

Recruiting and Engaging Board Members

CHI 2022

Virtual Participants

Chat
(use to talk with peers)



The screenshot displays a virtual meeting interface. On the left, there are two windows: a 'Chat' window and a 'Polling' window. The 'Chat' window shows a conversation between participants, including messages from Brian Long, James Henskel, Laura Wiggins, and Cliff Greenberg. The 'Polling' window shows a poll question: '#1.) What is your biggest business writing challenge? (NO RIGHT ANSWER - OPEN QUESTION)'. The poll results are: Conclusion (45%), Grammar and/or Typos (20%), Content Structure (10%), Tone (16%), and Other (0%). In the center, a video feed shows a man in a dark suit and white shirt. On the right, a presentation slide is visible with the title 'UDS Reporting: Preparing, Doing, and Utilizing' and the subtitle 'Cultivating Health Center Operations'. The slide also features the CURIS logo and the SkillPath logo. At the bottom of the interface, there is a navigation bar with options like 'Session', 'Support', 'Profile', 'Options', and 'Windows'. The bottom right corner of the interface shows the Digitell logo.

Polling/Q&A
(participate in polls, ask questions to faculty)

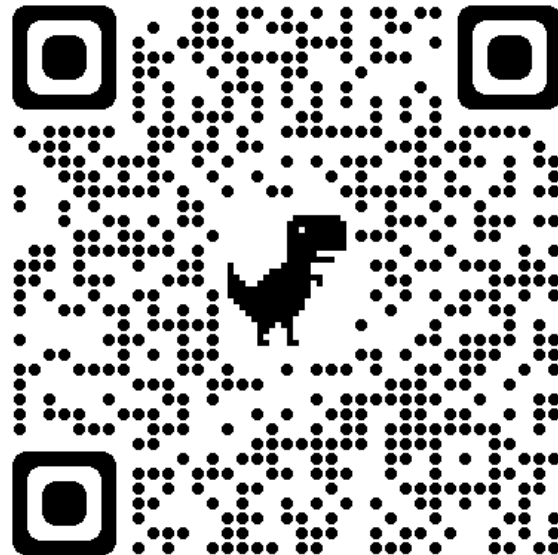
In the Room Participants

WIFI

Network Name: NACHC Conference Password: Allscripts

Option 1: Online

- Scan the QR Code or go to <https://chi.cnf.io/> and click on “CMD2”



or

Option 2: NACHC Mobile App

- Open the App
- Click on “Sessions”
- Select date (August 29)
- Find “CMD2: Recruiting and Engaging Board Members”
- Click on “Feedback/Polling”
- Ask or “up vote” questions

Speakers



Vernetta Walker
President and CEO,
Vernetta Walker &
Associates Consulting, Inc.

