



AMERICAN ASSOCIATION *of* PHYSICISTS IN MEDICINE
Advancing the Science, Education & Professional Practice of Medical Physics

GOVERNANCE ASSESSMENT PROJECT

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DISCLOSURES

- No Conflicts of Interest
- No Financial Disclosures



LEARNING OBJECTIVES

- Understand governance and management structure of well-performing non-profit organizations
- Describe components of the AAPM quality improvement (governance assessment) project
- Discuss rationale, advantages, and potential challenges of proposed adjustments to the AAPM structure



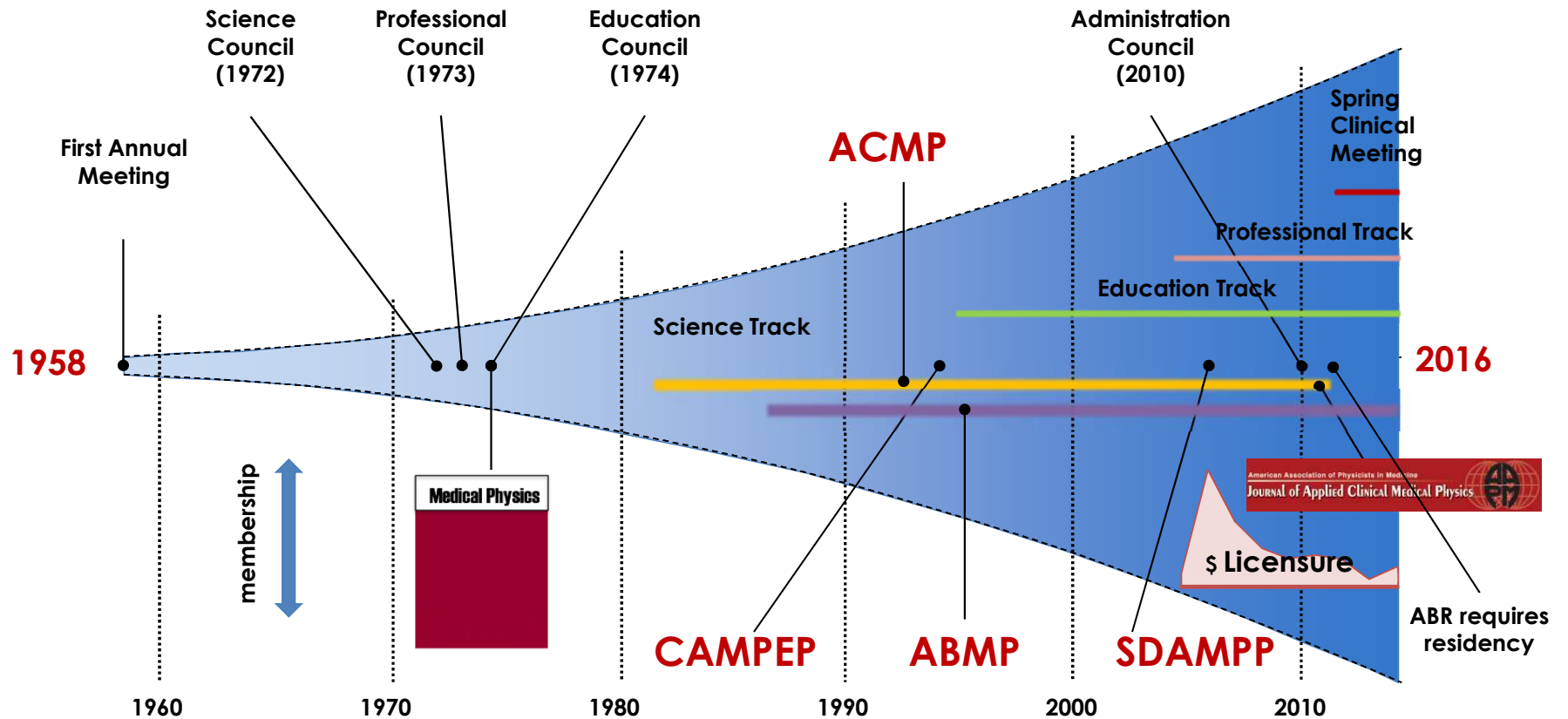
CULTURAL SHIFTS IN HEALTHCARE

- Evidence-based medicine
 - Practice informed by science
- Precision medicine
 - Quantification and personalization of care
- Value-based medicine
 - Scrutiny on safety, performance, consistency, stewardship, ethics
- Comparative effectiveness and meaningful use
 - Enhanced focus on actual utility

