



NEW & IMPROVED

FALL/WINTER 2026/27

ONTARIO FAMILY HEALTH TEAMS

BOARD GOVERNANCE TRAINING

MULTIPLE OPTIONS · IN PERSON OR VIRTUAL

Full Board Governance Package or a single-topic Deep Dive

PROTECT WHAT YOU'VE BUILT. STRENGTHEN WHAT COMES NEXT.

BUILT SPECIFICALLY FOR ONTARIO FAMILY HEALTH TEAMS

This is not generic nonprofit Board training with healthcare examples added. It was built for Ontario Family Health Teams — organizations with their own funding relationships, physician structures, Board models and changing role in Ontario primary care. And no two FHTs are alike: some have a few high-functioning committees, some have too many committees, some have none; some are physician-only, some community member-only, and many are a true mix. The training starts by understanding your Board.

APPROXIMATELY ONE-THIRD

of Ontario's Family Health Teams — more than 60 — have worked with David Hartley, across a wide range of Board structures and communities throughout the province.

**MOST BOARDS DON'T NEED TO DO MORE.
THEY NEED HELP FOCUSING ON THE RIGHT THINGS.**

Long-term direction. Long-term protection. Support and oversight of the Executive Director. Nose in — fingers out of day-to-day operations. The training is clear about where every boundary sits, and about which decisions genuinely need directors.

“As Board Chair, the value of this session was tremendous. You gave us several tangible ways to increase productivity, lean into and support the strength of our Executive Director, and create more time to focus on the big picture for our Family Health Team.

DR. ERIN GLASS · BOARD CHAIR
STAR FAMILY HEALTH TEAM, STRATFORD



CHOOSE YOUR TRAINING TRACK

One three-hour package. Choose Track 1 or Track 2 — or a mix of topics from both.

TRACK 1 — PROTECT WHAT YOU'VE BUILT

Board Foundations: roles, boundaries, director responsibilities, Board–ED relationship, conflicts of interest, Board structure, meetings and the annual Board cycle.

TRACK 2 — STRENGTHEN WHAT COMES NEXT

Board Oversight in Practice: strategy, risk, finance, quality, workforce, cyber/privacy/AI, ED support and evaluation, partnerships and Board renewal.

Customized to your Board through two preparatory calls, a review of your governance materials and a confidential Board self-evaluation.

Included with either track: FHT Board Annual Oversight Calendar · Strategic Plan and ERM dashboard templates · assistance with ED/CEO performance-management template · Board self-evaluation report · Board tools

WHEN ONE TOPIC IS ENOUGH — DEEP DIVE

A focused 60–90 minute virtual session inside a Board meeting you already hold. No new date to find.

INDEPENDENT & CONFIDENTIAL

For 14 years, David has operated an independent consulting practice. He works directly for his clients — not AFHTO, Ontario Health or any funding body — and client conversations are confidential.

[Training options and investment on page 6.](#)

THE FULL PACKAGE — CHOOSE YOUR TRACK

The full package is one training: three hours in person, or two 90-minute virtual sessions. You choose Track 1 or Track 2 — or, where it suits your Board, a customized mix of topics from both. Either way the preparation is the same. The topics below are a menu, not a checklist: we generally choose six or seven and spend enough time on them to make the discussion practical and useful.

TRACK 1

PROTECT WHAT YOU'VE BUILT

Board foundations — for newer directors, a governance refresher, or confirming the fundamentals are sound.

- The Board's three jobs — long-term direction, long-term protection, and support and oversight of the ED — are fully described
- Strategic Plan Board Dashboard template and Enterprise Risk Management Dashboard template — two practical Board-level tools for monitoring direction and risk
- Applying your Annual Oversight Calendar — turning it into your Board's annual workplan
- Nose in, fingers out — the Board-versus-management map and the seven-second rule for operational complaints
- Trust, courage, confidentiality and Board unity
- Director duties and areas of personal exposure — applicable statutory duties, statutory liabilities, documented Board assurance and D&O insurance
- Conflicts of interest — particularly where directors also have physician or other relationships with the FHT; declaration, recusal and quorum
- Board composition, recruitment, succession and the Chair's role
- Better Board agendas, packages and minutes
- Governance documents that hold up — bylaws compliant with the legislation governing your corporation, policy manual, minute book, filings and the AGM
- Committees that fit the Board — where they add value, where they do not, and when a short-term task force is enough
- When governance goes wrong — two real Ontario cases, one FHT and one hospital
- The Board's own performance and annual self-evaluation

TRACK 2

STRENGTHEN WHAT COMES NEXT

Oversight in practice — for Boards that want to spend less time on foundations and more on the quality of their oversight.

