



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
A REASON TO HOPE. THE MEANS TO COPE

SSNS
Organization and Governance Policy Manual

Purpose

This manual is to serve as introduction to the organization of the Federation of schizophrenia societies across Canada: to describe the new mission statement as formally published in April 2007 and to describe the corporate governance policies adopted by the Schizophrenia Society of Nova Scotia. It is to serve as a primary source of information to new Board members at Provincial level as well as at Chapters throughout Nova Scotia.

The Manual is issued as the SSNS Board Governance Policies Revision 2 dated September 8, 2007.

The SSNS board has appointed a standing committee on Policy Development to develop and, when appropriate, recommend changes to the document. The criteria will be that the policies work or they will be changed. We will achieve the objectives of our mission statement by ensuring that the policies remain dynamic; that the executive has the means to achieve the Ends within limitations imposed, the results are measurable, and Board-Executive relationships are clear and effective.

Table of Contents

1	Federation Relationships	1 to 3
2	Mission Statement	4
3	Introduction to Governance	5
4	Chapter Formation	6
5	SSNS Board Governance Policies	7 to 16



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 1.
FEDERATION RELATIONSHIP**

1.1 What is the Federation?

The Federation comprises the national society and all the provincial schizophrenia societies across Canada including all registered chapters within each province. The National society and all the Provincial societies signed a Federation Agreement in March 2004.

The Federation is an unincorporated association with each society remaining independent in its own internal affairs.

1.2 The National Society

The national society is a non-profit organization registered as the Schizophrenia Society of Canada (SSC).

The governance of the SSC is by a Board of Directors, which is comprised of 16 members. Members who represent the provincial societies fill ten of the 16 positions. Each provincial society submits three names; the SSC selects one name from each province to represent that society.

A general election held every three years appoints five candidates. The Past President fills the remaining position. This is the only non-voting position on the Board.

1.3 The Federation Round Table

The Federation has a Members Round Table, which includes a representative from each society (provincial and national). Its purpose is to provide a mechanism for the societies to work together on an operation/implementation level.

The Members Round Table and SSC board connect through the SSC Chief Executive Officer's position (CEO). The CEO sits as the secretariat on the Roundtable and communicates the recommendations/decisions of the Roundtable to the SSC Board.

SSC Board members may attend the Roundtable meetings in their capacity as either a national or a provincial president.

1.4 Rights of Individual Members

Every member of a local chapter is a member of the provincial society. With this membership, they become a full member of SSC. As long as a member is in good standing with their provincial society, they have the right to:

- Vote for elected SSC board member at a general election (via national newsletter).
- Participate in Annual General Meetings, held in conjunction with the Annual National Conference.
- Receive the national newsletter (three publications annually).
- Qualify for special rates on selected events.
- Qualify as a nominee for elected positions on the SSC Board.



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 1.
FEDERATION RELATIONSHIP**

1.5 Role and responsibilities of the SSC Board

The Board provides leadership to the organization by:

- Ensuring continued stability of the financial resources.
- Ensuring there are sufficient qualified human resources available.
- Overseeing and evaluating executive performance.
- Ensuring and maintaining effective community relations.
- Establishing and providing ongoing evaluation of the organizations, vision, mission, values and strategic direction.

1.6 Strategic Direction for 2006 – 2009

The SSC has established a strategic plan to guide the programs, services, activities and organizational operations over the next three years. In conjunction with our mission – to improve the quality of life for those affected by schizophrenia and psychosis through education, support programs, public policy, and research – as a guiding principle the strategic priorities are:

- Work towards finding the cure for schizophrenia, aiding recovery and improving the quality of life for people with schizophrenia and their loved ones.
- Enhance overall organizational effectiveness and efficiencies in raising revenues and deploying resources.
- Cultivate, with our provincial, national and international partners, an organizational culture of trust, mutual respect, cooperation and accountability.
- Measure our performance, as judged by those whom we serve: individuals, family members and all Canadians living with schizophrenia; all provincial societies; donors; medical and allied professionals; and the Canadian public.
- With these priorities in place, the SSC has identified strategic objectives in five key areas. Over the coming years, our efforts will focus on:

Advocacy and Government Relations – We will continue to act as the national voice of Canadians living with schizophrenia by identifying, prioritizing and addressing relevant public policy issues and collaborating with government and other agencies.