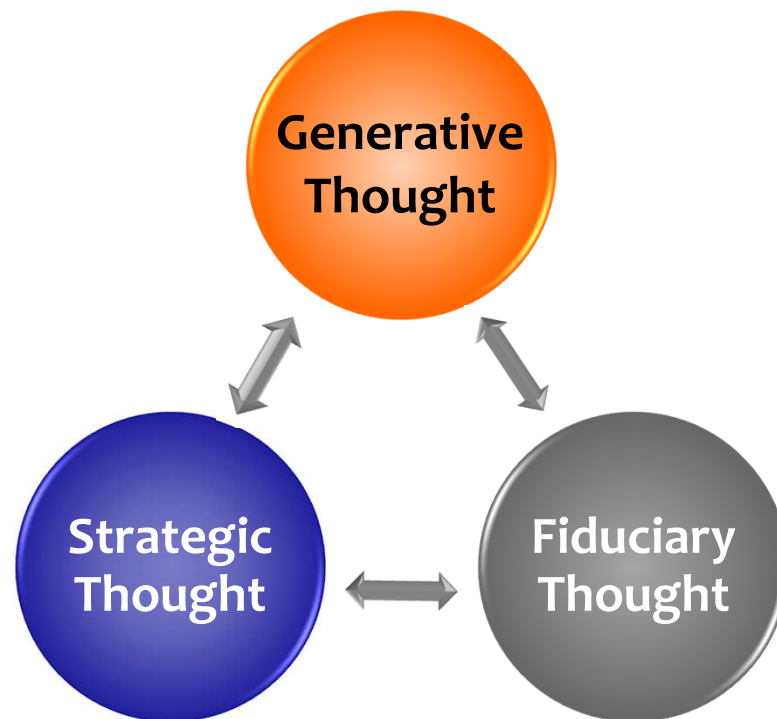


MEDICAL PHYSICS IS CHANGING

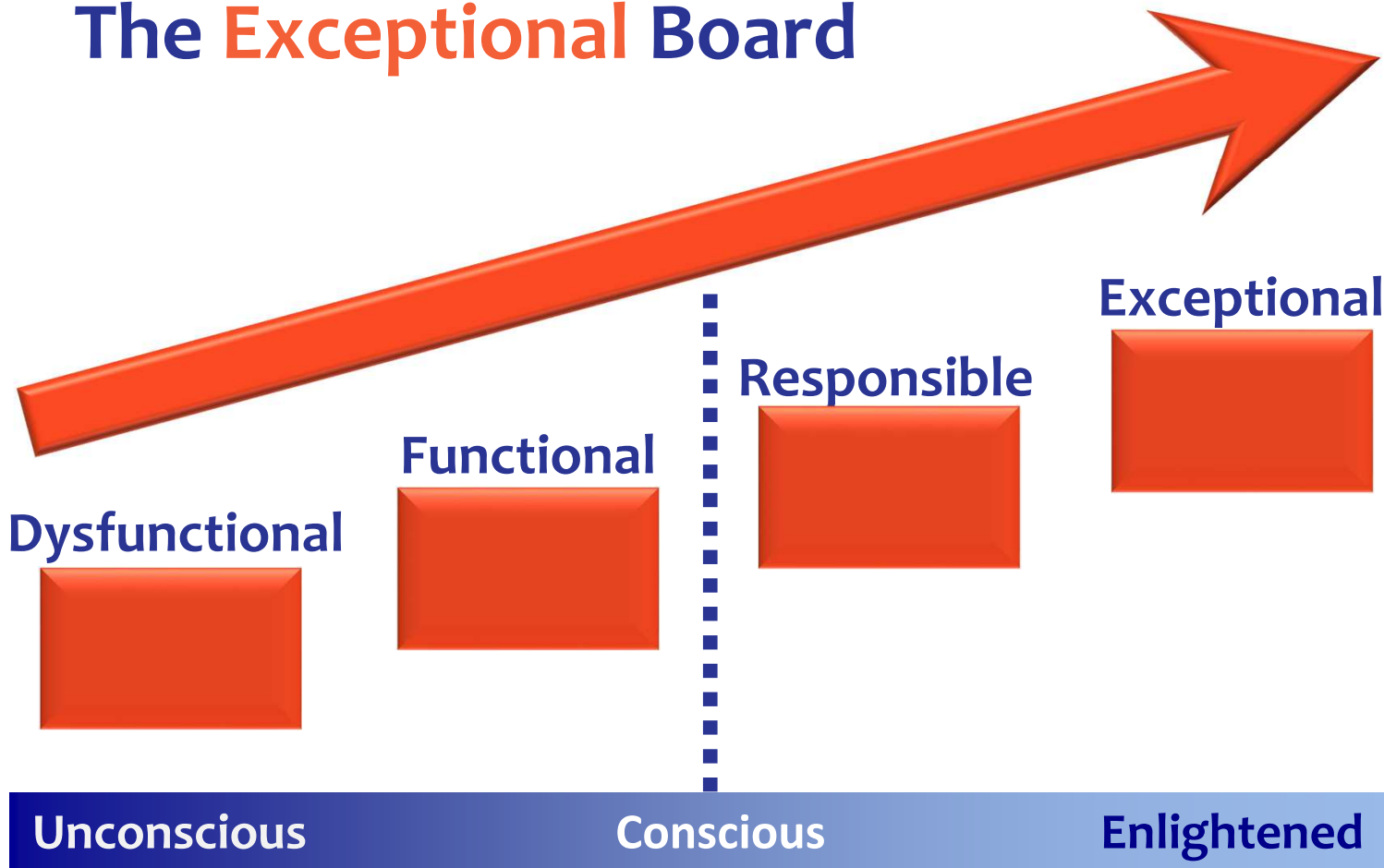
Compliance	→	Excellence
Intrinsic	→	Extrinsic
Equipment	→	Operations
Specifications	→	Performance
Quality	→	Consistency
Presumption	→	Impact



