
BCCNM Board Meeting Guidelines

Approved by BCCNM Board on July 28, 2020
(effective September 1, 2020)

Contents

- Introduction 3
- Types of Meeting..... 4
 - 1. Open..... 4
 - 2. Closed..... 4
 - 3. In-Camera..... 5
 - 4. Board-Only Session..... 6
 - 5. Strategy Session 6
 - 6. Education Session..... 6
- Ways to Meet..... 6
 - 1. In-Person 6
 - 2. Teleconference/Videoconference..... 7
 - 3. By Email..... 7
- Meeting Material and Logistics 7
 - 1. Agenda 7
 - 2. Consent Agenda 8
 - 3. Meeting Package 8
 - 4. Conduct and Logistics..... 9
- Decision-Making..... 10
 - 1. Staff/Committee Recommendations..... 10
 - 2. Types of Decision..... 10
 - 3. Decision-making Process..... 11
 - 4. Consensus Decision-Making..... 11
 - What is consensus? 11
 - When does it work best?..... 11
 - When doesn't it work? 12
 - Process 12
 - 5. Important considerations for Board Members 12
 - 6. Resolutions..... 13
 - 7. Recording decisions..... 13
- The Chair 14
 - 1. Before the meeting 14
 - 2. During the Meeting 14
 - 3. At End of Meeting 15
 - 4. After the meeting..... 16
- Review 16
- Supporting Documents..... 16

Introduction

The BC College of Nurses and Midwives (BCCNM) is committed to ensuring its board members are well-informed, engaged in a culture of trust and respect, empowered to contribute freely, and able to participate in positive and robust interactions with their peers. Board meetings serve as the primary forum for board discussions and decision-making. An effective meeting is defined as *“the assembly of people gathering to discuss ideas and make decisions that produce an outcome of value”* and BCCNM builds on this through its drive to cultivate meeting space that is safe, unoppressive, and inclusive.

These guidelines are intended to help board members understand how their meetings are structured and planned, and how balanced, unbiased, and relevant decisions can be made to support the fulfilment of BCCNM’s legislated authority as set out in the *Health Professions Act* (the “Act”). The guidelines work in conjunction with the duties and responsibilities of board members as established in the Oath of Office, BCCNM Bylaws, and the Code of Conduct, and are grounded by a clear mandate, strong values, and coherent strategic priorities.

These guidelines reference regulatory trends as well as best practices across the realm of governance. They are also informed by agreements that extend beyond the college, notably the Declaration of Commitment to Cultural Safety and Humility, signed by all provincial health regulators in March 2017 that sets out a vital pledge to increase the level of cultural safety and humility, health literacy, and relationship-based care to improve health outcomes for First Nations people.

These guidelines do not apply to general college meetings such as the annual general meeting or special general meetings (as defined in the bylaws). Separate procedural rules govern those types of meeting.

Types of Meeting

There are several types of meeting that board members can expect to attend during their tenure. The agenda will indicate the type of meeting and, depending on the nature of the discussion, items can be moved between open and closed agendas.

1. Open

This type of meeting is open to all staff, registrants, and the public. Meeting dates and guidelines for those who wish to attend an open session are posted on the BCCNM website and interested parties can register in advance (space is usually limited). Minutes are recorded for these meetings and published on the college's website.

2. Closed

This type of meeting is open to staff involved in discussion items but closed to registrants and the public. Minutes are recorded for these meetings but are not published on the college's website. Section 19(2) of the bylaws establishes the conditions under which a meeting can be closed, as follows:

- “19(2) The board may exclude any person who is not a board member from any board meeting or part of a board meeting if the person’s attendance at the board meeting is disruptive or if the board is satisfied that one or more of the following matters will be discussed:*
- (a) financial or personal or other matters of such a nature that the interest of any affected person, or the public interest in avoiding disclosure of those matters, outweighs the public interest in board meetings being open to the public;*
 - (b) information concerning an application by any individual for registration under section 20 of the Act or a certified practice designation under section 151 [Certified practice designations], or reinstatement or renewal thereof, the disclosure of which would be an unreasonable invasion of the applicant’s personal privacy;*
 - (c) information concerning a complaint against, or investigation of, any individual under Part 3 of the Act, the disclosure of which would be an unreasonable invasion of the individual’s personal privacy;*
 - (d) information concerning an assessment of the professional performance of a registrant under section 26.1 of the Act or the registrant’s compliance with competency or quality assurance requirements established under Part 6 [Quality Assurance and Professional Responsibilities], the disclosure of which would be an unreasonable invasion of the individual’s personal privacy;*

