Pediatrics Supporting Parents (PSP) Governance Structure

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Collaborative Governance for the PSP Initiative

Purpose of the Governing Body

Governance is about how decisions are made. The governing body is the group of people who work together to make these decisions.

The purpose of the PSP Initiative Governing Model is to guide how the governing body works together to:

- Make decisions for the PSP Initiative in ways that are equitable and supportive, and
- Bring forward the strengths and resources of the local Proof Point Communities.

The PSP Learning Community Governance Model is a model that can also be used by the individual Proof Point Communities and their local partners.

Commitment to Working together As Equals

Early childhood pediatric well-visits are a way to support families in building a nurturing relationship that promotes healthy social and emotional development for young children. Families are encouraged to bring their preferences, needs, and priorities directly to be addressed in the work.

Children and families are at the center of our work.

Families are experts on their lived experiences.

We co-create solutions with families in everything we do.

Our Values

- Health equity for children 0-3
- Engaging people with marginalized identities
- Trauma-informed care

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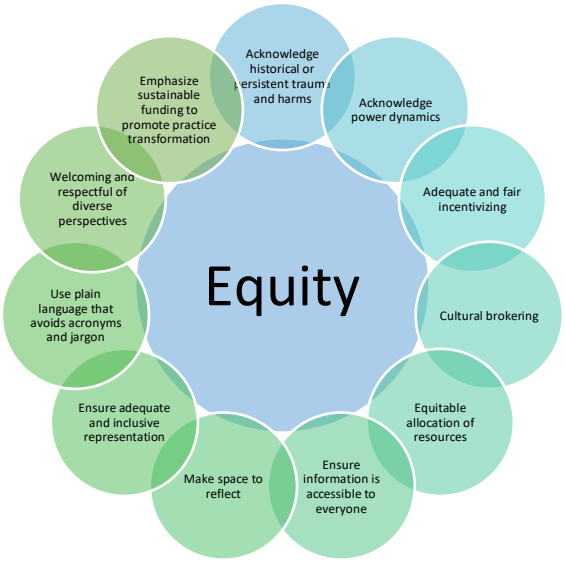
- Dealing with the root causes of health outcomes

How We Work Together

The ways partners work together should be reviewed regularly and used to solve problems and conflicts.



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Practice Agreements

View the Practice Agreements

Terms & Definitions

- Equity / Equitable - everyone starts off with a fair chance. In PSP, we promote fairness and justice.
- Collaborative Governance - a process where partners who represent different interests make decisions together, share resources, and work together thoughtfully to solve problems (Tamarack Institute, 2021).
- Conflict of Interest - a personal or professional interest that could bias judgments, decisions, or actions.
- Co-creation - Sharing power, diverse perspectives, and ownership of data so no one dominates the process.
- Consensus - A level of agreement that allows people to be heard and understood, even if they don't agree with an idea.

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PSP Initiative Structure

Initiative Bodies Descriptions & Roles

The PSP Learning Community Governing Body is made up of early childhood parent and provider representatives from each of the five Proof Point Communities and the Funder Team.

Visit the PSP Phase 2 Directory to learn more about the people involved in the PSP Learning Community.

Governing Body Structure

Governing Body Membership

The Governing Body is made up of 12 PSP Learning Community Members. This governing body works to focus most on the perspectives and experience of parents from groups that experience the most negative social and emotional development outcomes because of the way our society has treated their communities. The Governing Body makes decisions that build on the existing power, resources and expertise of the full PSP Learning Community and PSP Initiative.

Governing Body Selection Process:

- Each Proof Point Community and the Funder Team will vote or assign two members from their teams to join the Governing Body.
  The 12-member governing body should include:
  - [5 members] One parent of young children [preferably a parent with a BIPOC or otherwise historical marginalized identity] representing each of the 5 Proof Point Communities
  - [5 members] A Pediatrician, a staff member working in a pediatric practice, or an early childhood frontline provider (i.e., a staff member of a nonprofit org that serves families with young children, such as Head Start, HealthySteps, HelpMeGrow, etc.).
  - [2 member] Two representatives for the PSP Funder Team
  - Family Voices and the FESAT Coach will work with a Proof Point Community without a Family Leader to engage one from the Family Voices' network to represent them. A FESAT Coach may fill in for a Family Leader, including participating in decision-making processes.

