

The Right Door for Hope, Recovery and Wellness

Chapter Title	Section #		Subject #
Governance	G		201
Subject Title Board Governance	Adopted 2/26/96	Last Revised 9/24/18	Reviewed 1/26/04; 12/21/09; 6/27/11; 9/24/12; 8/26/13; 9/22/14; 7/25/16; 8/28/17; 9/24/18; 10/28/19; 10/19/20; 10/18/21; 10/17/22; 10/30/23; 10/28/24; 10/20/25; 10/19/26

POLICY

Application

This policy shall apply to all The Right Door for Hope, Recovery and Wellness services operated by or under contract with it.

1. Board Leadership

- 1.1. The Right Door for Hope, Recovery and Wellness Board of Directors (Board) serves as the body representing the citizens of Ionia County. Community representation is carried out in a manner that is intended to provide leadership of the organization that reflects person served and community-based values rather than popular opinion or special interest.
- 1.2. The fundamental purpose of the Board is to establish the vision, mission, values, and policies of the organization. The Board provides ultimate leadership to the organization by establishing the vision, mission, values, and policies.
- 1.3. The Board speaks as one voice through a deliberative decision-making process set forth in the by-laws and governance policies. No individual board member may act to influence or affect the CEO and The Right Door for Hope, Recovery and Wellness employees in any way that does not agree with the board's by-laws, policies, and decisions.
- 1.4. Board Responsibility Relative to Providing Leadership:
 - 1.4.1. The Board is responsible for their own self-governance. This responsibility includes the development of by-laws and a governing policy that details the responsibilities of the Board and the responsibilities and relationship with the CEO.
 - 1.4.2. The Board is intended to hold the CEO accountable for the immediate leadership relative to the implementation of the Board-approved direction. This is accomplished through the development of a relationship with the CEO articulated through expectations established in the Board governance policy.

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1.5. Board Responsibilities Relative to Organization Direction

1.5.1. As the formulators of the organization's direction, the Board is responsible for developing the vision, mission, and values.

1.5.2. Vision

1.5.2.1. The organization's vision statement is intended to provide the organization with long-term strategic direction. The vision is likened to a statement of where the organization plans to go and the organization's future mission statement. The organization's vision is as follows:

1.5.2.2. Our Vision is to be an integral and valued partner in a community committed to the wellness and full participation of its citizens.

1.5.3. Mission

1.5.3.1. The organization's mission statement, in comparison to the vision, speaks more directly to the immediate purpose of the organization. The mission is intended to promote a strategic course consistent with the intent of the organization's vision. The organization's mission statement is as follows:

1.5.3.2. The Right Door's mission is to be the premier behavioral health care provider in our service area.

1.5.4. Values

1.5.4.1. The organization's value statements are intended to provide the parameters for the operation and practices of the organization. The values provide the ultimate boundaries for all organizational decisions and are intended to promote the operating practices consistent with the intent of the organization's mission. The organization's value statements are as follows:

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1.5.4.2. We value and pledge to provide quality accessible care, healing, wellness and recovery throughout our service area. We will provide solutions, education and alternatives to give you hope for today, tomorrow and in the future.

1.5.4.2.1. Wellness: We are committed to treating the whole person: body, mind and spirit.

1.5.4.2.2. Accessibility: We possess a strong sense of urgency and are committed to providing an immediate response to the needs of the community.

1.5.4.2.3. Best Value: We are committed to providing the highest quality services and programs in the most effective and efficient manner.

1.5.4.2.4. Respect and Dignity in a Culture of Gentleness: Every person shall be treated with respect and dignity in a gentle, welcoming and listening environment.

1.5.4.2.5. Recovery: The Right Door promises to foster recovery by instilling hope, empowering individuals to reach their potential, and providing support and education.

1.5.4.2.6. Trauma-Informed: We are committed to being trauma informed and responsive.

1.5.5. Policies

1.5.6. The Board is responsible for reviewing and acting on all organizational policies. This responsibility includes evaluating any deletions, additions, new, and/or modified policy proposals presented by the CEO in terms of their adherence to, consistency with, and relevance to promoting the vision, mission, and values of

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the organization.

2. Board-CEO Relationship

2.1. The Chief Executive Officer (CEO) serves as the only employee of the Board. The CEO's role as sole employee of the Board is to provide ethical and sound leadership within the organization, community, and state consistent with the directives, values, and policies developed by the Board.

