

## 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 the applications of individuals seeking election to the Board 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, registrants, and government during board election, 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

The bylaws give authority to the BCCNM Governance Committee to review and recommend competencies for individuals who wish to be elected to the Board or appointed as committee members. This work is completed ahead of election, appointment, or evaluation processes, usually on an annual basis to ensure the matrices remain relevant and up to date. The review includes a needs assessment to see where skills or perspectives are missing from board or committee composition so that assistance can be arranged pending the appointment of a new member(s).

These matrices were approved by the BCCNM Board on June 4, 2025.

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

<b>Board Member</b>		<b>Board</b>	
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 board member will bring the following <b>VALUES</b> and <b>ATTRIBUTES</b> to the table:	every board member will bring, <u>or be willing to learn</u> , the following <b>SKILLS, PRACTICES</b> and <b>KNOWLEDGE</b> :	the Board will bring the following <b>DIVERSE EXPERIENCE, BACKGROUNDS</b> and <b>PERSPECTIVES</b> :	one or more board members will have the following specific <b>PROFESSIONAL EXPERIENCE, KNOWLEDGE</b> and <b>SKILLS</b> :
<b>Accountability, Honesty, and Integrity</b> Act with integrity and speak the truth; be able and willing to take full responsibility for decisions made; and follow through on commitments.	<b>Allyship</b> 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.	<b>Ableness</b> 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.	<b>Board Experience</b> Knowledge and experience as a board member, including the ability to calmly weigh evidence, think critically, consider options and bring sound judgement to decision making.
<b>Adaptability</b> Appreciate that, at times, plans will adjust to meet changing circumstances and needs.	<b>Anti-Racism</b> 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.	<b>Age</b> Representation across all adult age groups to reflect the diverse experiences and perspectives of registrants and the public served by the College.	<b>Board Leadership</b> Experience in facilitating board and committee meetings, developing board culture, creating safe collaborative environments, leading sensitive conversations, and fostering board effectiveness.
<b>Collaboration</b> 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.	<b>Financial Literacy</b> Reasonable understanding of financial and budgeting information, and the confidence to ask questions that safeguard the financial stewardship of the College.	<b>Culture</b> 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.	<b>Business Acumen</b> Business experience, an understanding of what an organization needs to operate effectively, including the economic forces that need to be incorporated into decisions, and good management principles.
<b>Humility</b> 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.	<b>First Nations, Inuit, and Métis Context</b> Understanding of the social, legislative and political history of the First Nations, Inuit, and Métis Peoples in BC <sup>1</sup> ; the impact of colonialism in Canada and its enduring traumatic legacy; and the effects of widespread Indigenous-specific racism within the healthcare system.	<b>Education</b> Local, national, and international academic backgrounds and experiences that reflect the diverse education and knowledge of registrants and the public served by the College.	<b>Change Leadership</b> Change management and transformation experience that will support the College's ability to adapt, evolve and lead systemic change.
<b>Inclusivity</b> Actively commit to creating safe gathering spaces that welcome and support all who wish to connect, learn, share, belong, and grow.	<b>Governance</b> Understanding of the board member's role and fiduciary duties, good governance principles, and the stewardship responsibilities of the board.	<b>First Nations, Inuit, and Métis Voices</b> 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.	<b>Equity, Diversity and Inclusion Leadership</b> Experience in advancing strategies that promote equitable access and opportunities, and in developing practices to correct non-inclusive behaviour.
<b>Objectivity</b> Make decisions based on evidence and good information, that will best fulfil the public protection mandate.	<b>Health Professions Regulation</b> 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.	<b>Gender</b> 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.	<b>Executive HR</b> Experience developing and working with a board to oversee executive performance management and succession planning.
<b>Public Service</b> 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.	<b>Indigenous-Specific Anti-Racism</b> 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.	<b>Region</b> 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.	<b>Financial Oversight</b> Accounting or financial management experience and the ability to support board members without this experience execute their financial oversight responsibilities.
<b>Respect</b> 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.	<b>Organizational Decision Making</b> Understanding and appreciation of the development and limitations of policy and decision-making in a large, complex system; and ability to ensure that decisions are based on clear, objective principles, as informed by evidence and best practice.	<b>Registrant Practice</b> Diverse practice experiences, backgrounds and specialties that inform dialogue and decision-making, ensuring decisions meet intended objectives, are practical and, ultimately, protect the public.	<b>Government Relations</b> A deep understanding of how government works, and how to affect change within all levels of government.
<b>Self Awareness</b> 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.	<b>System Thinking</b> 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.	<b>Sector</b> Diverse leadership experience in the public, private, healthcare, and not-for-profit sectors, to promote knowledge and the sharing of best practices.	<b>Information Technology and Information Management</b> An understanding of IT/IM systems, security, and sector change.
	<b>Technological Competence</b> Ability to efficiently navigate and use the College's computer and conferencing systems, adhering to applicable security and privacy policies.	<b>Sexual Orientation</b> Diverse perspectives from individuals who self-identify as 2SLGBTQIA+, to expand thinking and decision-making beyond heteronormative privilege, beliefs, and biases.	<b>Innovation</b> Experience developing teams and environments that foster new thinking, new products, and system disruption.
		<b>Socio-Economic Background</b> 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.	<b>Legal Expertise</b> An understanding of contracts, privacy, employment, labour, litigation management, and administrative law.
			<b>Public Relations</b> Extensive experience in strategic communications and stakeholder relations.
			<b>Quality Improvement</b> Experience and understanding of both quality assurance and quality improvement in health care.
			<b>Risk Management/Oversight</b> An understanding of how to sustain and evolve an effective and meaningful risk management and risk oversight program.
			<b>Strategic Planning</b> Experience leading a team to articulate a vision, identify strategic priorities, and oversee organizational performance.

Approved by the BCCNM Board on June 4, 2025  
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<sup>1</sup> Distinctions-based Approach Primer, Province of British Columbia (December 2023)