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Nominating Governing Body Members:

- If a governing body member is unable to complete the 12-month term, the outgoing governing body member may nominate someone to replace them (as a parent, a parent front line provider or funder, etc.).
- Members from a nonprofit or institution who are leaving their seat on the Governing Body should work with their Proof Point Community team members to nominate someone. If the person leaving is sharing a seat with another person from their organization, the organization may either have the remaining member finish out the 12-month term alone or nominate an additional person to share the role.
- The Governing Body is responsible for approving nominated members to join the Governing Body after the 2022 Governing Body orientation and onboarding.
- The full PSP Initiative should be notified about updates and changes in composition of the PSP Initiative Governing Body.

Membership Representation Table

The PSP Governing Body representation should include two representative members of the following PSP bodies: each Proof Point Community and the PSP Funder Team. If there are no Parent Leaders represented by the Proof Point Community, Family Voices will work with the Proof Point Community to engage a Parent Leader from the Family Voices' network to represent the respective Proof Point Community within the Governing Body structure. The two members from each Proof Point Community should be a parent leader and a frontline pediatric provider.

Primary Representation for PSP	Governing Body Member
Parent Leader *Parent Leaders should be parents of young children. For the PSP Learning*	[Durham rep]
	[LA rep]
	[R3 Network rep]

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Community, Parent Leaders are individuals who do not also hold an early childhood provider role in the PSP project.	[WCAAP rep]
	[Onondaga rep]
Frontline Early Childhood Provider *Pediatric providers or other non-clinical frontline early childhood providers*	[Durham rep]
	[LA rep]
	[R3 Network rep]
	[WCAAP rep]
	[Onondaga rep]
Funder Team Individuals *Pediatrics Supporting Parents' team of philanthropic partners*	[Funder Team rep]
	[Funder Team rep]
Backbone Support Org *Health Leads* (*no active voting role*)	[Health Leads rep]
	[Health Leads rep]

Responsibilities of the Governing Body

The governing body will make decisions about the best ways to carry out the Implementation Phase of the PSP Initiative, including setting the order for how the work is funded. They will make recommendations about the budget and about important program decisions for the PSP Initiative members. Responsibilities of the Governing Body are to:

- Connect the work of existing early childhood groups to the plan.

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- Be sure the work lines up with what the Proof Point Communities are doing.
- Be sure that all Proof Point Communities and the Funder Team know about decisions made by the governing body and have a chance for input.
- Keep Proof Point Community members up to date on new goals and opportunities coming from the community.
- The Governing Body holds the broader learning community accountable.

What the Governing Body Commits to Doing:

- Being a champion of the work of Pediatrics Supporting Parents
- Serving on the governing body for at least 12 months (with the option to extend the commitment each year). If a person serves for a 12-month term and decides to step away, they will need to go through the nomination process to be considered for another term on the governing body.
- Giving feedback in evaluations about how to improve how well the collaborative governance body is working.
- Being attentive to the barriers faced by a multi-lingual, multi-generational group.

Time Commitment

The governing body usually meets each month for a two-hour meeting. This can change based on how much work needs to be done. Governing body members should expect to spend up to two hours a month in meetings and 2-4 hours doing individual work. The activities may include:

- Prep work in advance of meetings and actions steps that result from meetings
- Governing Bod meetings
- Updates with your Proof Point Community after each meeting. (If you will be sharing a governing body role with someone, please also plan to check-in with your counterpart after each governing body meeting.)

Each Governing Body member should intend to serve on the governing body for a minimum of 12 months, beginning Oct-December 2022. At the end of the 12-month period, members may be reassigned by their Proof Point Community or a new member may be voted in. In the case that a member plans to be absent, that member may designate someone from their Proof Point Community to attend and participate in the absent individual's place. Parent availability will be prioritized as needed.

Accessibility:

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- Meetings are virtual
- Meetings are scheduled based on when most members can attend.
- Closed captioning and simultaneous interpretation are included.

Compensation

- The PSP Funder Team, Family Voices and Health Leads will ensure that all governing body members are fairly compensated for their time and expertise that are brought to the governance body.
    - Parent Leaders will receive $125/hr for meeting and work time.