- Risk oversight, statutory assurance and crisis readiness — the ERM Scorecard, the annual Governance & Compliance Attestation, insurance, continuity
- Growth and major change decisions, where applicable — the approvals the Board owns and six questions to ask before voting yes
- Access, patient-experience and quality oversight beyond the QIP — explicitly not clinical practice
- Reading an FHT dashboard — what worries you, what you ask, what you leave alone
- Financial stewardship for non-accountants — funding restrictions, variances, surplus recovery, reserves, internal controls, audit findings
- Ontario's changing primary-care system — what current developments require Board attention and what belongs with management
- Cyber, privacy, digital health and AI — the assurance a Board should receive without becoming the IT department
- The Board–ED relationship, advanced — delegation, objectives, evaluation, compensation, emergency coverage and succession
- Workforce oversight without managing staff
- Partnership and network governance — OHTs, PCNs, shared programs, fund-holder arrangements
- Board renewal — skills, orientation, term limits, Chair and Treasurer succession
- Stress-testing your Board year against the Annual Oversight Calendar — gaps, duplication and unnecessary reporting

IF YOUR FHT IS NEW — OR HAS EXPANDED SUBSTANTIALLY

The framing is a little different: establish the governance routines you need now, before they become harder to change. Track 1 can help a new or substantially expanded FHT make sure its Board roles, reporting, decision rights and annual oversight cycle fit the organization it is becoming.

WE LEARN YOUR BOARD BEFORE WE TRAIN IT

Ontario primary care continues to change, but FHTs are not all experiencing those changes in the same way — and Boards differ too. Some have active Chairs and directors who carry Board responsibilities well. Some depend too heavily on the ED to keep the Board functioning. Some would benefit from greater director engagement; others need clearer boundaries. Some use effective committees, some have committees that no longer add much, some have too many, and others have none. I do not arrive assuming which FHT or Board you have. That is why the full package starts by understanding your organization — and it is the biggest difference between this training and an off-the-shelf workshop.

1

Zoom Call #1 — ED/CEO

You tell me how the Board really works and what you want the training to accomplish: Board and Chair engagement, the Board–ED relationship, strengths to preserve, where responsibilities may be unclear, committee arrangements if any, what takes too much Board time, what may not get enough, and what you most want directors to understand.

2

Board and governance material review

Bylaws, Board policies, recent agendas and minutes, committee terms of reference where they exist, orientation materials, workplans, strategic plan, delegation-of-authority material, dashboards and relevant agreements. The purpose is context and customization — not a legal review of your bylaws or an insurance opinion. Legal questions go to your lawyer; coverage questions to your broker.

3

Confidential online Board self-evaluation

Directors complete a short confidential evaluation — normally about 15 minutes. I analyze the responses and give your FHT a clear summary report. For that year, it can also serve as your annual Board self-evaluation. Already have an evaluation tool your Board likes? We can use yours.

4

Zoom Call #2 — results and training design

Usually the ED/CEO and Board Chair; your Governance Committee or others where appropriate. I show you what came back, you give me the context behind it, and together we choose the six or seven topics that will make the session most valuable.

5

Customized training

By the time I meet your directors, I know far more than the name of your FHT. I understand the Board's starting point — and the session is built around it.

WANT TO STREAMLINE THE PREPARATION? THAT'S FINE.

Skip the survey, use your own, send fewer documents, shorten the calls. The process should reduce your workload — not become another governance assignment.

MOST BOARDS DON'T NEED TO DO MORE. THEY NEED HELP FOCUSING ON THE RIGHT THINGS.

Long-term direction. Long-term protection. Support and oversight of the Executive Director. Nose in, fingers out: directors should be curious, informed and prepared to ask good questions; day-to-day management stays with management. The skill is knowing which hat you are wearing — and when to lean in or stay out.

INCLUDED IN BOTH TRACKS: THE FHT BOARD ANNUAL OVERSIGHT CALENDAR

WHAT SHOULD AN FHT BOARD ACTUALLY BE LOOKING AT DURING THE YEAR — AND WHEN?