Revenue Generation - We will enhance our ability to increase revenue in order to improve and expand our programs, services and activities for the benefit of individuals and families living with schizophrenia.

Family and Consumer Support - In partnership with the provincial Schizophrenia Societies, we will work towards providing consistency in programs and education to benefit people who live with schizophrenia across Canada.



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 1.
FEDERATION RELATIONSHIP**

Public Education, Awareness, Communications and Marketing – In partnership with provincial Schizophrenia Societies, we will create an integrated communications strategy that will result in widespread public awareness of schizophrenia and the various functions of SSC.

Research - Through the SSC Foundation, and in collaboration with the provincial Schizophrenia Societies, we will develop a greater profile for our national research program.

With these priorities and objectives in place, the SSC is eager to move forward on exciting, innovative and meaningful initiatives that will help achieve our goals. We sincerely hope - our volunteers, members, provincial partners, donors, sponsors and stakeholders – will join us in these efforts. Together, we can make a real and positive difference for every Canadian affected by schizophrenia and related mental disorders.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 2.
MISSION STATEMENT

**SCHIZOPHRENIA SOCIETIES NEW MISSION STATEMENT TO PROMOTE
IMPROVED QUALITY OF LIFE**

In April 2007, the Schizophrenia Society of Canada and the Provincial Schizophrenia Societies across the Country announced the launch of a new, joint mission statement that promotes improved quality of life for individuals and families affected by schizophrenia.

The new mission inspires the societies **to improve the quality of life for those affected by schizophrenia and psychosis through education, support programs, public policy and research.**

Today, the emphasis is rightly upon the possibility of recovery, not the mere reduction of suffering. Thus, a joint mission statement more accurately reflects the purpose of the work of the schizophrenia societies across Canada. It represents a shared passion to advocate for mental health services that are recovery oriented and enhance quality of life, that advance the needs rights and abilities of people living with and affected by schizophrenia and psychosis.”

The new statement extends beyond symptom reduction alone to promote the fact that there is hope for individuals and families to improve their quality of life. It integrates the importance of medical and psychiatric treatment to achieve maximum symptom relief and control with the myriad of other health, social and economic factors that can also add to a person’s quality of life. This will include but not be limited to: community-based psychiatric rehabilitation with access to psychological support services; peer support; family education; safe and affordable housing; adequate income security; meaningful work; court diversion programs and mental health courts.

Quality of life and recovery specifically related to the perspective of each individual, The new mission statement incorporates that individuality and it promotes the idea of working towards a quality of life and recovery level that is possible and appropriate for each person.

It does not focus on symptoms alone; it focuses on the future and it gives people hope that they may be able to achieve a better quality of life. With the right supports and services, it conveys real hope for a return to a quality of life that is meaningful (to the individual) and fulfilling.

The adoption of a joint mission also enhances the societies’ ability to speak with one united voice on behalf of those affected by the illness.

The Schizophrenia Society of Canada and the 10 Schizophrenia Societies across the country work independently and together to improve the quality of life of those affected by the illness through education, public policy, support and research.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 3.
INTRODUCTION TO GOVERNANCE

BOARD GOVERNANCE -THE CARVER MODEL

The SSNS has elected to base their ideals of leadership and governance on the concepts established by John Carver, “Boards That Make a Difference: A New Design For Leadership”.