Collaborative Governance Decision-making Process

Decision Making Roles

Source: RAPID® is a registered trademark of Bain & Company, Inc. The Bridgespan Group has adapted it with Bain's permission.

Using the RAPID decision-making framework, the following roles are outlined for the governing body and the broader PSP Learning Community.

Types of Decisions	RAPID Roles

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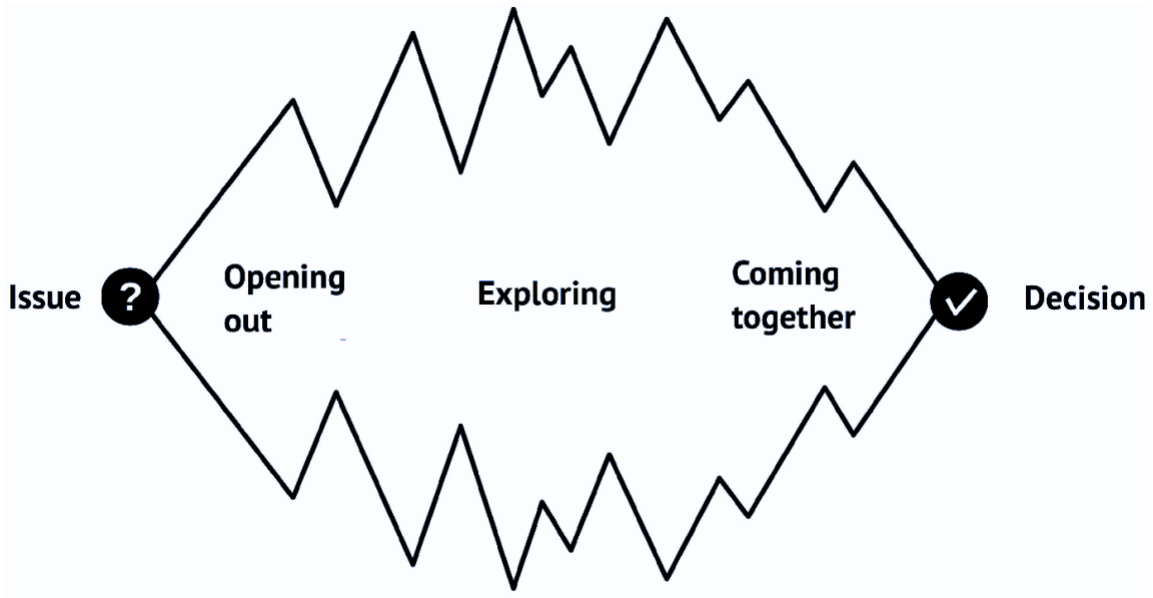
	Recommend (crafts the recommendation)	Approve (must agree with the final decision)	Perform (execute the decision)	Input (provide information or feedback)	Decide (has final decision)
Learning Community Programming during the implementation years	Governing Body	Not applicable	*Backbone organization*	Proof Point Community members, PSP Partners (Family Voices), PSP Funders, Backbone Organization	Governing Body*
Overall PSP Budget allocations, including both local and national level work	Governing Body	Not applicable	Silicon Valley Community Foundation (SVCF)	Proof Point Community members, PSP funders, Technical Assistance or Support organizations	Governing Body*