Governance as Leadership



The **Exceptional** Board



What are the Core Responsibilities of a Nonprofit Board?





PRINCIPAL BOARD RESPONSIBILITIES

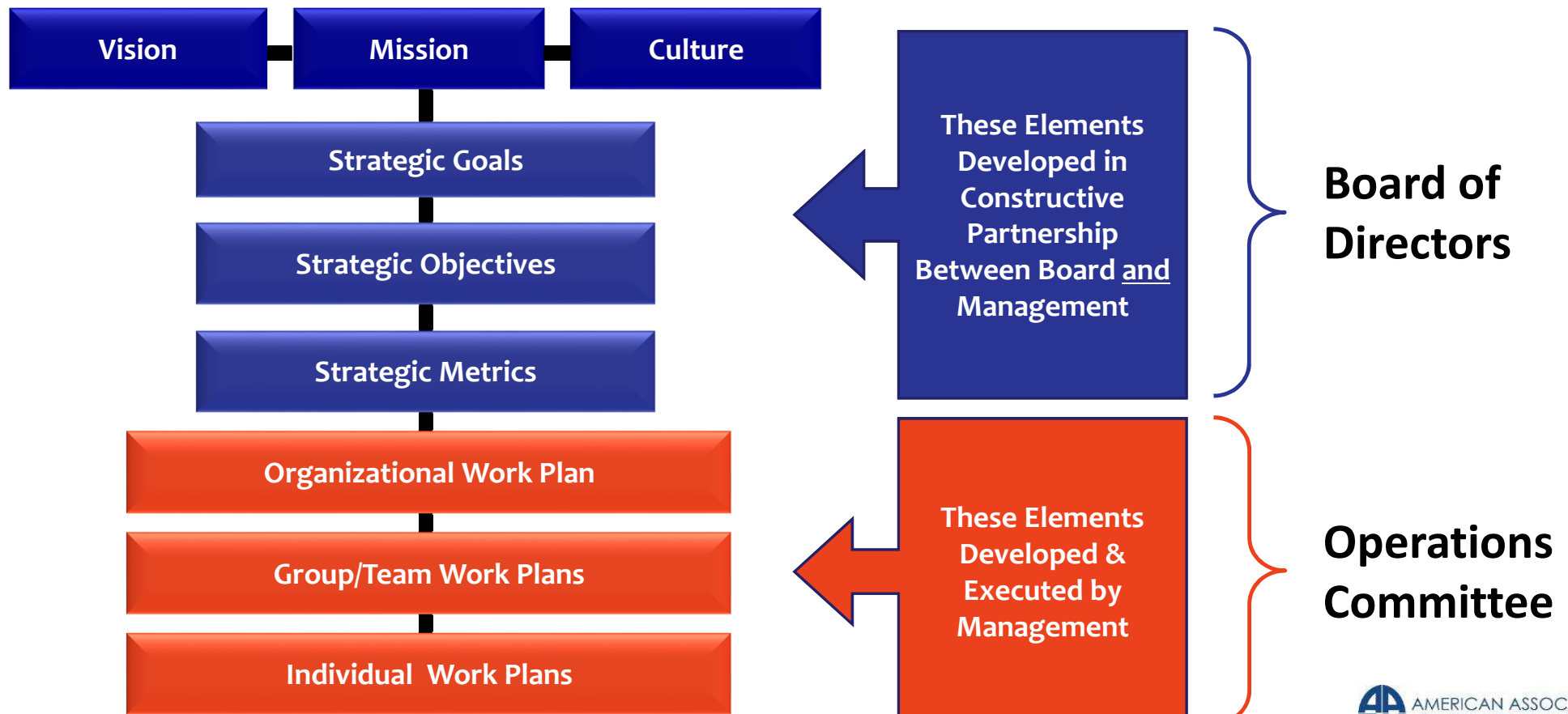
- Governance and leadership
 - Evaluate composition, knowledge, and effectiveness of the board
 - Develop future board members and organizational leaders
- Strategic direction, thinking and plan
 - Develop and clarify organizational goals
 - Evaluate opportunities and formulate organizational strategies
 - Assess performance of strategy via critical success factors and benchmarks