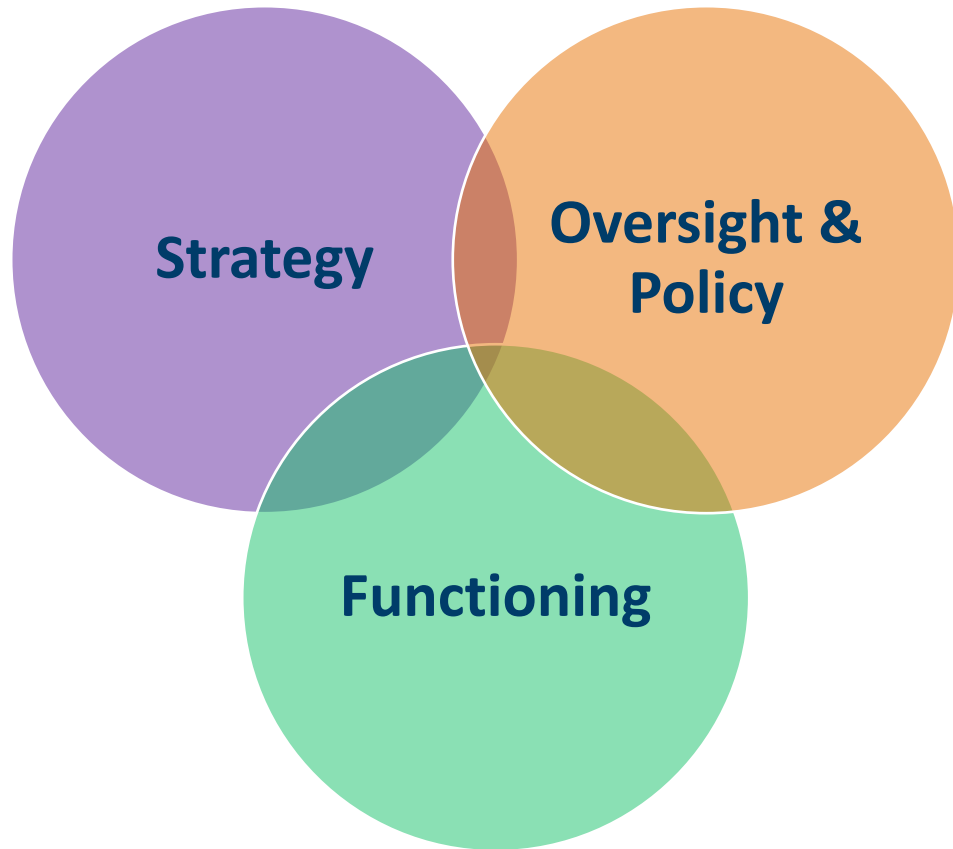


Steven Sera
Board Chair,
MHC Healthcare

Learning Objectives

1. Assess whether your board has an optimal committee structure to support board member recruitment and engagement.
2. Consider good practices and strategies for recruiting and engaging board members.
3. Articulate goals for enhancing board member recruitment and engagement at your health center.

