



Governance Charter

Effective January 15, 2008

Approved by the Board of Directors on
January 15, 2008

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NOVA SCOTIA PRESCRIPTION MONITORING PROGRAM

SECTION I

GOVERNANCE CHARTER

Policy Objective

1. In addition to legal duties defined by common law or by statute, it is now widely accepted best practice for governing boards to adopt an explicit description of their key stewardship responsibilities (commonly referred to as a "governance charter"). The purpose of this Governance Charter is to define the most significant aspects of the "Board's work" as a guide for:
 - (a) Agenda planning
 - (b) Board Committee structure
 - (c) Board self-evaluation
 - (d) Board orientation
 - (e) Stakeholder education regarding the work/role of the Board in relation to the Prescription Monitoring Program.

Legislative framework

2. Under the Prescription Monitoring Act, the Board is responsible for:
 - (a) Establishing and operating a prescription-monitoring program ("the Program") for the Province, with the objects of promoting (a) the appropriate use of monitored drugs, and (b) the reduction of the abuse or misuse of monitored drugs
 - (b) Recommending drugs for designation by the Governor in Council as monitored drugs to further the objects of the Program
 - (c) Evaluating the effectiveness of the Program in furthering its objects
 - (d) Providing policy direction to the Administrator regarding the Program
 - (e) Making recommendations to the Governor in Council respecting regulations that the Board considers necessary or advisable to carry out the Program effectively
 - (f) Appointing two of its directors to act as Chair and Vice-Chair
 - (g) Providing input to the Administrator regarding the appointment of a Manager of the Program
 - (h) Approving a business plan prepared by the Administrator and submitting it to the Minister

- (i) Providing reports to the Minister, as required under the Act
- (j) Establishing policies with respect to privacy and confidentiality regarding information held by the Program, subject to the approval of the Minister
- (k) Making by-laws on matters relating to the Board's functioning.
- (l) Providing advice and recommendations to the Minister, and
- (m) Performing such other duties and functions assigned to it by the Minister

The Governor in Council has extensive regulation-making authority relating to the Program.

(Reference: Sections 5, 6, 9, 13, 14, 16 and 27 of the Prescription Monitoring Act)

Policy Statement

3. In addition to meeting the requirements established by law and our by-laws, the Board of Directors of the Prescription Monitoring Board will be accountable to provide effective stewardship and strategic leadership for the organization by fulfilling the following key governance responsibilities:

Mission, Vision and Values

- (a) Establish and review the Program's Mission, Vision and Values and ensure decisions are consistent with them

Plans and Program Performance

- (b) Establish and maintain the overall strategic direction of the Program
- (c) Approve the annual business plan, ensuring that identified priorities are consistent with the overall strategic direction
- (d) Monitor the Program's overall performance in relation to the strategic and business plan objectives

Quality Standards

- (e) Ensure that quality standards and monitoring systems are in place and functioning effectively, including the maintenance of a list of monitored drugs and ongoing review of that list
- (f) Employ data generated by such systems to assess the quality of service provided, and when problems are detected, understand the Administrator's corrective action plan
- (g) Ensure the Administrator appoints competent and motivated personnel to fulfill the service agreement

Human Resources

- (h) Establish a service agreement with the Administrator that includes the appointment and performance evaluation of a Manager and establishes the Board's role in these processes

- (i) Through the service agreement, ensure that the Administrator has policies and systems in place, that are consistent with any Program policies and which foster a learning culture and a work environment that attracts and retains talented people (e.g. key strategic HR policies such as total compensation in relation to relevant market, succession planning, work/life balance, professional development, leadership talent review, performance management, etc.)
- (j) Through the service level agreement, ensure that a succession plan is in place for the Manager and other key positions within the Administrator and establish the Board's role in succession planning
- (k) Approve a policy and process for retaining additional individuals or organizations on a contractual basis, as required

Risk Management

- (l) Understand the principal risks facing the Program and to ensure that systems are in place to minimize or manage the risks

Financial

- (m) Establish significant financial policies for the Program, including financial reporting by the Administrator
- (n) Monitor the actual cost of the Program in relation to the approved annual budget; provide direction to the Administrator regarding a reduction or increase in service levels where significant variances in actual cost vs. budget warrant a re-allocation of resources throughout the year

Internal Controls and Management Information Systems

- (o) Ensure, through the Administrator, that adequate internal controls are in place to protect the Program's assets (including information and databases)
- (p) Ensure that the Administrator's management information systems and technology enable the Program to meet the objects of its program and enable production of timely reports and effective decision-making at all levels of the Program

Board Governance

- (q) Ensure the ongoing effectiveness and efficiency of the Board through annual goal-setting, evaluation and ongoing education
- (r) Determine the preferred range of skills and experience to be represented on the Board
- (s) Review by-laws, governance policies (including privacy policy) and board practices in the context of evolving standards of governance

Stakeholder Relations and Communications

- (t) Ensure that the Program demonstrates openness in its relationship with its stakeholders
- (u) Foster positive stakeholder relations

- (v) Approve a stakeholder relations and communications policy for the Program and monitor its effectiveness

Principles

- 4. In carrying out these stewardship responsibilities, the Board will be guided by the following principles:
 - (a) The Board's roles are to:
 - (i) establish policy or make policy recommendations to the Governor in Council,
 - (ii) make decisions that are reserved by the Board
 - (iii) monitor the effectiveness of the Program and its Administrator
 - (iv) report to the Minister or Governor in Council.
 - (b) The day-to-day operation of the Program is the responsibility of the Administrator.
 - (c) The Board will act in the best interests of the Program, relying on the best available information.
 - (d) The governance processes (i.e., how decisions are made, how the Board receives reports) and governance structures (i.e., committee structure, Terms of Reference) will be clear, explicit and a matter of ongoing attention.
 - (e) In a climate that values different perspectives, the Board will foster participation and discussion at its meetings. Once the Board's decision-making processes are used to arrive at a conclusion or a choice, the entire Board is responsible for respecting and supporting the legitimacy of that conclusion or choice.
 - (f) The Board will govern with an emphasis on:
 - Outward vision rather than internal preoccupation
 - Encouragement of diversity in viewpoints
 - Strategic leadership more than administrative detail
 - Clear distinction of Board and Administrator roles
 - Collective rather than individual decisions
 - Future rather than past or present, and
 - Proactively rather than reactivity.