PRINCIPAL BOARD RESPONSIBILITIES

- Monitor ethics and financial integrity of the organization
- Ensure needs of the members are being satisfied
- Provide oversight and support of the Executive Director
- Evaluate organizational performance and operational results

Strategic Planning Elements





HOW WE GOT TO THIS POINT

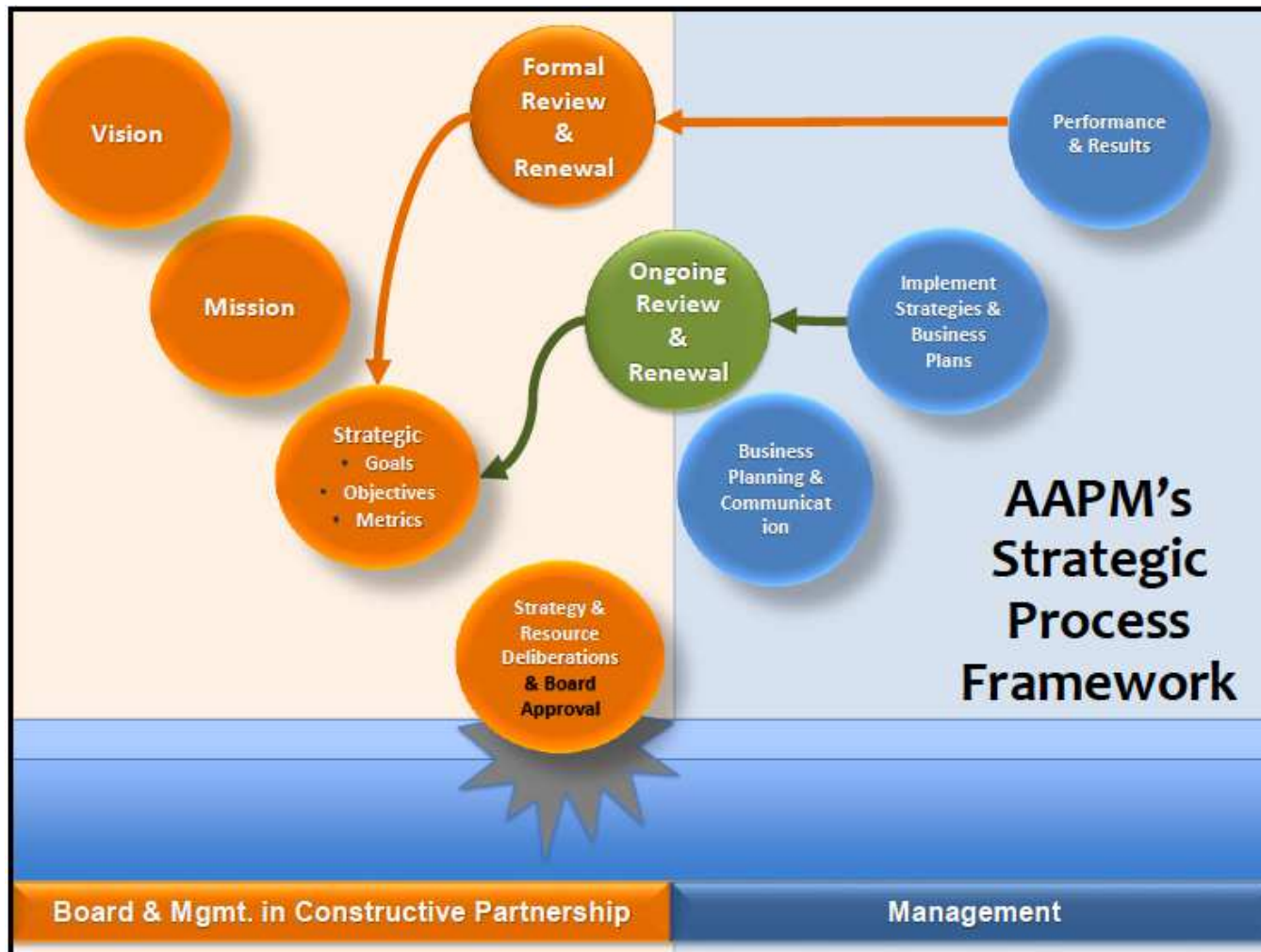
- AAPM is a great organization
- Governance assessment = Quality improvement
- Important elements for this QI project
 - Quantum Governance, L3C consultants
 - Strategic Planning Committee (SPC) of the AAPM
 - Ad Hoc Committee on Governance Assessment (AHCGA)
 - TG281 Governance Assessment Communications Plan



