

Board and Committee Composition Matrices

Introduction

BCCNM recognizes the best outcomes are achieved when decision-makers have a strong, shared understanding about how nursing and midwifery care is experienced by the public. For this to happen, there must be diverse representation in board and committee leadership and the composition matrices are designed to bring such individuals together.

These matrices establish the minimum core competencies of an *ideal* board or committee by balancing the following elements: values, lived/living experience, and connections to community; Indigenous thought leadership as a fundamental part of board and committee work; academic qualifications; and technical skills.

The Board and committees each have their own matrix, which apply to both individual members and the composition of a whole board or committee. The listed values, attributes, diverse experience, backgrounds, and perspectives are the same across matrices. Statements regarding skills, knowledge, and lived experience differ depending on the nature of the work, discussions taking place, and decisions being made.

Use

We use composition matrices to: (1) assess and inform BCCNM's recommendations regarding potential board appointments, or appointment to its committees; (2) identify education and professional development opportunities for board and committee members; (3) explore where knowledge, resources, and capacity can be strengthened in board and committee governance; and (4) identify advisors or perspectives that may help to support or enrich decisions (if not available within the existing board or committee composition).

We also share the matrices as a support tool for the public, licensees, and government during board appointment and committee recruitment cycles. Individuals interested in participating in board or committee work may find the matrices useful when reflecting on how they wish to engage with the college or when completing applications.

Board and committee members are not expected to possess every attribute listed in these matrices. We provide ongoing education and professional development opportunities, and access to resources and supports (such as the Community of Practice for Indigenous Peoples who hold positions on BC health regulatory boards and committees). A commitment to public protection is necessary, as is having the time and focus to participate in this work, and a sincere willingness to engage in learning to become better informed about the nature of the health system and health profession regulation.

Review

Under the bylaws, the Board has responsibility for making recommendations to the Superintendent respecting criteria for the qualifications, competencies, and diversity of perspectives and lived experiences of persons appointed, or to be appointed, as board members. Similarly, the Board must ensure that individuals appointed to committees possess the education, training, experience, and other qualifications necessary for them to exercise the powers and fulfil the duties assigned to them. The Board's work is supported by the Governance Committee, which advises the Board on matters relating to board composition, anticipated vacancies, succession, and continuity, and oversees recruitment processes for board committees established under the bylaws. The Committee also makes recommendations to the Board regarding committee appointments to help ensure committees are properly constituted and reflect the competencies required to support effective governance. This work is typically completed on an annual basis to ensure the matrices remain effective, relevant, and up to date.

These matrices were approved by the BCCNM Board on June 4, 2026.