- (e) *information the disclosure of which may prejudice the interests of any person involved in (i) a proceeding under the Act, including a disciplinary proceeding under Part 3 of the Act or a review under Part 4.2 of the Act, or (ii) any other criminal, civil or administrative proceeding;*
- (f) *information described in section 75 [Disclosure of education program review information];*
- (g) *personnel matters;*
- (h) *property acquisitions;*
- (i) *the contents of examinations;*
- (j) *information concerning the scoring or results of examinations, a report of the registrar under section 87(6) [Examinations] or a request for approval to take an examination again under section 87(11) or (12) [Examinations], the disclosure of which would be an unreasonable invasion of any individual's personal privacy;*
- (k) *communications with the Office of the Ombudsperson;*
- (l) *instructions given to or opinions received from legal counsel, or any other matter which is subject to solicitor-client privilege;*
- (m) *information that the college would be required or authorized to refuse to disclose to an applicant making a request for records under Part 2 of the Freedom of Information and Protection of Privacy Act;*
- (n) *information that the college is otherwise required by law to keep confidential."*

3. In-Camera

This type of meeting is a subset of a closed meeting and therefore must meet the criteria set out in section 19(2) of the bylaws. It may be open to certain staff at the invitation of the Board depending on the matter under discussion but is closed to registrants and the public.

An example of an in-camera meeting would be an update from the Chief Officer or HR consultant supporting the registrar evaluation process, or a discussion where the Board wishes to speak to the Registrar in private.

Minutes are recorded for these meetings by the staff member in the meeting but are secured with limited access. These minutes are not published on the college's website but are available on request only to those who attended the in-camera meeting.

4. Board-Only Session

This type of meeting is closed to all but board members. It too is a subset of a closed meeting and must meet the criteria of section 19(2) of the bylaws. No college business is conducted during this session, no formal action can be taken, and no minutes are recorded; because of this, the Board needs to be rigorous with respect to what is discussed in this forum.

The purpose of a board-only meeting is self-reflection. For example, the Board may wish to use this time to evaluate its own effectiveness or the effectiveness of meetings, to foster board culture by having an open discussion about behaviours, examine its relationship with management, or reinforce good practices. If the Board finds itself having conversations that are broader than self-reflection, it must determine if minutes are required and, if so, which members of staff should be included to support and record the discussion.

5. Strategy Session

This type of meeting might be embedded within another scheduled meeting or at a separate time. Its purpose is for the Board to work with management to set the mandate, vision, and strategic direction for the college, and proactively review and assess future-facing issues that may affect or guide college business. Notes are usually kept for this type of meeting to assist management in developing strategy or plans, but no formal minutes are kept.

6. Education Session

The purpose of an education session is to ensure that board members have the knowledge, information, and tools to be most effective in their roles. No minutes are recorded for this type of meeting, but educational support materials are kept for future reference.

Ways to Meet

How and where a meeting takes place are important considerations. Technology provides greater flexibility than ever, so multiple channels can be made available to board members wherever possible to help manage time, availability, cost, and quorum.

1. In-Person

In-person meetings are the preferred type of meeting for board members, predominantly because board meetings involve significant discussion, planning, problem solving and decision-making. This is the best type of meeting to hold when it is important to reduce distractions and fully engage board members; being face-to-face with colleagues helps build shared understanding, co-operation, and empathy.

2. Teleconference/Videoconference

Videoconferencing has recently become the norm for board meeting format due to the global pandemic. However, the option to attend a meeting remotely – either by teleconference or videoconference– is available to anyone unable to participate in person. Remote meetings tend to work best for straightforward discussions, where no group work is taking place or controversial decisions being made.

3. By Email

Email meetings are convened for one specific purpose only, either when information needs to be disseminated quickly, or an urgent decision is required that cannot wait until the next scheduled board meeting.

Meeting Material and Logistics

1. Agenda

Agendas are prepared by staff in consultation with the Chair and Vice-Chair, based upon the annual work plan for the Board and emerging issues. Any board member may propose an agenda item for consideration by the Board Chair and Registrar in advance of the meeting.