Health Center Board Roles



Strategy

- **Strategic Board Composition**
- Strategic Planning & Thinking

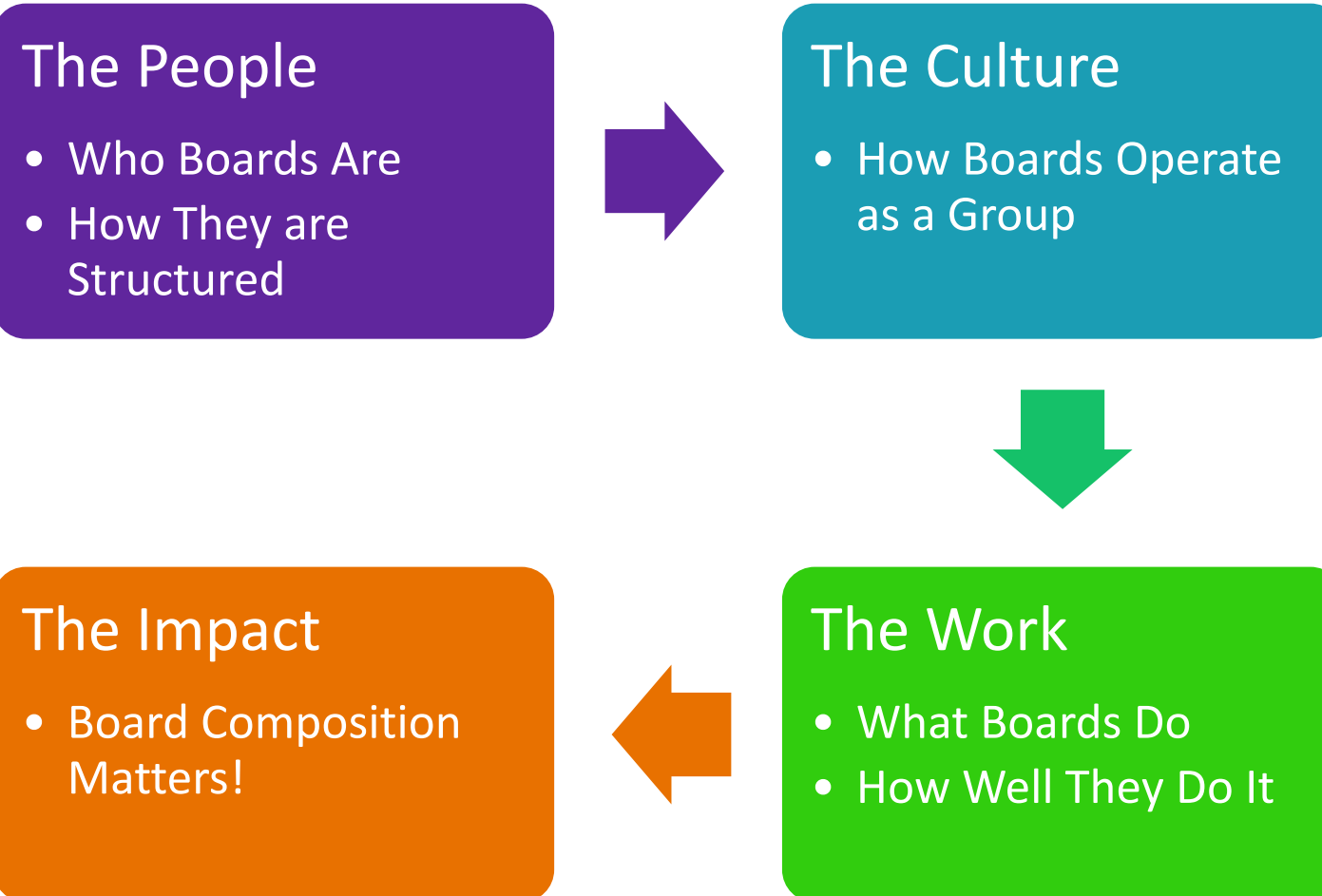
Functioning

- Board Meetings
- Board Committees
- Board Culture

Oversight & Policy

- Provide Oversight
 - CEO Oversight & Partnership
 - Corporate Compliance
 - Health Center Program Compliance
 - Financial
 - Quality
 - Risk Management
- Approve Policy

Leading With Intent: What Matters Most





Poll

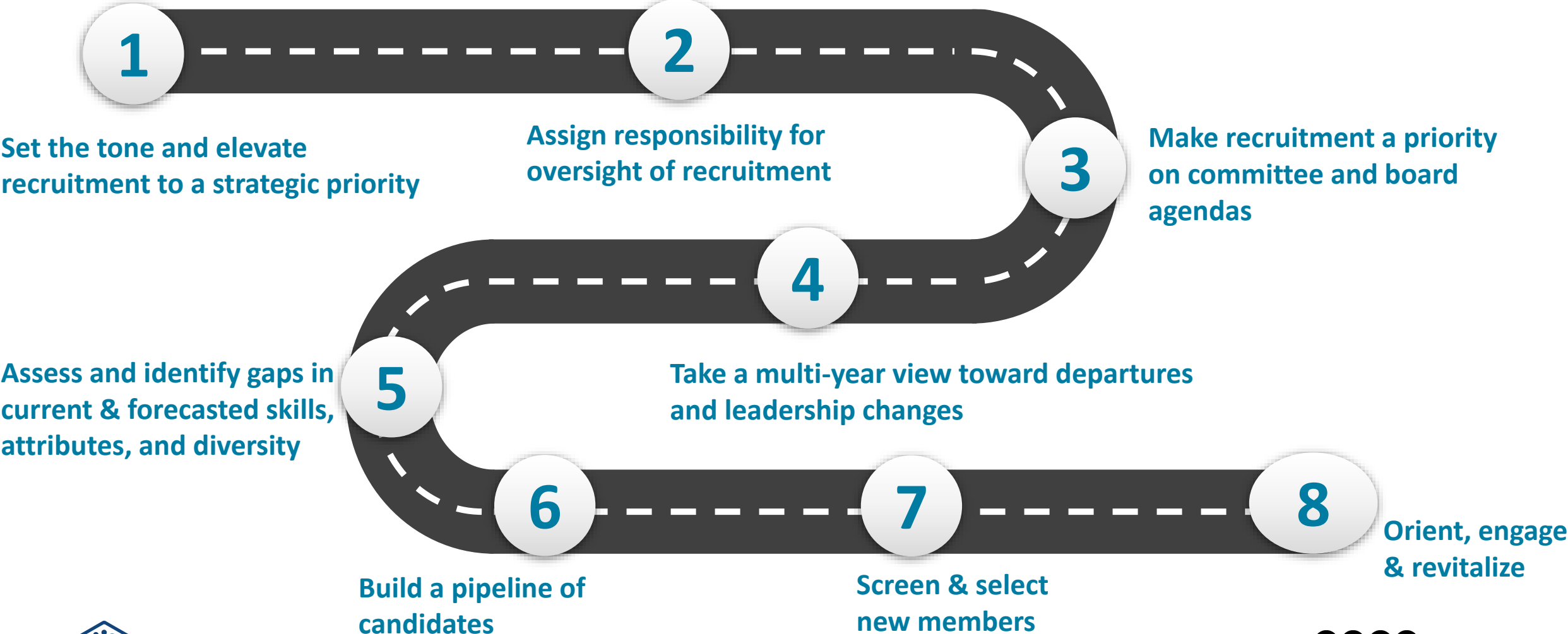
What impact did the pandemic have on recruiting and retaining board members?