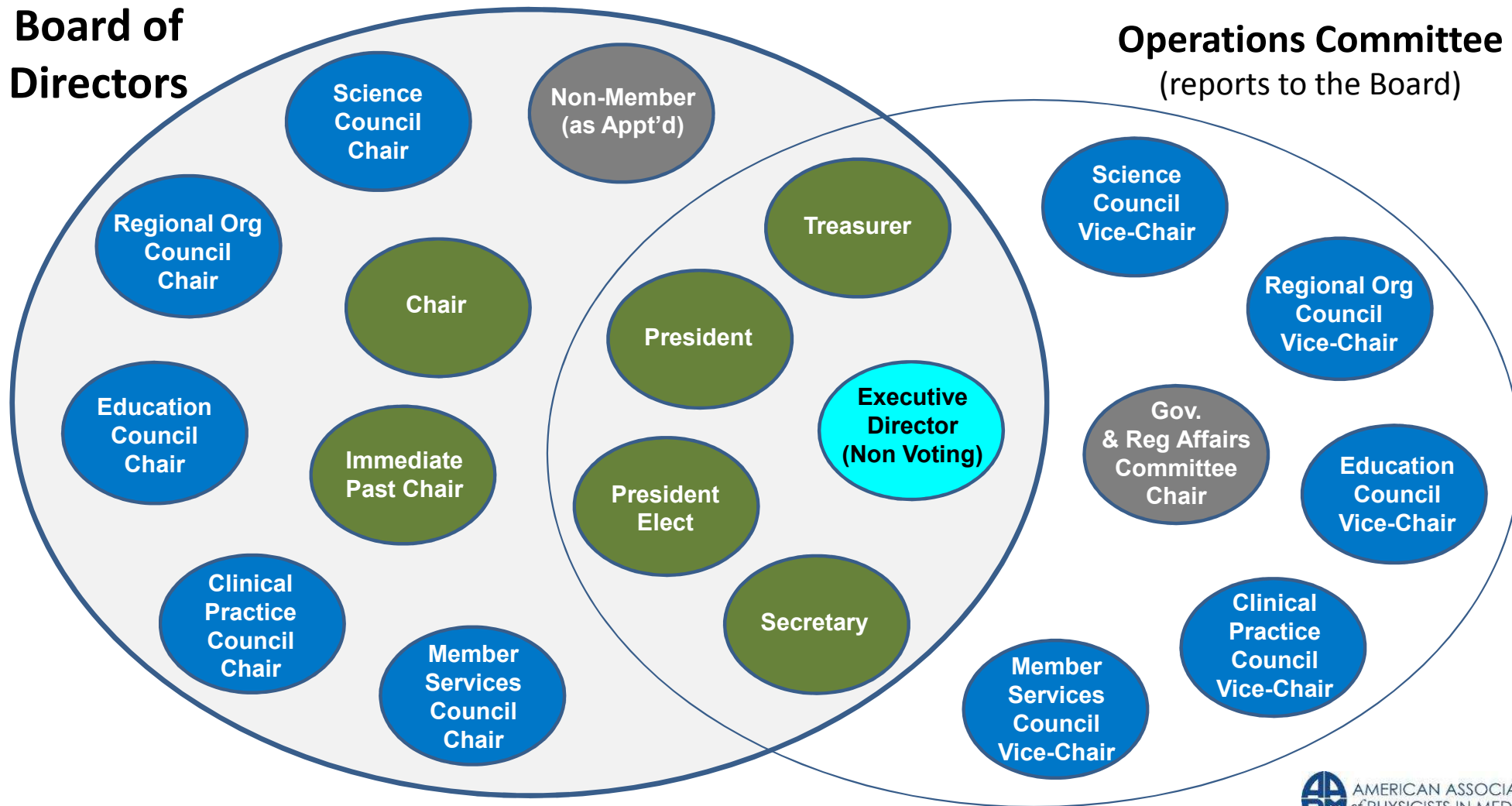
MAJOR AHCGA RECOMMENDATIONS

- Ensure the AAPM is led by its major member stakeholder groups
 - Clinical, Science, Chapters, Imaging, Therapy
- New configuration of AAPM leadership
 - Create an operations group led by the President (EXCOM is no longer needed)
 - Reduce the size of the Board but consisting of major member stakeholders
- New Council structure
 - Science, Regional Organization, Education, Clinical Practice, Member Services

Courtesy of Quantum Governance, L3C



Board of Directors

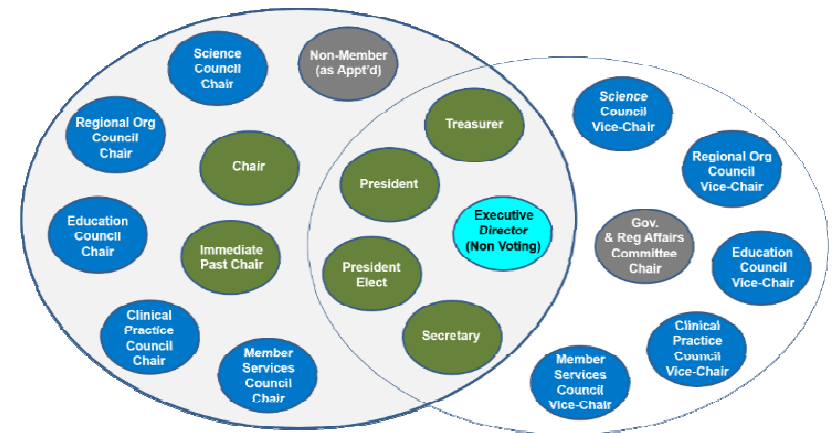


Operations Committee (reports to the Board)