Agendas follow a standard template, which includes the time, date, location and type of meeting, the names of board members who have confirmed their attendance or forwarded their regrets, the names of staff and guests attending the meeting, and a formal acknowledgment of the unceded First Nations territory on which the meeting is taking place. The agenda will list each matter that will be brought forward to the Board, the time estimated for each discussion, whether the Board is receiving the item for information, discussion, or decision, and the material that will be provided to the Board to support its consideration of a matter.

When developing agendas, staff and board leadership need to be confident that:

- the Board is spending the most amount of time on the most important issues;
- the Board will have the information and time to have an appropriate discussion for each agenda item;
- the agenda is not too ambitious for the time allocated;
- the right people will be in the room for each discussion;
- staff are making the best use of the time they have with the Board when face-to-face;
- staff are sure the topics under discussion during a closed or in-camera meeting are appropriately flagged as confidential and properly fall under section 19(2) of the bylaws;
- staff ensure the design of the meeting aligns with the board members' level of engagement and capacity (e.g. deep discussion is not happening at a time when the board members might be tired or distracted).

2. Consent Agenda

On occasion, a consent agenda may be used. This is a technique for addressing multiple decision requests as a single agenda item so the Board can manage its meeting time. Only items that are routine or non-controversial in nature will appear on a consent agenda, or an item that requires perfunctory approval because the Board has already reached consensus in previous discussions.

Board members are expected to have carefully reviewed the items on a consent agenda prior to the meeting. The Chair will ask at the outset of the meeting if any items from the consent agenda need to be moved to the regular agenda for further discussion. Any reason provided by a board member is sufficient to have the item moved. The Chair may then decide to discuss the matter immediately or move the discussion to an appropriate time on the agenda.

If an item is moved but other matters remain on the consent agenda, the Chair will ask for a motion for the consent agenda to be approved as amended. The Chair will subsequently ask for a motion for the regular agenda to be approved as amended (as it will include the new matter for discussion). If no items are moved from the consent agenda, the Chair will ask for a motion for the consent agenda as a whole to be approved. Whenever the consent agenda is approved, each item appearing on it will have its resolution recorded separately in the minutes.

3. Meeting Package

Briefing notes, with supplemental documents, form the basis of the meeting package. Along with the agenda, the meeting package provides board members with the information they need to understand the goal of each discussion, as well as background information, context, and analysis. Management will also be present during the meeting or on call to address any questions that arise.

The meeting package is posted on the college's secure document management system (Collaborations) at least one week prior to the meeting in order to give board members time to read and consider the material. This allows greater time for discussion at the meeting itself. Any changes made to the agenda or meeting package will be communicated to board members either by email in advance of the meeting, or in person by the Chair at the beginning of the meeting.

Upon notification that the meeting package has been posted, and prior to the actual meeting, board members should:

- check they can access the meeting package;
- review the agenda and notify the Chair and Registrar if a conflict of interest is identified (the Chair will also ask board members to declare potential conflicts at the outset of each meeting);
- read the material carefully; and
- submit significant concerns or questions to the Chair ahead of the meeting so that a response can be formulated in time for the meeting.

4. Conduct and Logistics

Board members are referred to section 3 of the Code of Conduct which sets out the requirements for their conduct during the meeting, specifically:

- accountability and integrity;
- active participation and respect;
- diversity and inclusion; and
- cultural safety and humility.

To maximize meeting effectiveness, board members are advised to:

- notify staff in advance if they are unable to attend a meeting or, if the meeting is being held in-person, plan to attend remotely;
- inform the Chair in advance if they plan to join the meeting late or leave early;
- test equipment ahead of time to make sure internet access is available and working and, if possible, to have a contingency in place in the event of system glitches;
- arrive on time, with materials and notes ready to participate in the meeting; and
- turn off any notifications and put away any devices not in use or explain at the outset to the group that an interruption might occur during the meeting.

Board members attending by video- or teleconference are further advised to:

- consider how they might appear on camera, for example, avoiding stripes or bold patterns which can be visually distracting, adjusting lighting to minimize shadows, and reducing background noise;
- have the dial-in number, access codes, or log-in details ready and join the meeting at least 10 minutes early to resolve technical issues;
- if the meeting is late to begin, email the meeting organizer to say they are ready to join the call;
- give full attention to the meeting as they would if in the same room;
- identify themselves if they wish to speak;
- wait to be acknowledged by the Chair before speaking;
- speak clearly and address board members by name if asking specific questions;
- ask for clarity if any part of the discussion is unclear;
- be patient if there is a slight delay in transmission; and
- mute the line when not speaking and not place the call on hold to avoid silence fillers (i.e. news or music) being broadcast to the room.