*via consensus decision making process

Decision Making Strategy



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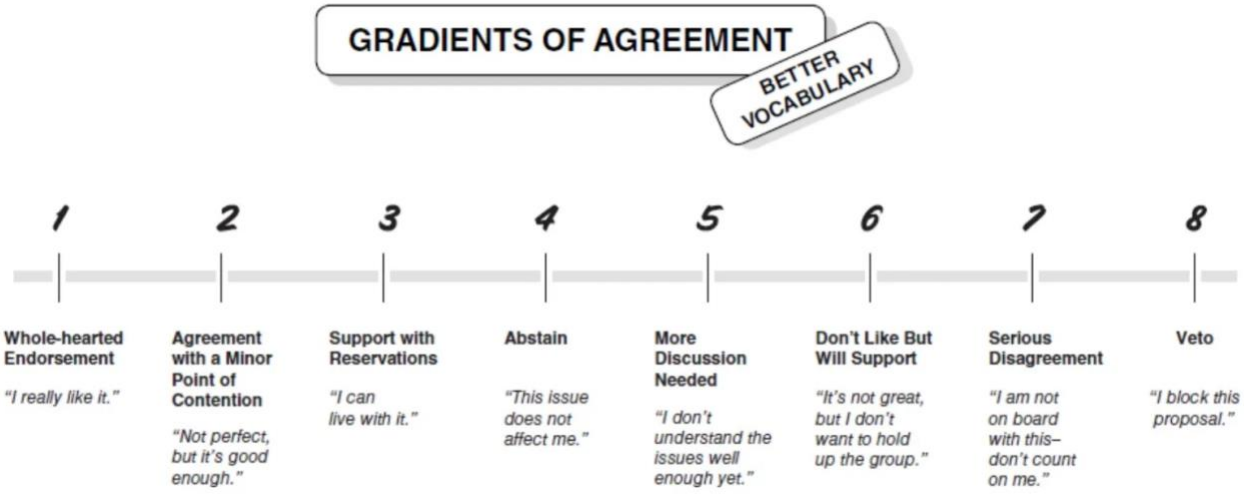
The governance body will use a consensus-driven decision-making process, using the Gradients of Agreement. We define **consensus** as a level of agreement where even those who do not agree have the time for their perspective to be heard and understood by the group, that they understand the proposal, and are prepared to support it.



The gradients of agreement scale (Kaner 2014, p. 278)

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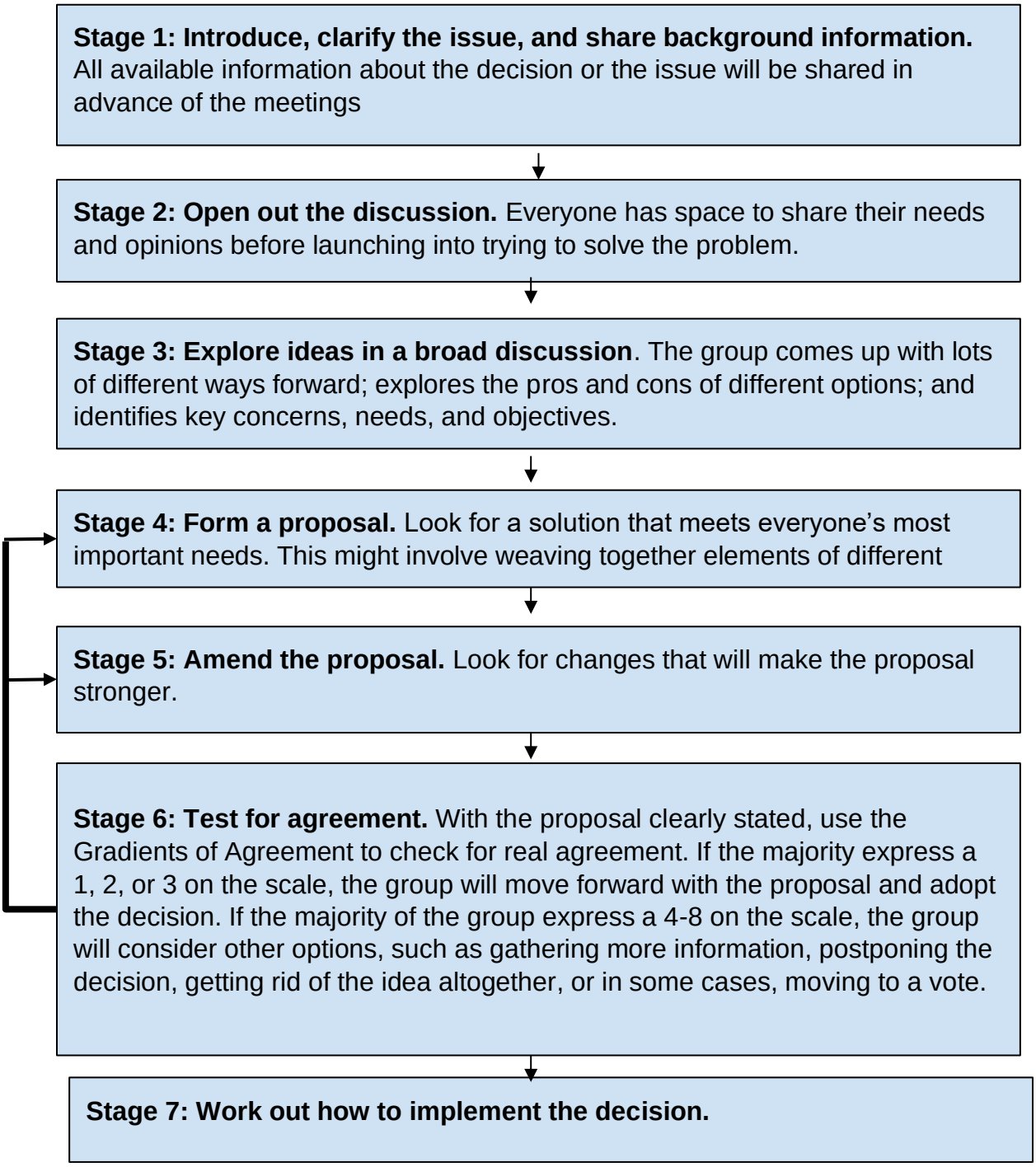
Consensus Decision-Making Process