2.2. The CEO recognizes the single voice of the Board. The CEO acts on the Board voice with the same integrity and intensity of effort regardless if an issue or item received a unanimous or single vote victory. The CEO may not transgress into the scope of those responsibilities that are defined as the responsibilities of the Board.

2.3. The CEO is responsible for the administrative management of the organization's financial, human, technical, and physical resources.

2.3.1. CEO Responsibilities Relative To Organization Direction

2.3.2. As the implementer of the organization's direction and as the only employee of the Board, the CEO is ultimately held accountable and responsible for assuring that the vision, mission, and values are implemented in a manner consistent with the intent and scope established by the Board. In this role, the CEO is also responsible for assuring the development of all organizational policy proposals for presentation to the Board.

2.3.2.1. Vision

2.3.2.2. The CEO is responsible for keeping the Board informed of federal and state policy directions that may serve to influence the Board's ongoing evaluation of and decisions regarding the organization's vision statement. It is expected that the CEO will fulfill this obligation by adhering to the principles of honesty, completeness, accuracy, objectivity, critical relevancy, and integrity in keeping The Right Door for

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Hope, Recovery and Wellness Board informed and providing the Board with any analysis of information.

2.3.2.3. Mission

2.3.2.4. The CEO is responsible for assuring the implementation of the organization in a manner consistent with the intent and scope of the organization's mission statement. It is expected that the CEO will fulfill this obligation through a process of operationalizing the organizational values and ongoing reporting to the Board on the status of said values. The aggregate reporting of status of the organizational values serves as the method for the Board to evaluate implementation adherence and accomplishments relative to the organization's mission.

2.3.2.5. Values

2.3.2.5.1. The CEO is responsible for developing conceptual definitions for the organizational values and presenting said conceptualizations to the Board for their review and action. This process assures the most complete and best possible understanding of meaning of the organizational values. This also ensures that the steps necessary to operationalize the organizational values are complete.

2.3.2.5.2. Operationalization speaks to the implementation and the measurement of the organizational values.

2.3.2.5.3. The CEO is responsible for delivering a quarterly report to the Board that provides detail regarding the status, accomplishments, and achievements relative to each of the organizational values. The substance of the report should include quantitative and qualitative information and analysis and reaction to said information that adheres to the principles of honesty, completeness, accuracy,

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objectivity, relevancy, and integrity.

2.3.2.5.4. In demonstrating a commitment to the organizational values, the CEO is responsible for conducting the practices of the organization in a manner that promotes the total wellness of persons served, provides for immediate access to services, maintains cost-effective and quality services, achieves person served and agency outcomes, and meets the needs of the community.

2.3.2.6. Policies

2.3.2.6.1. The CEO is responsible for developing and presenting draft board governance, clinical, fiscal, human resources, IT/IS, and recipient rights policies for review and action by the Board. In developing proposed policies, the CEO is responsible for the following:

- 2.3.2.6.1.1. An assurance of need for the proposed policy;
- 2.3.2.6.1.2. An assurance that the proposed policy is not contradictory to any of the organization's values;
- 2.3.2.6.1.3. An assurance that the policy will serve to promote an organizational value or values; and
- 2.3.2.6.1.4. An assurance that the policy is legal.

2.3.2.7. Procedures

2.3.2.7.1. The CEO is responsible for implementing policies approved by the Board. It is expected that the CEO will faithfully and with honor fulfill the obligation of

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implementing and abiding with all Board approved policies.

2.3.2.7.2. Implementation is defined as the development of a corresponding set of standard operating procedures, practices, guidelines, and/or instructions that will comprehensively and accurately assure the instructive detail necessary to implement the policy. The CEO is solely responsible to issue a directive to the organizational members to implement the standard operating procedures, practices, guidelines, and/or instructions that correspond to an approved Board policy.

3. Organizational Evaluation

The Board is responsible for assuring that the CEO implements the vision, mission, values, and policies. This is to be accomplished through the development and use of valid, reliable evaluation and monitoring instruments. The ultimate evaluation of the organization involves an appraisal of the organizations' performance and outcomes compared to its identified vision, mission, values, and policies. The evaluation is intended to be reflective of the community who entrusts leadership to the Board and the individuals who are affected by the actions.

Deborah McPeek-McFadden, Board Chairperson	Date		