Every full training includes a practical walk-through of the Calendar, and your Board keeps a copy. It puts boundaries around Board work: the Board sees the right things at the right time — without everything coming to the Board table. It works whether your Board has strong working committees, limited committee capacity, or no committees at all.



- what belongs at every Board meeting, and what the Board should review quarterly, twice a year and once a year;
- the three-year cycle of one major governance project a year — strategic planning, a full enterprise risk review, and a 360-degree review of the ED;
- what management or a committee owns instead, and how the rhythm changes with effective committees, limited committee capacity, or none;
- fixed dates and statutory assurance responsibilities, and where directors can be personally exposed;
- sample annual workplans for Boards that meet four times a year and for Boards that meet more often.

Track 1 teaches your Board to build its year around the Calendar. Track 2 uses it to stress-test the year your Board already has.

PRACTICAL RESOURCES INCLUDED

- Ontario FHT Board Annual Oversight Calendar — guided training and take-home copy
- Strategic Plan Board Dashboard template — the Board-level format we recommend
- Enterprise Risk Management Dashboard template — the Board-level risk format we recommend
- Assistance with ED/CEO performance-management template — for the ED/CEO and Board to use in their own review process
- Board self-evaluation summary report, if the survey is used
- Consent agenda guidance
- A customized governance resource prepared for your Board, plus tools matched to the topics chosen
- Follow-up questions afterwards at no additional charge

These are templates and examples for Board use — not completed strategic plans, risk registers or ED reviews.

HOW THE TRAINING IS DELIVERED

In person — one three-hour session. My strong preference where practical: stronger participation, more candid discussion, better Board engagement — and simply more enjoyable.

Virtual — two 90-minute sessions. An excellent option when geography, schedules or Board preference make it the better choice. I cap virtual sessions at 90 minutes so directors stay engaged.

Both formats include the same preparation and resources.

And in person, I guarantee one thing: we will laugh. Governance training has a reputation. I have spent nineteen years disproving it.

WHAT FHT LEADERS SAY

"As Board Chair, the value of this [FHT Board] session was tremendous. You gave us several tangible ways to increase productivity, lean into and support the strength of our Executive Director, and create more time to focus on the big picture for our Family Health Team. You brought a great sense of enthusiasm to the training that really kept us interested and motivated! Thank you for coming to meet with us. I will admit that I have been anxious about strategic planning, but I am now so excited to get started on that plan in the new year, under your guidance!"

DR. ERIN GLASS, BOARD CHAIR, STAR FAMILY HEALTH TEAM, STRATFORD, ON

"David's recent Board Governance training session with the Georgian Bay FHT and Georgian Bay FHO was excellent. He gave us insightful advice and informed perspective on the current landscape within Primary Care. His depth and breadth of knowledge around governance as well as familiarity with recent structural changes within the Ontario Health system provided an ideal background for discussion with Primary Care Boards and leadership."

HARRY O'HALLORAN M.D., CO-CHAIR, SOUTH GEORGIAN BAY ONTARIO HEALTH TEAM

"Just completed an enjoyable and informative Governance training session with David Hartley. I feel energized to make some changes and have some tools I can use right away. Yes, I said "enjoyable" and "governance training" in the same sentence!"

JEFF POLL, EXECUTIVE DIRECTOR, GRANDVIEW MEDICAL CENTRE FHT, CAMBRIDGE, ONTARIO

"Thanks David, I think it was an excellent experience for all of us- especially because we got to train in person and all together, which was a good way to start with our new Board members and a refresh for our longer term members. I am so excited to get started on some of the practical tools you mentioned in the session. The meeting went well and the Board will prioritize some of the suggestions you made over the coming months."

PAM RANTZ, EXECUTIVE DIRECTOR, KINCARDINE FAMILY HEALTH TEAM

"I wanted to take a moment to express my gratitude for the fantastic session. Your presentation on governance and the work of family health teams was both engaging and entertaining. I found it to be incredibly informative and gained many valuable insights."

STEPHEN BECKWITH, EXECUTIVE DIRECTOR, SOUTH EAST TORONTO FHT

"David had the challenge of delivering a Board governance session to a Board most of whom began their clinic day early, followed by an early evening Board meeting and then into the training. It is a testament to David's energy and style that he began with a group whose energy was definitely on the wane and brought them into what became an active and productive session."