Definitions

5. In this policy:
 - (a) "Administrator" means the agency or person designated by the Minister to administer the Program.
 - (b) "Board" means the Nova Scotia Prescription Monitoring Board established by the Prescription Monitoring Act.
 - (c) "Program" means the prescription-monitoring program established and operated by the Board.

Scope

6. This Policy applies to the:
 - (a) The Board,
 - (b) The Administrator, and
 - (c) The Program.

Accountability

7. The Board has the responsibility for the ongoing monitoring and enforcement of this Policy.

Challenging Compliance

8. Any challenge to the Program's compliance with this Policy shall be provided in writing to the Board Chair.

NOVA SCOTIA PRESCRIPTION MONITORING PROGRAM

SECTION II

MACRO AGENDA

Cross reference to Committee	Source		Governance Responsibilities	Fiscal _____		
	Statute and/or Reg.	Governance Charter		Yes	No	Comments
		3 (a)	Establish and review the Program's Mission, Vision and Values and ensure decisions are consistent with them			
		3 (b)	Establish and maintain the overall strategic direction of the Program			
	13	3 (c)	Approve the annual business plan, ensuring that identified priorities are consistent with the overall strategic direction			
		3 (d)	Monitor the Program's overall performance in relation to the strategic and business plan objectives			
		3 (e)	Ensure that quality standards and monitoring systems are in place and functioning effectively, including the maintenance of a list of monitored drugs and ongoing review of that list			
		3 (f)	Employ data generated by such systems to assess the quality of service provided, and when problems are detected, understand the Administrator's corrective action plan			
		3 (g)	Ensure the Administrator appoints competent and motivated personnel to fulfill the service agreement			
		3 (h)	Establish a service agreement with the Administrator that includes the appointment and performance evaluation of a Manager and establishes the Board's role in these processes			

Cross reference to Committee	Source		Governance Responsibilities	Fiscal _____		
	Statute and/or Reg.	Governance Charter		Yes	No	Comments
		3 (i)	Through the service agreement, ensure that the Administrator has policies and systems in place, that are consistent with any Program policies and which foster a learning culture and a work environment that attracts and retains talented people (e.g. key strategic HR policies such as total compensation in relation to relevant market, succession planning, work/life balance, professional development, leadership talent review, performance management, etc.)			
		3 (j)	Through the service level agreement, ensure that a succession plan is in place for the Manager and other key positions within the Administrator and establish the Board's role in succession planning			
		3 (k)	Approve a policy and process for retaining additional individuals or organizations on a contractual basis, as required			
		3 (l)	Understand the principal risks facing the Program and to ensure that systems are in place to minimize or manage the risks			
		3 (m)	Establish significant financial policies for the Program through the service agreement with the Administrator			
		3 (n)	Monitor the cost of Program to the Nova Scotia Department of Health			
		3 (o)	Ensure, through the Administrator, that adequate internal controls are in place to protect the Program's assets (including information and databases)			
		3 (p)	Ensure that the Administrator's management information systems and technology enable the Program to meet the objects of its program and enable production of timely reports and effective decision-making at all levels of the Program			
		3 (q)	Ensure the ongoing effectiveness and efficiency of the Board through annual goal-setting, evaluation and ongoing education			

Cross reference to Committee	Source		Governance Responsibilities	Fiscal _____		
	Statute and/or Reg.	Governance Charter		Yes	No	Comments
		3 (r)	Determine the preferred range of skills and experience to be represented on the Board			
		3 (s)	Review by-laws, governance policies (including privacy policy) and board practices in the context of evolving standards of governance			
		3 (t)	Ensure that the Program demonstrates openness in its relationship with its stakeholders			
		3 (u)	Foster positive stakeholder relations			
		3 (v)	Approve a communications and stakeholder relations policy for the Program and monitor its effectiveness			
	6 (a)		Recommend drugs for designation by the Governor in Council as monitored drugs to further the objects of the Program			
	6 (b)		Evaluate the effectiveness of the Program in furthering its objects			
	6 (c)		Provide policy direction to the Administrator regarding the Program			
	6 (d)		Make recommendations to the Governor in Council respecting regulations that the Board considers necessary or advisable to carry out the Program effectively			
	6 (e)		Provide advice and recommendations to the Minister			
	9 (1)		Appoint two of its directors to act as Chair and Vice-Chair			
	12 (4)		Provide input to the Administrator regarding the appointment of a Manager of the Program			
	14		Provide reports to the Minister, as required under the Act			

Cross reference to Committee	Source		Governance Responsibilities	Fiscal _____		
	Statute and/or Reg.	Governance Charter		Yes	No	Comments
	14(2)		Establish policies with respect to privacy and confidentiality regarding information held by the Program, subject to the approval of the Minister			