CLINICAL PRACTICE COUNCIL

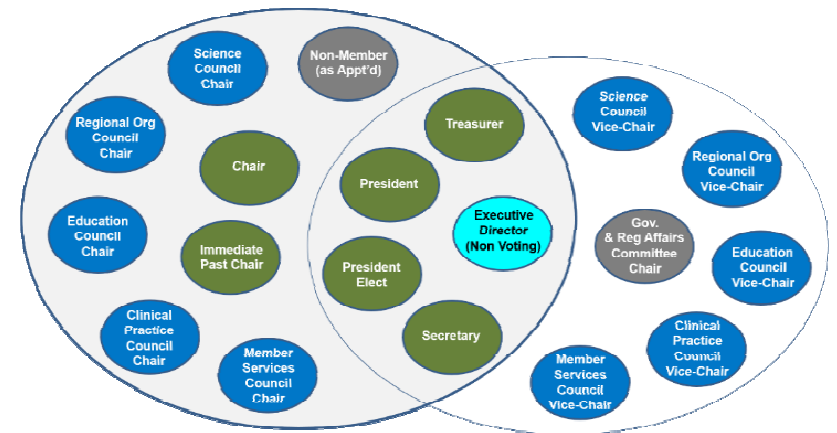
- Stewardship of the profession of clinical medical physics
- Accreditation and credentialing
- Vendor relations
- Practice guidelines
- Regulatory and legislative affairs
- Patient communications
- Media response to clinical issues





MEMBER SERVICES COUNCIL

- Membership Committee
- Publishing and e-presence
- Journals Management
- Meetings
- Ethics
- Awards & Honors
- History





EDUCATION COUNCIL

- Maintains most of its current structure and charges
- Combines the International Educational Activities Committee and the International Affairs Committee under Education Council for better coordination of activities

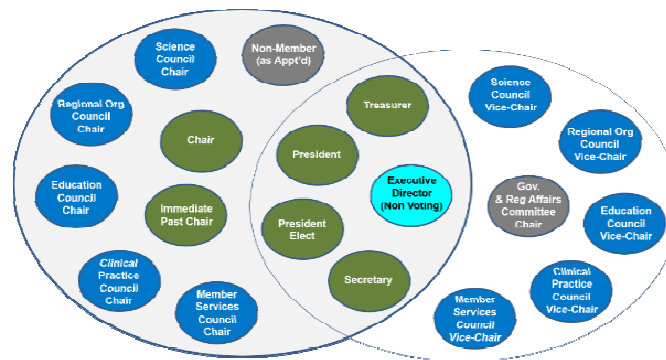


REGIONAL ORGANIZATION COUNCIL

- The profession has not realized optimal value from a collaboration of AAPM with its Chapters
- Ensures synergy and coordination of Chapter activities with AAPM's more comprehensive efforts
 - Education, vendor support, regulatory, communication, cultivate AAPM leadership
- Identifies Chapter needs, develops and maintains performance standards, and secures resources to achieve goals