This modern approach to governing enables a non-profit organization formed from volunteers to lead effectively. Excellence in governance begins when boards recognize that policymaking is the central role of Board Governance and that policies represent the values and perspectives that the Board uses to define its function. To the extent that this board wishes to provide strategic leadership, it will make policies explicit and consistent and require that the organization adhere to them.

Policies that govern the organization divide into four categories:

1. Mission and Ends Policies

These define what is to be achieved in the context of what needs are to be met and at what cost or relative worth. The SSNS presents their policies in their statement of “Mission and Ends Policies” (pages 8-9) in the form of a preamble to illustrate the values and perspective of the Boards beliefs.

2. Executive Director Job Description Policy

This policy defines the Executive Directors responsibility and accountability to the Board. The End Policies are expanded to a more detailed level in the form of sub-statements describing specific items of achievement required.

3. Executive Limitations Policies

These are those principles of prudence and ethics that limit the choices that the executive and staff may use as means to execute their responsibilities.

4. Board – Executive Relationship Policy

This defines the manner in which the Board represents the “ownership” and passes power to the executive. The Board and Executive Director constitute a leadership team. Clear definition of their responsibilities enables the team to function in harmony. The Board has a right to expect performance, honesty and straightforwardness from its staff. The staff has a right to expect the Board to be clear about the rules, not to interfere with the staffs work, and to speak with one voice in presenting direction and information to the ownership and staff.

Excellence begins in the Board Room. Boards can be successful strategic leaders if they develop their group responsibility. Every board member must accept that responsibility and members must participate in the discipline and productivity of the group. However, excellence can also be lost as board members complete their terms of office. Orienting new members will help to institutionalize the governance process and prepare the new members for participation. It is crucial that new members learn the principles of Policy Governance depicted here and in the Carver Model.



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 4
CHAPTER FORMATION**

CHAPTERS

A Chapter of the SSNS means a group of members of the Society resident in a geographical area that has met the requirements of the Board of Directors for recognition and representation. The conditions for formulation of a Chapter are:

1. Ten (10) or more persons residing in their geographic area may apply to the SSNS board for authority to form a Chapter.
2. Within thirty days of receipt of the authority, the founding members shall give notice of and hold a general meeting to elect a Board of Directors and to develop by-laws.
3. Each Chapter shall develop its own by-laws that must be consistent with the SSNS by-laws and approved by the SSNS Board. After approval by the Board, the by-laws shall be submitted to the Nova Scotia Registry of Joint Stocks.
4. The Chapter Board shall be no less than five (5) or more than nine (9) persons who are elected by the members of the Chapter.
5. Governance and management of the chapter shall be in accordance with the Carver model as illustrated in Section 3.
6. Report on its activities to the SSNS at the Annual General meeting. Submit a membership list at least two months prior to the annual meeting.
7. Submit the required membership fees to SSNS to maintain Provincial and Federation membership status.
8. Offer candidates for positions as Board members of the SSNS and SSC.

Every incorporated chapter will be financially independent of the SSNS in that it should raise its own funds and be responsible for its own employees, financial control, budget, accounting, and audit and reporting. The Chapter will maintain a Register of Members, set the amount and collect membership fees. Membership fees are renewable on 1 September each year. Memberships renewed prior to August 31, 2007 have a membership that expires on August 31, 2008. All members receive email notices, information matters, the Bulletin and a free subscription to Schizophrenia Digest. Chapters will notify SSNS of new memberships on a monthly basis. The notification will request a tax receipt for membership dues paid and include the fee portion required to maintain Provincial and Federation membership status. The SSNS will provide tax receipts for all members' fees against the registered charity status of the SSNS.

Incorporation as a Chapter is not required if an existing group wishes to remain as an independent support entity. However as stated in the SSNS By-Laws, incorporation is required if a group wishes to be called a Chapter of the SSNS, and to have its Chapter Board members eligible to vote at meetings of the SSNS. Non-incorporated groups are not entitled to use the registered charity status of the SSNS for tax receipts.