When the meeting concludes, board members must remember to end the call or connection or, if present in person, ensure that all written meeting material is left in the room for secure disposal.

If there have been any logistical problems with the meeting, board members should provide feedback to staff as soon as possible so these can be addressed.

Staff will ensure that any action items or communications are attended to following the meeting, consulting with the Chair and Vice-Chair where necessary. The Chair will also follow up with board members separately after the meeting if a commitment to discuss matters offline was made. Where a decision needs to be revised, this will generally be addressed by an additional teleconference, email meeting or at the next scheduled board meeting.

Decision-Making

1. Staff/Committee Recommendations

Depending on the nature of the decision, staff or committees may include a recommendation in the briefing note. Sometimes a draft resolution will also be provided to support the Board's deliberations. However, at times, staff may lay out the various options without a recommendation or draft resolution if they feel this is more appropriately left to the Board.

Recommendations are never brought forward in isolation: previous discussions, analysis of strategic priorities, consideration of external factors, consultation with stakeholders, and previous board discussions, for example, will have been captured when preparing the briefing note. Additionally, a full review of the issues may have already been completed by committees delegated with such authority by the Board, in which case the Board will get a summary of the process the committee engaged in and a recommendation.

2. Types of Decision

Board members can expect to see four types of decision in their work, each triggering a different decision-making process intended to support strong outcomes and meet the public interest mandate. These types of decision are:

- *Standard Decisions*
Where information is static, the context is well understood, less background information is required, and minimal discussion is necessary.
- *New Decisions*
Where an issue has never been addressed, more information may be necessary, and greater discussion and context is required in order for the Board to understand why it is being asked to make a decision at all.
- *Significant Decisions*
Where issues involve major transactions or commitment to a long-term plan or an action with far-reaching effects that may require longer timeframes for deliberation.
- *Crisis Decisions*
Where an emergency or significant issue arises, which has a very short timeframe in which to act or respond, and often requires concise information to support efficient decision-making.

3. Decision-making Process

The Chair is responsible for the meeting and makes sure that it runs on time. Decisions are made predominantly by consensus with a confirmation vote (see further below). Depending on the nature of the discussion and the timelines involved, the Chair may consider other processes that support informed decision-making and may hire an external facilitator to support the process.

Currently, the standard process for moving through discussion to decision includes the following:

- Each item on the agenda will be introduced by an identified member of staff, a committee chair or anyone else invited by the Chair to introduce the topic.
- The Chair will open the floor for any questions and discussion arising from the briefing note and background materials.
- The Chair will ensure that every member of the Board has an opportunity to share their perspective.
- For the sake of efficiency and effectiveness, the Chair will ensure that discussion is confined to issues that fall within the Board's authority and are relevant to the issue being discussed.
- Throughout the discussion, the Chair will highlight important points, clarify misunderstandings, and keep the discussion focused on the matters at hand.
- When board members believe they have received the information necessary to consider the issue fully and are ready to move to a decision on the matter, the Chair will request a motion for resolution on which the Board will vote (see section 6 below).
- The Chair will check in with each board member to ensure they have had an opportunity to share their opinion, ask questions, and, upon voting, are comfortable with the decision reached.

4. Consensus Decision-Making

The Board has agreed that its decisions will be achieved through consensus whenever possible. Under circumstances where consensus is not achieved, a vote will take place. Even where consensus has been reached, all decisions of the Board are confirmed with a vote in accordance with section 22 of the bylaws.

What is consensus?

Consensus means finding a decision, solution or proposal acceptable enough that all members can support it, no member opposes it, and all can see that the decision meets their fiduciary duty to make decisions in the best interest of the college and therefore the public.

When does it work best?

This type of decision-making works best when a group has a common goal, a clear process, and a strong commitment to finding the most balanced solution possible. It works best in an environment that is open and trusting, where board members are actively engaged, clear information is available to the decision-makers, and a skilled Chair is facilitating the discussion.

When doesn't it work?

Consensus is not easy. It takes time, patience, concentration and the co-operation of each participant, and the absence of any of these elements may derail the process. It is for the Chair to assess the wisdom in employing a consensus model, based on the significance of the decision before the group and the dynamics of its board members. There will be times when the Chair realizes that consensus is not appropriate, and a vote will proceed.