SCIENCE COUNCIL

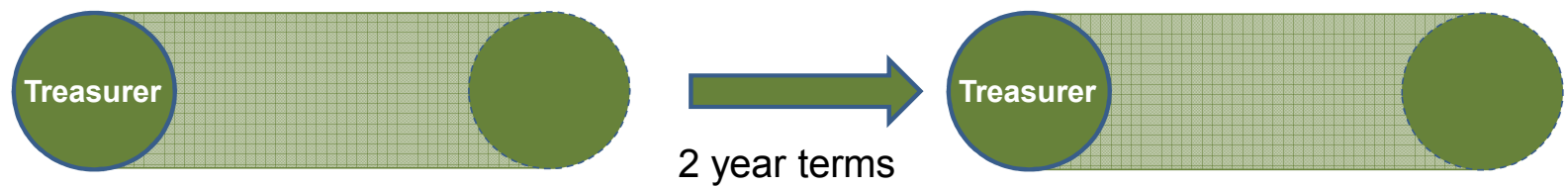
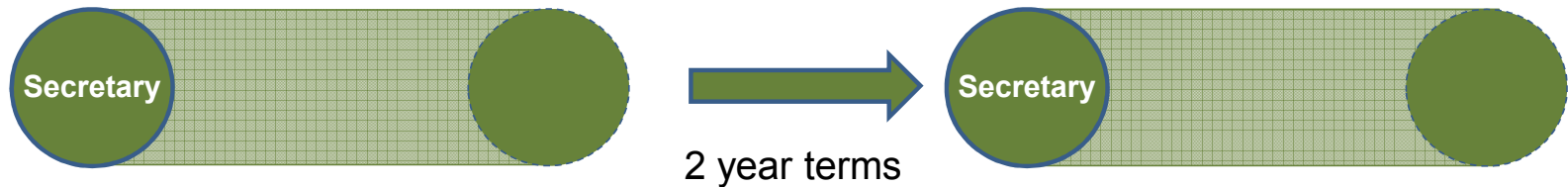
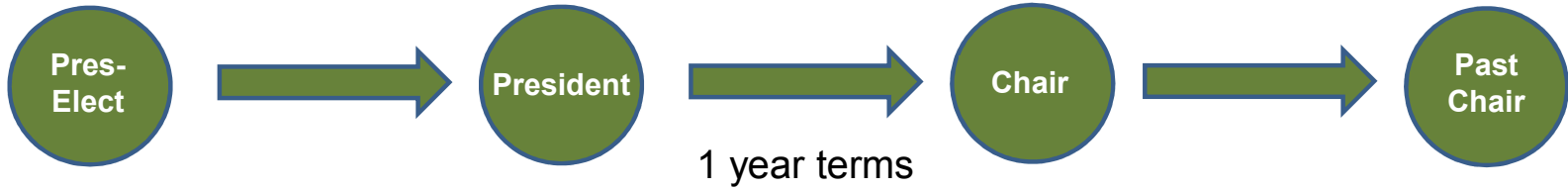
- Generally consistent with current structure
- Responsible for governmental aspects of research funding





NON-MEMBER SEAT ON THE BOARD

- Purpose
 - Ensure expertise not typically obtainable through member appointments, e.g.: hospital administrator, legal, marketing, sales, non-profit revenue generation
- Why make this a Board position?
 - Get best qualified person possible
 - Establish a long-term relationship for the benefit of AAPM and the profession