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES**

**SSNS
Board Governance Policies**

Table of Contents

1. Mission and Ends Policies	8 - 9
2. Executive Director Job Description Policy	10 -12
3. Executive Limitations Policy	13 -15
4. Board/Executive Relationship	16



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES**

MISSION AND ENDS POLICIES

Mission

The mission of the Schizophrenia Society of Nova Scotia (SSNS) is “*to improve the quality of life for those affected by schizophrenia and psychosis through education, support programs, public policy, and research*”.

The core idea is one of believing that people with mental illnesses like schizophrenia can live a life of quality. The focus of the SSNS will be to promote the goal that each individual will be able to return to a quality of life which meets each person’s own perception of needs and expectations.

To fulfill this mission the SSNS must first sustain itself financially to ensure that it may continue to meet its objectives in support of the community and its membership.

The effectiveness of how the mission is achieved will be measured by the overall success in meeting the *Ends* outlined in this document. In some instances, specific results are defined, in others less tangible measures are available and the degree of success will be based on a subjective analysis of results reported in the annual presentation by the Executive Director.

Ends Policy 1.0

Sustainability

Sustainability depends on having the financial resources to implement the planned programs and to make the most efficient use of the resources in conducting the business of the SSNS. The measure of success will be seen in growth of membership, increases in the number of registered Chapters and informal groups/meetings, and sustained increases in revenues. In this first year of operation under these guidelines the goal will be to maintain 2006/2007 revenues; to establish a target to achieve an increase in revenue of 15% in 2008/2009 and to sustain a minimum 5% increase in revenue each succeeding year.

Ends Policy 2.0

Facilitate Mutual Support, Education, and Disseminate Information

New effective and efficient treatments in health services continue to be developed for individuals living with schizophrenia spectrum disorders, their families and their supporters. The SSNS is expected to be knowledgeable on all these services and to provide support and assistance to members, individuals living with schizophrenia and psychosis, their families and supporters and related organizations. Collaboration is essential with government agencies, health service providers, community-based non-profit organizations, and private business in educating and disseminating the most current information and knowledge about schizophrenia. Facilitation is intended to mean the establishment and maintenance of contacts with institutions, government agencies, medical professionals and social assistance groups to have the best information available for use, along with the development of programs to assist in educating groups and disseminating information.



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES**

Ends Policy 3.0

Government Legislation, Regulations and Policies

The SSNS's voice must be heard by all those agencies that initiate change in the treatment and care of individuals living with schizophrenia spectrum disorders. It is well established that mutual support activities represent a low-cost supplement to formal mental health services, and provide significant benefits to both individuals and to the mental health system. Therefore, through cooperation with the Schizophrenia Society of Canada, local Chapters, related organizations, and with individuals, the SSNS will participate in improving treatment and health care programs generally and will advocate for increased support to families and caregivers giving aid to individuals who are living with schizophrenia and psychosis.

Ends Policy 4.0

Support to Individuals and Caregivers

The SSNS will encourage and facilitate support to individuals living with schizophrenia spectrum disorders and their families. There should be no restrictions to the scope of this activity. It covers the full spectrum of conditions emergency care, financial support, housing, living conditions, specialist health care and dental care, stress management, elimination of stigma, and all conditions that may be experienced by those coping with mental health disorders.

Ends Policy 5.0

Research

The SSNS will support cost-effective and evidenced-based research into treatments for schizophrenia and psychosis. The immediate objective is to advocate for early intervention, best treatment options, and recovery. The long-term goal is to seek treatments to prevent the onset of the disease and to achieve a cure for those who suffer from these brain disorders.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES

EXECUTIVE DIRECTOR JOB DESCRIPTION POLICY

The Executive Director is responsible and directly accountable to the Board for establishing the means to achieve the provisions of the Board's priorities and policies on *Ends* and for acquiring, organizing and directing staff to accomplish these *Ends*. The order in which the Ends Policies are presented (pages 8 & 9) and in which specific responsibilities are described represent an order of sequential priority for the activities. It is not intended to indicate that any one is more important than another.