From *Introduction to consensus decision making – short guide* by Seeds for Change

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- Governing body members should have access to materials for the decision at least two weeks prior to the meeting.
    - If information is not available, the governing body is not able to move forward with a decision.
    - The advance notice also allows the governing body members to talk with their Proof Point Community about their ideas and questions regarding the decision.
- Proposals for decision will be documented in a visual way to make the process accessible to all governing body members.

For a decision, there must be 75% of governing body members present (9 of 12), including 80% of parent/family leaders (4 of 5) and at least one representative of each Proof Point Community (including the parent/family leader).

When reaching a consensus is not possible, the governing body will make a decision by majority rule.

- Members will vote with an online form after the meeting.
- Members who did not attend the meeting will be briefed before their vote.
- Members will have 3 business days to submit their vote.
- Votes will be confidential and counted by the backbone organization, Health Leads.

For the proposal to pass, it must have support from 66% (8 of 12 members) of the votes and at least 60% (3 of 5 members) of the votes by parent/family leaders. The governing body will debrief major decisions to provide any feedback, learn what went well, and what could improve in the process.

Communication & Feedback about Decisions

- Decisions that affect Proof Point Communities as individual groups will be shared by their representatives on the governing body.
- Decisions that affect the Learning Community as a whole will be communicated by the backbone group as well as Proof Point Community representatives.
- While the governing body and its decision-making process builds in time to surface potential unintended consequences, disparate impact on different communities is possible.

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- Proof Point Communities may provide feedback regarding the impact of decisions to their Proof Point representatives and the governing body and the governing body will address situations as they arise.

Approach to Acknowledging Power Dynamics

- PSP aims to ground in truth, acknowledging historical and current power imbalances where family voices, CBOs voices and other frontline early childhood providers are excluded from the decision-making process. With an equitable governance structure and a commitment to collaborative approach, we aim to develop trusting relationships and equitable decisions.

Approach to Achieving Action through Conflict

- As stated in the Practices agreement "conflict is okay." The governing body should expect conflict to arise and believe we work through conflict in a positive way. Conflict should be seen as an opportunity for growth and learning and deepening connections within the governing body.
- In order to do so, we hope that we can share an understanding that conflict is a natural and expected part of social change. As such, we hope that all governing body members will seek to:
  - Center on shared goals
  - Stay focused on the issue
  - Speak from their own personal experiences
  - Practice active listening, keep an open mind, and stay curious
- When conflict arises, the PSP Governing Body and facilitators may use one the following tools and techniques to hold space for conflict:
  - Group discussion, including conflict mapping and conflict triangles
  - Small Group Discussion
  - Storytelling

Updating the Governance Model

The governance body will hold a mid-year meeting to discuss how the governance body structure is supporting the Learning Community's goals and how the governance body is working at a person-to-person level.

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Annual Review Process

The governance model should be reviewed, updated and approved by the governance body each year.

Recommended Steps for the Annual review include:

1. Schedule meeting to review the model.
2. Allow the full Learning Community to comment on proposed changes and updates to the model.
3. The Governing Body reviews the comments and proposes final changes for decision making.
4. Create an End of Year Report to reflect annual changes and updates to the governance model.

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