



CAPE TOWN ICC
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The
**23rd Annual
BHF Conference**

Beyond Barriers: Navigating the
Future for Sustainable Healthcare

Succession planning for boards of trustees

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**Sustainability =
interconnectedness of
all things**



Source: kininc.com



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Relationship: medical schemes & sustainability

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Social

- Healthier, happier and more engaged population
- Proactive role in prevention of diseases – **proactive management of well-being**
- **Digitisation** allows scheme members to **manage their own health**



Source: nanopartikel.info

Economic

- **Health = our greatest wealth**
- **Early intervention** reduces overall pressure on the healthcare system
- Alleviation of **increasing pressures on public sector**:
 - Reduce **financial burden** on state
 - **Free up space** for other patients accessing healthcare through via the public sector

Source: www.abi.org.uk/products-and-issues/choosing-the-right-insurance/health-insurance-supporting-sustainable-healthcare/ , www.unep.org/news-and-stories/speech-sustainable-insurance-time-planetary-crisis



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How do medical schemes do this?

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Operations

Day-to-day business of medical scheme

Board of Trustees

Oversight - funds deployed to provide access to healthcare services + administration of scheme

Members

Confidence in the scheme and attracted to the scheme

Contributions fund business of medical scheme

Source: www.pwc.com/ng/en/assets/pdf/state-health-schemes-part2.pdf



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King IV

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- **Governing body** responsible for:
 - its **composition**
 - **approving processes** to attain appropriate balance of knowledge, skills, experience, diversity, & independence to **objectively discharge its governance role and responsibilities**
- **Appropriate mix of knowledge, skills, and experience:**
 - business
 - commercial
 - industry
- Consider **diversity targets** across variety of attributes:
 - field of **knowledge, skills, and experience**
 - **age**
 - **culture**
 - **race**
 - **gender**
- Establish **succession plan** including:
 - **identification** of candidates
 - **mentorship**
 - **development** of future candidates



Source: erzap.com



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Typical succession plan

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Future
business
needs

Identify
leadership
qualities

Gap
analysis

Timely
rotation

Balance knowledge, expertise, and experience vs “fresh” thinking



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Constraint: Medical Schemes Act

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Source: blogspot.com

- Section 57(1)

Every medical scheme shall have a board of trustees consisting of persons who are **fit and proper** to manage the business contemplated by the medical scheme in accordance with the **applicable laws** and the **rules** of such medical scheme.

- Section 57(2)

At least 50 percent of the members of the board of trustees shall be **elected from amongst members**.



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Solution – King IV

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- Retirement funds supplement
 - **Appointed trustees:**
 - requisite expertise and experience
 - **Elected trustees:**
 - member education – trustee duties and competencies
 - **Ongoing development programme**
 - **Independent experts**



Source: iconsout.com



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Other possible solutions

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- **Rules**

- trustee **rotation** and tenure
- **nomination process**

- **Committees**

- **test-drive** potential trustees
- **composition** - mixture of trustees and “independents”
 - employer-nominated
 - member-nominated
- **transfer of knowledge, skill & expertise**
- builds **trust**



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Questions?



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