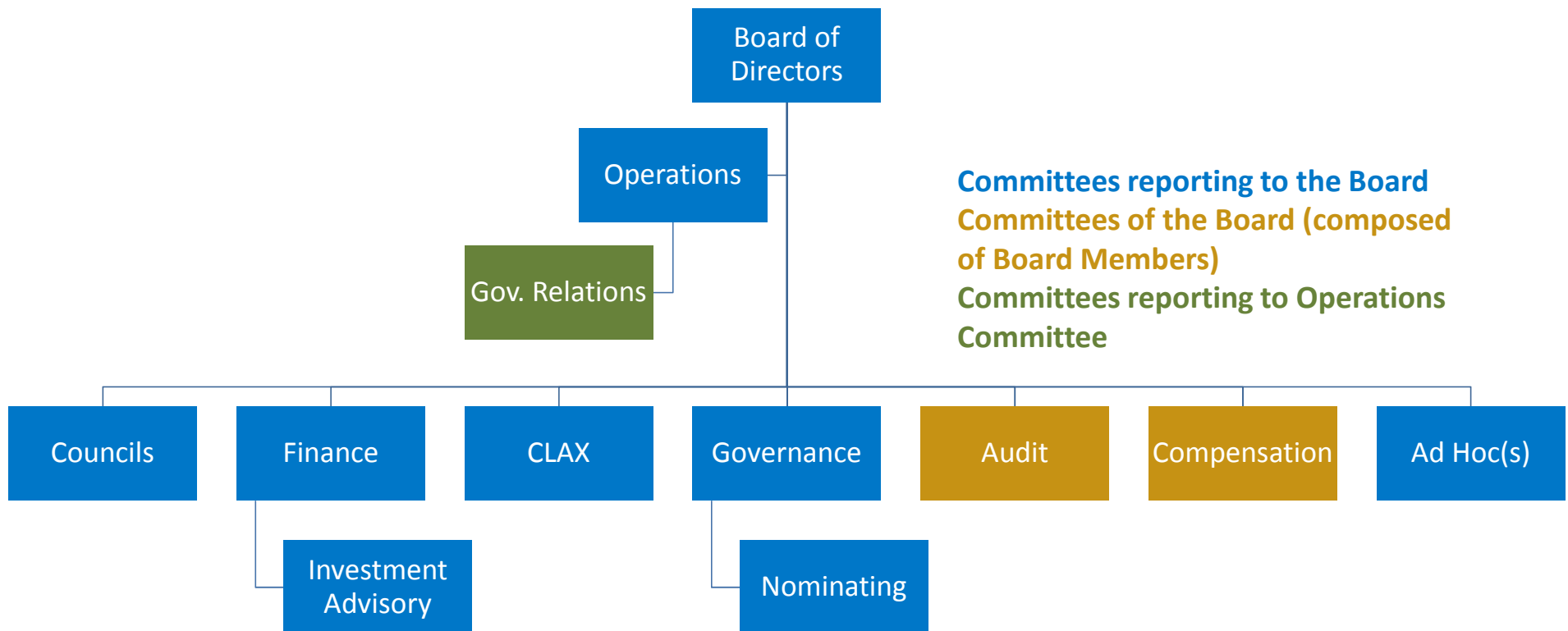


OTHER AHCGA RECOMMENDATIONS

- Board members need to be elected by General Membership
 - Vice-chairs succeed to council chair (Board) after two-year term
 - Executive Director and non-member directors are appointed by the board
- Create a new Governance Committee
 - Tasked to develop and ensure governance skills of board members and diversity
 - Chaired by the Secretary



RECOMMENDED GOVERNANCE STRUCTURE





COMMITTEES OF THE BOARD

- **Audit Committee**
 - Monitor the AAPM's accounting policies, internal controls, and independent auditors
- **Compensation Committee**
 - Recommends compensation for AAPM Executive Director
 - Consists of the Presidential Chain and the Board



NEW COMMITTEES REPORTING TO THE BOARD

- Operations Committee
 - Tasked with addressing day-to-day activities and implementing strategic vision
- Governance Committee
 - Create and assess job descriptions for all AAPM leadership positions



EXISTING COMMITTEES REPORTING TO THE BOARD

- Finance Committee
 - Assess the financial condition of the AAPM, expenditures, and savings
- Calibration Laboratory Executive Committee
 - Ensures that Dosimetry Calibration Laboratories meet AAPM criteria for Accreditation of Dosimetry Calibration Laboratories and decides on related matters
- Board-appointed Ad Hoc Committees



OPERATIONS COMMITTEE

- Meant to replace EXCOM so that AAPM Members are running day-to-day activities of the organization rather than the Board
- Chaired by the President
- Refocus committee efforts for more effective operations

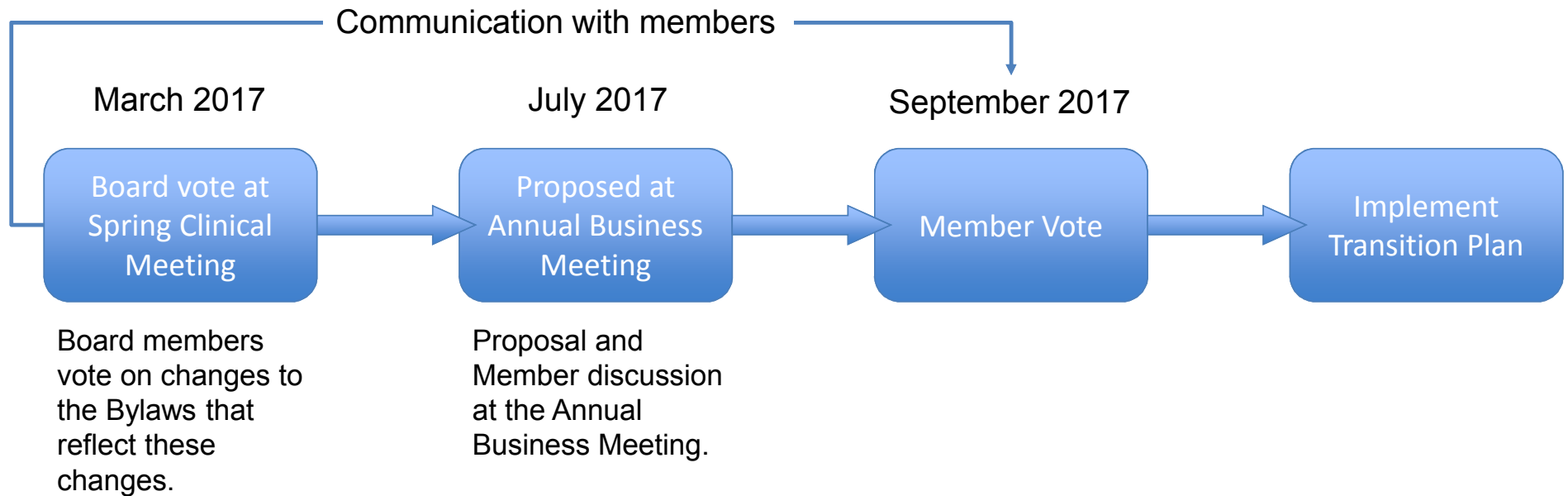


GOVERNMENT & REGULATORY AFFAIRS COMMITTEE

- Advises on legislative and regulatory issues related to governmental or non-governmental entities
- Committee chair is a part of the Operations committee
- The committee reports to the Operations Committee



STEPS LEADING TO SUCCESSFUL CHANGE





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QUESTIONS & DISCUSSION
