

Rosemary Stewart's Model – Current Situation

Where are you spending your time as a Board now?

Remember where leaders (whether in governance or management) spend their time is where staff and stakeholders perceive your priorities. (McCann) Where are yours?

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| <p>A) Philosophy & Politics</p> <ul style="list-style-type: none"> ▶ Vision (long term), mission (shorter term) values and kaupapa clear and communicated ▶ Stakeholder management - Iwi, local and regional politicians, lobby groups ▶ External liaison and marketing ▶ Philosophy clear and culture to support philosophy identified | <p>B) Policy Setting</p> <ul style="list-style-type: none"> ▶ Priorities and planning that achieve the objectives ▶ Legal and regulatory policies in place for financial auditing/ACC/health and safety ▶ Quality assurance polices, standards etc |
| <p>C) Planned Monitoring - setting performance indicators, critical success factors</p> <ul style="list-style-type: none"> ▶ Financials - information on time and on target ▶ Manager/CE's performance reviewed ▶ Risk management & contingency plans in place ▶ Reporting against agreed targets in place ▶ Review of polices on a rotating basis ▶ Board work plan in place ▶ Board development plan ▶ Board succession plan | <p>D) Ad Hoc</p> <ul style="list-style-type: none"> ▶ Lurching from one crisis to another! ▶ Unplanned, unexpected events ▶ Interference with management and staff ▶ Getting blind-sided by political/economic other developments in the sector ▶ No board succession plans ▶ Demographics of board members ignored |

Stewart's Model of Board Performance- Future

Where do you want to spend your time as a Board in the future? What's the ideal for your board?

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| A) Philosophy & Politics | B) Policy Setting |
| C) Planned Monitoring - setting performance indicators, critical success factors etc | D) Ad Hoc |

Source: This model is based on Rosemary Stewart's excellent work *Leading in the NHS* Publisher: Palgrave MacMillan, 1989. She updated this book in 1995 and it is highly recommended to those involved in the health sector or associated agencies.