All operations of the Schizophrenia SSNS of Nova Scotia, including the management and direction of staff, will be within the boundaries of prudence and ethics established in Board policies on Executive Limitations and in compliance with any other specific conditions contained in this document.

Board monitoring policy is conducted by:

- 1 Executive Annual Report A written report presented verbally by the Executive Director at a Board meeting in the last quarter of the fiscal year. The report will address activities and progress made in achieving the SSNS's *Ends*. It is the responsibility of the Executive Director to provide data that will enable the Board to feel reasonably assured of performance.
- 2 External Audit The Board may, at its discretion, select an external resource to measure staff compliance with respect to a specific policy.
- 3 Direct Inspection The Board may assign one or more Board members to check compliance with a specific policy. This may require an on-site inspection or inspection of a staff document. Board members will have no authority to direct any staff member. The member(s) will report their findings directly to the Board.

Executive Director *Evaluation and Assessment of Performance* is measured by the degree of success achieved in meeting the Board's Ends Policies and not violating the Executive Limitations Policy. This is what is expected from the organization as a whole. There is no distinction between Organization performance and Executive Director performance. Monitoring performance is a continuous process largely achieved through written submission by the Executive Director at regular meetings of the Board, the Annual Report, and observation of activities throughout the year. The Board as a whole will make a written evaluation of the Executive Director's performance annually. The assessment will be discussed with the Executive Director by the Board's President and Vice President in a private meeting.

Ends Policies and Responsibilities

1. Sustainability

The shared Mission of the SSNS is "*To improve the quality of life for those affected by schizophrenia and psychosis through education, support programs, public policy, and research*". It follows; therefore, that the first priority of the organization, led by the Executive Director, is to extend its influence throughout the Province of Nova Scotia by the quality of its service. And with a continued and sustained effort to increase membership, encourage the development of both formal and informal Chapters and informal groups meeting in communities, and to implement effective fund raising campaigns to ensure an adequate and continuing source of funds from year to year to



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES**

finance the cost of operation.

- Keep records of membership for SSNS and Chapters
- Collect Fees and issue tax receipts
- Report status of memberships at the annual meeting

2. Facilitate mutual support, education, and disseminate information

The SSNS is a self-sustaining component of a Federation that includes the Schizophrenia Society of Canada and nine other Canadian provincial societies. There are also separate Chapters throughout Nova Scotia who look to this Regional Office for guidance and direction in their activities. The SSNS office is a point of contact throughout the province for information about schizophrenia and the services available. Information is distributed through the preparation or distribution of publications, newsletters, correspondence and a dedicated website. The Executive Director will coordinate and respond to all requests for education, support to individuals living with schizophrenia spectrum disorders and their families and supporters, and information including the production of required publications, media content, and electronic communications.

3. Government Legislation, Regulations and Policies

Several Government departments and organizations are linked by having direct responsibility for the provision of services and support to individuals living with schizophrenia spectrum disorders and through mutual concerns for the wellbeing of these individuals, their supporters, caregivers and their families. The Executive Director's specific responsibilities for liaison with these departments and organizations are to:

- **Nova Scotia Department of Community Services**
 - 1 Provide support for alternative funding of recovery positions in Planning and Development.
 - 2 Collaborate with the Employment Support Division for additional core funding and provision of consumer volunteers.
 - 3 Advocate for increased financial support to reduce the poverty affecting many individuals who live with schizophrenia spectrum disorders.
 - 4 Support initiatives by the Metro Non-Profit Housing Association and other community organizations providing or advocating for improved housing services and extending the federal homeless funding model to people not presently served.
- **Nova Scotia Department of Health**
 - 1 Represent the SSNS on the Nova Scotia Mental Health Services Steering Committee.
 - 2 Participate on mental health services restructuring committees.
- **Nova Scotia Department of Justice**
 - 1 Monitor the effectiveness of the *Involuntary Psychiatric Treatment Act*. Keep the board informed on developments and any proposed changes during the evaluation period.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES

- 2 Support creation of a Mental Health Court system in Nova Scotia.
- 3 Establish contact with the Nova Scotia representative on the Canadian Mental Health Commission and seek representation as a mental health stakeholder in Nova Scotia.