Artwork Credit: "Totem" by Nisga'a artist Bert Azak

Committee Member		Committee	
To support strong decision-making in service of the College’s promise to foster unshakeable confidence in nursing and midwifery care,		To support strong decision-making in service of the College’s promise to foster unshakeable confidence in nursing and midwifery care,	
every committee member will bring the following VALUES and ATTRIBUTES to the table:	every committee member will bring, <u>or be willing to learn</u> , the following SKILLS, PRACTICES and KNOWLEDGE :	the Committee will bring the following DIVERSE EXPERIENCE, BACKGROUNDS and PERSPECTIVES :	one or more committee members will have the following specific PROFESSIONAL EXPERIENCE, KNOWLEDGE and SKILLS :
Accountability, Honesty, and Integrity Act with integrity and speak the truth; be able and willing to take full responsibility for decisions made; and follow through on commitments.	Allyship Understanding of what it means to be an ally and knowledge of how to actively model this behaviour; ability to speak up and acknowledge instances or systems of oppression; and ability to hold self and others accountable for creating safe and inclusive spaces in which honest conversations can occur.	Ableness Lived experience accommodating or navigating a spectrum of physical, mental health, or cognitive abilities, the knowledge of which can enhance relevant, thoughtful decisions that protect the public.	Adjudication and Hearing Knowledge and experience of participating in and/or chairing hearings within a legislative framework, including an understanding of the principles of administrative law, restorative justice, procedural fairness, and, where applicable, Indigenous legal mechanisms and traditions.
Adaptability Appreciate that, at times, plans will adjust to meet changing circumstances and needs.	Anti-Racism Understanding and actively identifying, challenging, preventing, eliminating, and changing the values, structures, policies, programs, practices, and behaviours that perpetuate racism to create conditions of greater inclusion, equality, equity, and justice.	Age Representation across all adult age groups to reflect the diverse experiences and perspectives of licensees and the public served by the College.	Committee/Panel Leadership Experience in facilitating committee or panel meetings, developing a positive culture, conflict resolution, and fostering effective decision making.
Collaboration Recognize that, in a complex system, what can emerge from collaborative and meaningful engagement and discourse will be stronger than what is created in isolation.	Confidentiality Understanding of the need for and obligations of confidentiality and safeguarding the privacy of all parties.	Culture A variety of cultural and historical backgrounds and experiences that reflect the communities the College serves and the cultural context within BC’s health care system.	Governance Expertise Understand how governance works, how committees should function, and be able to think critically about committee structures and practices.
Humility Be open to new or broader perspectives; employ a learning mindset by listening and becoming better informed; and take time to self-reflect and acknowledge the impact of personal power and privilege when contemplating decisions.	First Nations, Inuit, and Métis Context Understanding of the social, legislative and political history of the First Nations, Inuit, and Métis Peoples in BC ¹ ; the impact of colonialism in Canada and its enduring traumatic legacy; and the effects of widespread Indigenous-specific racism within the healthcare system.	Education Local, national, and international academic backgrounds and experiences that reflect the diverse education and knowledge of licensees and the public served by the College.	International Health Professional/Graduate Understand the process for becoming a health professional in Canada with foreign credentials, or, ideally, have experience in navigating that process.
Inclusivity Actively commit to creating safe gathering spaces that welcome and support all who wish to connect, learn, share, belong, and grow.	Health Care Terminology Knowledge and understanding of the common terminology, acronyms and phrases used in health care.	First Nations, Inuit, and Métis Voices First Nations, Inuit, and Métis individuals, whose perspectives must be embedded within the College’s governance structure to ensure that: deliberations include and are informed by firsthand knowledge and experiences of First Nations, Inuit, and Métis communities; decisions include and respect key rights, title, protocols, and perspectives; collective biases are identified, questioned and mitigated; and the College’s Indigenous-Specific Anti-Racism journey continues to be supported so it may contribute to positive systemic change.	
Objectivity Make decisions based on evidence and good information, that will best fulfil the public protection mandate.	Health Professions Regulation Understanding of the role and philosophy of health profession regulators, the public protection mandate of the College, the applicable legislation, regulations, bylaws and policies, and the core work of the College.	Gender A range of gender identities and gender expressions to promote knowledge, conversation, and understanding about gender, expanding binary thinking, and learning the impact gender bias has on the public’s access and experiences within the health care system.	
Public Service Have passion for the College’s purpose and vision; compassion for the public and their right to safe, ethical care; an understanding and appreciation of, and commitment to, the board’s role in protecting the public and the time required to diligently execute that role; and recognize that public interest will always be prioritized over personal or professional interests.	Indigenous-Specific Anti-Racism Understanding and ongoing learning of the distinct First Nations rights and title, approaches, protocols, and governance that inform discussions and decision-making; appreciation and respect for the rights, perspectives, and experiences of First Nations, Inuit, and Métis people who also live in this province; application of learning to make visible the impacts of settler-colonialism; and supporting BCCNM as it embeds Indigenous-specific anti-racist practices within its work, to create safety through the continuous practice of cultural humility.	Licensee Practice Diverse practice experiences, backgrounds and specialities that inform dialogue and decision-making, ensuring decisions meet intended objectives, are practical and, ultimately, protect the public.	
Respect Work with others effectively to support a culture of trust; be present and participate fully in discussions, fostering and promoting, not impeding or stifling, robust dialogue; and remain aware and sensitive to the impact of language used.	Information Analysis and Judgement Ability to carefully review voluminous material within set timelines, assess implications, identify patterns, make connections, and narrow the issues to support good decision-making.	Region Regional diversity, including rural, remote, and First Nations communities (which also encompass on-reserve and treaty settlement lands), to reflect the reality that practice, access to healthcare, and the public’s expectations of the health care system varies throughout the province.	
Self Awareness Have a clear understanding of personal strengths and privileges, the consequences of bias and potential conflicts of interest; recognize the value of continuous development and improvement; and be open to reflection, feedback, and opportunities to learn, relearn and unlearn.	Procedural Fairness Ability to understand the basic principles of administrative law, restorative justice, and quasi-judicial processes; bring a commitment to the unbiased balancing of issues, meticulously weighing evidence and thinking critically about issues at hand; ability to consider options within the scope of the College’s mandate and power; and bring consistency and sound judgment to decision-making in accordance with procedural fairness principles set out in common law.	Sector Diverse leadership experience in the public, private, healthcare, and not-for-profit sectors, to promote knowledge and the sharing of best practices.	
	Registration Processes/Requirements Understanding of the processes, procedures and requirements that underpin registration and renewal at the College and ability to evaluate information to determine eligibility.	Sexual Orientation Diverse perspectives from individuals who self-identify as 2SLGBTQIA+, to expand thinking and decision-making beyond heteronormative privilege, beliefs, and biases.	
	Risk Assessment Understanding of and ability to assess the risk that a decision might have on the public and make decisions proportional to the risk of harm to the public.	Socio-Economic Background Varied perspectives arising from the complex, multifaceted, and intersectional measures of social and economic standing, the lived experience of which will promote recognition of inequities and privilege, and ensure that solutions can be universally applied without causing unintended barriers or consequences.	
	System Thinking Awareness of the complex system in which the College works, including the partners within that system, and the impact that College decisions have on this greater community.		
	Technological Competence Ability to efficiently navigate and use the College’s computer and conferencing systems, adhering to applicable security and privacy policies.		

¹ [Distinctions-based Approach Primer](#), Province of British Columbia (December 2023)