full range of collaborations (e.g. information sharing or networking; service cooperation; collaborative planning and/or shared resources; joint program delivery and/or back office integration; system change).
- Determine what degree of documentation is required for collaborations.
- Outline what requires Board input, decision-making approvals and authorization and what is delegated to the CEO/Executive Director (e.g. Board will be more involved in complex or difficult initiatives/ relationship or those that are controversial or have significant impact on the organization).
- Describe organizational commitment to ensuring that collaborative activities are appropriately supported internally (e.g. time, people, funds).
- Identify the mechanisms that are used to assess potential collaborations and monitor existing ones; manage risk; and ensure alignment with strategic priorities.
- Describe the process for ensuring that collaborations are meeting your own organization's accountability requirements as well as those of the collaboration.

<sup>1</sup>Adapted from LHIN/Health Provider: Governance Resource and Toolkit for Voluntary Integration Initiatives, 2008; Local Immigration Partnership: West Downtown Toronto: Package One-Working together; Novita Interpares Limited, 2011

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