- **Dalhousie University**

- 1 Represent the SSNS on the Dalhousie Chair - Psychosis Hiring Committee
- 2 Represent the SSNS in support and development of the appropriate form of a Mental Health Court system for Nova Scotia.

- **Capital Health District**

- 1 Liaise with Non Profit organizations within the Capital Health District having similar or related interests in improving services to mental health consumers and their families. Seek opportunities to utilize their resources

4. Encourage and facilitate support to individuals living with schizophrenia spectrum disorders and their families

Individuals living with mental illness Nova Scotia suffer higher mortality rates and have significant problems getting appropriate care for their physical health despite their greater risk. (Dr. Stephen Kisely - Dalhousie University Research Study.) Advocate for improvements to basic health services by providing regular (annual) medical and dental checkups as preventive measures. Make those living with mental illness, and their families, the central focus of this activity. Build on and complement initiatives already underway. Put emphasis on evidence-based mental health policies and methods of service delivery. Make the elimination of stigma and discrimination faced by those living with a mental illness a factor in achieving this *End*.

5. Research

Support cost effective and evidence-based research into treatments for schizophrenia and psychosis. The immediate objective is to advocate for early intervention, best treatment, and recovery. The long-term goal is to seek treatments to prevent the onset of the disease and to effect a cure for those who suffer from these brain disorders.



**SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES**

EXECUTIVE LIMITATIONS POLICIES

Executive Limitation Policy 1.0

Organizational Practice¹

The Executive Director may neither cause nor allow any organizational practice that is imprudent or unethical.

Executive Limitation Policy 2.0

Image or Credibility²

The Executive Director may not endanger the image or credibility of the Schizophrenia SSNS of Nova Scotia in the public or private sectors, particularly in ways that would hinder the accomplishment of its mission.

Accordingly, the Executive Director may not:

1. Create the perception of nepotism or conflict of interest.
2. Distribute documents of poor appearance or with inaccurate, misleading or politically insensitive content.
3. Fail to provide timely records of decisions taken at meetings of the Society or allow more than five working days to elapse before presenting minutes of meetings for signature.

Executive Limitation Policy 3.0

Staff Treatment³

With respect to treatment of paid and volunteer staff, the Executive Director may not cause or allow conditions that are inhumane, unfair or undignified. Accordingly, the Executive Director may not:

1. Discriminate among employees.
2. Fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.
3. Withhold from staff a due-process grievance procedure.
4. Fail to advise staff of their rights under this policy.

Executive Limitation Policy 4.0

Communication and Support to the Board⁴

With respect to providing information and counsel to the Board, the Executive Director may not permit the Board to be uninformed. Accordingly, the Executive Director may not:

¹ Carver, J. *Boards that make a difference: a new design for leadership in nonprofit and public organizations*; Jossey-Bass: San Francisco, CA, 1997; p 83.

² *Ibid.*; p 99.

³ *Ibid.*; p 96.