Process

A consensus process needs to incorporate the following elements:

- Step 1:* Clarity of the issue that needs to be resolved
- Step 2:* Open, but coordinated, discussion where everyone is able to voice their initial perspectives
- Step 3:* Formation of a proposal based on perspectives and information
- Step 4:* Test for agreement and amend proposal if required
- Step 5:* Clarity of the decision for the minutes and actions required

The bylaws do require that some board decisions must have a specific number of votes in order for a resolution to pass. Ordinary resolutions must pass with a majority of votes as cast by board members. Special resolutions require not less than two-thirds of board members to agree before a resolution is passed.

5. Important considerations for Board Members

For a regulatory board, the primary test for any decision will always be whether the outcome serves and protects the public. Board members should keep the scope of the college's mandate and objects uppermost in mind, and may wish to ask themselves the following questions:

1. Why are we having this discussion/making this decision?
 - a. Is it in our mandate?
 - b. Is it tied to our strategic priorities?
2. Do we trust the decision-making process in light of the importance of the decision (risk implications, strategic importance, budget implications, and impact on stakeholders)? If not, what needs to change?
3. Are the right people with the right experience and knowledge in the room to support a good decision?
4. Have we understood all the necessary facts and information?
5. Is there additional information we need to make a good decision?
6. Are the assumptions made reasonable?
7. Is there more than one possible course of action?
8. Do we have agreement on the outcome?
9. Would it be better to defer making a decision now, until we have further information or additional time to continue the discussion?

Timeliness of decisions is a key consideration for the Board. An annual calendar/work plan is drawn up at the beginning of the board year, which carefully sets out the various decisions the Board must make at its meetings throughout the year (for example, approval of the budget or financial statements).

When possible, staff will bring items to the Board incrementally, with information, education sessions and smaller decisions leading up to the final request for a decision. This ensures the Board is fully informed and comfortable with the subject matter before a decision is required. Therefore, when the Board decides to defer a decision, it is best practice to think about what the unintended consequences of that deferment might be.

6. Resolutions

A resolution is a written statement of an action approved by the Board. It usually deals only with single or directly related issues, and has two main components:

- the preamble, which begins with the word “WHEREAS”, being a brief, concise sentence about the nature of, or the reason for, the request for a resolution; and
- the proposed action or remedy, which begins with the words “BE IT RESOLVED”.

Once a decision has been reached, the Chair will call for a motion for resolution. If a draft resolution has been set out in the briefing note, the Chair or member of staff will read it to the Board, making any adjustments, as necessary. Following any further discussion, the Chair will ask the Board to indicate, usually by a show of hands, or verbal acknowledgment for board members attending remotely, acceptance of the resolution. For the sake of clarity, the Chair will then restate the decision that has been approved, so it can be captured correctly for the minutes.

As per section 22(1) of the bylaws, no resolution proposed at a board meeting needs to be seconded (i.e. a demonstration that there is at least more than one board member interested in seeing the decision before the Board). However, the Board has agreed that any resolution proposed by a board member that (i) has not been considered by staff, (ii) is not supported with a briefing note, and (iii) is not placed on the written agenda, must be supported by a seconder. Under such circumstances, the Chair will determine how best to deal with the proposed resolution, by:

- allocating time at the meeting for the discussion;
- deferring the discussion to a future meeting and directing staff to prepare a briefing note with respect to the issue; or
- deferring the discussion to a committee, with a recommendation for decision to come to the Board as appropriate.

7. Recording decisions

Once finalized, resolutions should be explicit so there is no room for misinterpretation or misunderstanding, and to ensure that anyone reviewing the resolution in the future can understand its meaning and intent.

Individual votes are not recorded unless the Board has agreed to record the vote, or unless an individual board member requests that their vote be noted.

The minutes are the official record of the meeting. Much like agendas, they follow a standard template to record the time, date, location and type of meeting, the names of board members who attended the meeting or forwarded their regrets, the names of staff and guests in attendance, and a formal acknowledgment of the unceded First Nations territory on which the meeting is taking place. The minutes state the nature of the matter before the Board, the reason the Board was asked to consider it, a note of the questions asked, and what action was taken by the Board, if any.