DUFF SPRAGUE, C.E.O., PETERBOROUGH FAMILY HEALTH TEAM

"Let me say how much the entire group enjoyed your session!"

HEATHER MCALPINE, EXECUTIVE DIRECTOR, HALTON HILLS FAMILY HEALTH TEAM

"I think it went very well. I did have a couple Board Members let me know that they found it very helpful."

SUE BYERS, EXECUTIVE DIRECTOR, SAUBLE FAMILY HEALTH TEAM

"Thanks David! It was very nice to meet you yesterday in person! I really appreciated your humour [in delivering the training] after such a long day."

TARA BRADFORD, EXECUTIVE DIRECTOR, INNER CITY FAMILY HEALTH TEAM — THIS BOARD CHOSE A NIGHT SESSION

"I thought that the training went well and provided some great food for thought for the Board. My sense was that the Board members all felt that they had a significant knowledge gap and this gave everyone a good starting point to move forward with."

EXECUTIVE DIRECTOR, TORONTO-AREA FHT

"I think that went great last night. It was very educational for new and even longer standing board members. Thank you for travelling up north, we appreciate it!"

ALYSSA SPOONEY, EXECUTIVE DIRECTOR, HURON SHORES FAMILY HEALTH TEAM, BLIND RIVER

INVESTMENT

FULL BOARD GOVERNANCE PACKAGE — Track 1, Track 2, or a customized combination.

VIRTUAL FEE

\$3,500 + HST

Two customized 90-minute sessions, plus the complete preparation and resource package: preparatory calls, Board and governance material review, confidential Board self-evaluation and summary report if used, Annual Oversight Calendar training, dashboard templates and other practical Board tools.

IN PERSON FEE

ADD \$500

For locations within approximately a 2.5-hour drive of Pickering, Ontario.

For locations farther away, please contact David for a quote. David has worked with more than 60 Family Health Teams across Ontario and is available to travel throughout the province.

WHY I STRONGLY PREFER IN-PERSON

In-person sessions usually create stronger participation, more candid discussion and better Board engagement. Being in the room lets me read the group, adapt in real time, draw quieter directors into the conversation and spend more time where the Board needs it most. **And they are simply more enjoyable.** That matters when busy directors are giving up three hours to talk about governance.

Virtual training remains an excellent option when geography, schedules or Board preference make it the better choice. I keep virtual sessions to 90 minutes and divide the full training into two sessions so directors remain engaged.

WHEN ONE TOPIC IS ENOUGH

ADD A DEEP DIVE TO A BOARD MEETING YOU ALREADY HOLD

Not every Board needs the full three-hour package. Sometimes one topic, done properly, is exactly what is needed — and your Board already has a meeting on the calendar. A Deep Dive is a focused 60–90 minute virtual session built into an existing Board meeting. No additional meeting date to find.

Examples include consent agendas, Annual Oversight Calendar development, financial oversight, ED/CEO evaluation and support, conflicts of interest, cyber/privacy/AI, quality oversight, Board minutes, the Governance & Compliance Attestation, Board packages, Ontario primary-care developments and new-director orientation.

DEEP DIVE

\$1,750 + HST

Includes one preparatory call and one takeaway resource. Choose one topic — or two closely related topics.

WHY DAVID HARTLEY, C.R.M.

- More than 60 Ontario Family Health Teams assisted — approximately one-third of Ontario's FHTs — including contracting with AFHTO to train FHT Boards
- Canadian Risk Management designation (University of Toronto)
- Five years as Director, Insurance & Liability Resource Centre for Nonprofits, Imagine Canada
- 28,000+ nonprofit and charity leaders trained across Canada
- Nineteen years helping nonprofits and healthcare organizations manage risk (2007–2026)



INDEPENDENT & CONFIDENTIAL

For the past 14 years, I have operated an independent consulting practice. I do not work for AFHTO, Ontario Health or any funding body. I work directly for my clients, and our conversations are confidential.

WANT TO TALK?

A short Zoom call, no obligation. I can show you the Annual Oversight Calendar, the dashboard templates and a Board self-evaluation report, and we can work out which track fits — or whether a single Deep Dive is all you need this year.

Governance training provided by Hartley Nonprofit Consulting Inc. is educational and does not constitute legal advice. FHTs are encouraged to consult qualified Ontario legal counsel on specific legal questions.