⁴ *Ibid.*; p 97.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES

1. Neglect to submit data required by the Board in a timely, accurate and understandable fashion.
2. Let the Board be unaware of relevant trends, anticipated negative media coverage, and material external and internal changes, and particularly changes in assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the Executive Director's opinion, the Board does not comply with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behavior that may be detrimental to the work relationship between the Board and the Executive Director.
4. Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
5. Present information in unnecessarily complex or lengthy form.
6. Fail to provide a mechanism for official communications with the Board.
7. Fail to deal with the Board as a whole except when
 - (a) Fulfilling individual requests for information or
 - (b) Responding to officers or committees duly charged by the Board.
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

Executive Limitation Policy 5.0

Financial Planning⁵

Budgeting for any fiscal period or the remaining part of any fiscal period shall not deviate materially from Schizophrenia SSNS of Nova Scotia Ends priorities; risk financial jeopardy or fail to show a generally acceptable level of foresight. Accordingly, the Executive Director may not cause or allow budgeting that:

1. Contains too little information to enable accurate projection of revenues and expenses; the separation of capital and operational items; cash flow and subsequent audit trails; and disclosure of planning assumptions.
2. Plan the expenditure of more funds in any fiscal year than are received, or conservatively projected to be received, in that period.
1. Allows the reserves in the general fund to fall below two months of operating expense requirements.
2. Fails to provide for an audit either internal or external.
3. Is not compatible with or derived from the current or multiyear financial forecast.

⁵ *Ibid.*; p 94.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES

Executive Limitation Policy 6.0

Financial Condition⁶

With respect to operating the Schizophrenia Society of Nova Scotia in a sound and prudent fiscal manner, the Executive Director may not jeopardize the long-term financial strength of the organization. Accordingly, the Executive Director may not:

1. Cause the Schizophrenia Society of Nova Scotia to incur indebtedness other than trade payables incurred in the ordinary course of doing business.
2. Use restricted contributions for any purpose other than that required by the contribution.
3. Settle payroll and debts in other than a timely manner.
4. Allow expenditures to deviate materially from Board stated priorities.

⁶ *Ibid.*; p 90.



SCHIZOPHRENIA SOCIETY OF NOVA SCOTIA
SECTION 5
SSNS BOARD GOVERNANCE POLICIES

BOARD/EXECUTIVE DIRECTOR RELATIONSHIP POLICY

Board Governance

The Board exists to own the organization on behalf of a larger ownership comprising all the members of the SSNS. The Board is a corporate entity entrusted by its owners to govern and to lead the organization. If the Board is to lead, then on any given issue, it must speak with a single voice. This one voice principle does not require or imply unanimity. On the contrary, the Board must embrace all the diversity it can on behalf of the ownership. Rarely will a vote be unanimous on any one issue. Those Board members who are not on the majority side of a vote must, however, accept that the Board has spoken and its decision is now to be implemented. The Board must never present conflicting messages to the ownership or its staff. The principle of speaking as a group must be mastered or the Board has little power to lead. A board speaks with one voice ...or it does not speak at all.

Board decisions are predominantly policy decisions. Its policies fit into four categories:

Ends – These are mission-related policies that embody the Board’s vision and the organization’s reason for being.

Executive Director Job Description – The Board clarifies the manner in which it delegates authority, defines the scope of work, and sets performance expectations. The Executive Director Job Description provides guidance on how performance will be evaluated. Since there is no difference between the SSNS’s performance and Executive Director performance, the Board limits its evaluation to the achievements of the Executive Director. The Executive Director has the responsibility to lead and direct staff and to evaluate their performance.

Executive Limitations – The Board delegates responsibility for achieving the *Ends* to the Executive Director. It is not involved in directing the staff nor in determining which staff methods and responsibilities are assigned. The *Executive Limitations* limit the means by which the *Ends* can be achieved.

Board/Executive Relationship – The Board and Executive Director constitute a leadership team. Clear differentiation of their roles and responsibilities enable them to fulfill and excel in them, mutually support each other and influence each other to ever-greater integrity and capability for leadership.

The Board has a right to expect performance, honesty and straight forwardness from its staff. The Board may be understanding about performance, but should never bend on integrity. In turn, staff rightfully expect the Board to be clear about the rules and follow them to do their own job of policy governance (using the Carver model), not to interfere with the staff’s work, and to speak with one voice.