The draft minutes are added to the next meeting agenda for review and approval by the Board. The minutes do not need to be signed once approved.

A log of all resolutions is kept by staff and is a resource to the Board if required.

The Chair

As meeting facilitator, the Chair is responsible for setting the tone of the meeting and ensuring good governance practices are adhered to. It is an active role to keep board members engaged while building a safe, cohesive, and collaborative forum in which discussions can take place and clear decisions can be made.

The Chair may wish to adopt the following suggested practices when conducting the meeting:

1. Before the meeting

- If there are sensitive issues to discuss on the agenda, check in with board members to ensure they have the information they need to engage fully in the board meeting, and also consider whether the Board would benefit from using an external party to facilitate the discussion.
- Walk through the agreed final agenda and develop a plan for each agenda item with respect to process, timing and outcome.
- Check with First Nations or Indigenous colleagues to ensure the correct pronunciation for the names of territories, and ask whether there are other protocols or traditional knowledge that may help to purposefully promote learning or enhance culturally safe, humble and respectful practices during the meeting, beyond that which is already expected from board members under the Code of Conduct.

2. During the Meeting

- For remote board members, check they are available to start the meeting and have the relevant material.
- Verify that remote board members can see and hear properly and review the general guidelines with them (e.g. muting the line when not speaking, identifying themselves, etc.).

- At the outset of the meeting, verbally name and identify the unceded First Nations territory on which the meeting is taking place.
- At the outset of the meeting (or, if need be, at any time during), ask board members if they know of any conflicts of interest with agenda items under discussion.
- During the meeting, if a conflict of interest is identified by a board member, allow time for them to leave the room, log off or disconnect their call, and then later rejoin the meeting.
- Remember that every agenda item has a purpose. Create space for board members to express their opinions but make sure that any decision reached is based on facts, and close the discussion ensuring that either its purpose is achieved or another process has been triggered.
- Take time to seek views from each board member. If discussion stalls, ask questions to unearth why, to ensure there are no gaps in understanding that need to be addressed.
- Actively promote good debate by asking for alternative or dissenting views when decisions are not straightforward.
- Give space to board members to ask and address uncomfortable questions or to those who continue to ask questions because they are not yet satisfied or comfortable with the response.
- Draw attention back to the college mandate to ensure board members stay on track.
- If a question is asked, allow board members a moment to think of an answer, perhaps even giving board members the opportunity to spend time formulating questions on their own or in small groups.
- Go around the table, asking board members by name for their comments or answers.
- Make sure there are sufficient pauses after asking a question to board members attending remotely.
- Ask a specific board member a specific question rather than asking open-ended questions to the group (to avoid multiple board members speaking up at once).
- Read the room: if energy is low or conversation is waning, call a break.
- When a resolution has been put forward, make sure that board members understand what is being asked of them.
- Keep a list of issues that are more appropriately discussed offline or at another meeting.
- Remember to formally close the meeting, thanking all board members, including those attending remotely.
- Most importantly, inject warmth, humour and fun into the meeting wherever appropriate. The work is important, board members do this work as an act of service, but it need not be dull!

3. At End of Meeting

The Chair may also wish to ask the following questions when debriefing the Board, either with or without staff as appropriate:

- Do you trust the decision-making process of the Board?
- Did we have the right people in the room?
- Was the meeting purpose and agenda clear?
- Was there sufficient information available to the Board to make good, informed decisions?
- Was it easy for each member to contribute to the discussion?
- Are there any outstanding concerns which still need to be addressed?

4. After the meeting

It is always good practice for the Chair to debrief regularly with management as soon as possible after the board meeting to maintain strong and trusting relationships, and ensure that meetings continue to be managed effectively, especially if the Board has a board-only session without management present.

If board members have feedback or concerns following a board meeting or have other board-related issues which they may not wish to share with the whole Board, they are encouraged to communicate directly and confidentially with the Chair or Vice-Chair. Contact information for the Board is available on the Board Resource site in Collaborations.

Review

These guidelines will be reviewed annually by the Governance Committee to ensure they are kept current and remain relevant to the work of the Board and BCCNM. The Board is responsible for approving these guidelines on an annual basis.

These guidelines were approved by the Board on July 28, 2020 (ratified on September 1, 2020).

Supporting Documents

- BCCNM Bylaws
- Code of Conduct for Board Members and Committee Members
- Declaration of Commitment to Cultural Safety and Humility