Live Content Slide

When playing as a slideshow, this slide will display live content

Poll: What impact did the pandemic have on recruiting and retaining board members?

The Road to Strategic Recruitment and Engagement



Poll

Does your board have a committee that is responsible for board recruitment and engagement?

- a) Yes
- b) No
- c) Not sure



Live Content Slide

When playing as a slideshow, this slide will display live content

Poll: Does your board have a committee that is responsible for board recruitment and engagement?

Taking the Long View

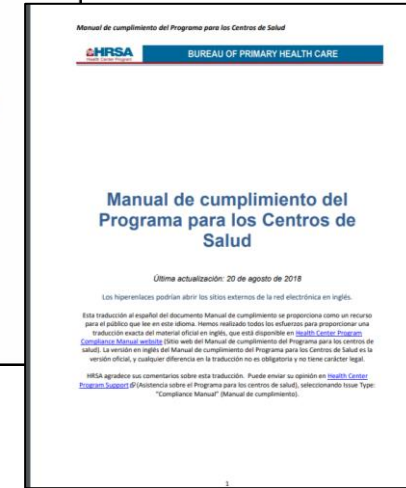
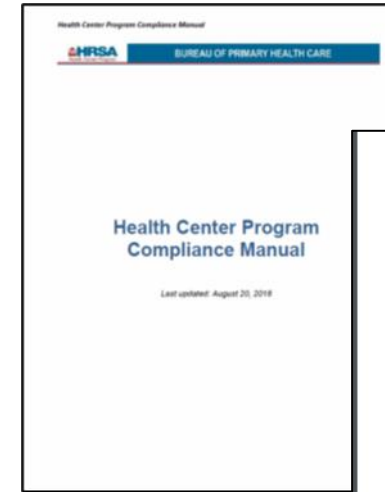
- Intentional process
- Continuous, multi-year approach
- Regularly review terms of service (if applicable)
- Anticipate rotations
- Keep an eye open for possible candidates throughout the year

THE BOARD-BUILDING CYCLE



Health Resources and Services Administration Requirements:

- Boards size can range in size from 9 to 25 members
- At least 51% must be patients served by the center
- Include community representatives selected for their expertise in relevant areas
- 50% or less of non-patient board members can derive 10% of annual income from health care industry
- CEO may be non-voting ex-officio board member
- Members may not be health center employees or the spouse or child, parent, brother, or sister by blood or marriage of an employee
- If a health center receives an award under one or more of the special populations section 330 subparts, such populations should also have representation on the board



This is a high-level summary only. Please review the Health Resources and Services Administration (HRSA) [Health Center Program Compliance Manual](#), Chapter 20: Board Composition for more information.

Identify and Assess and Composition Needs

- Use multiple lenses to identify key attributes
 - ✓ *Passion for the Mission*
 - ✓ *Organizational needs*
 - ✓ *Demographic characteristics that reflect communities served*
 - ✓ *External healthcare landscape*
- Develop a matrix that includes current/forecasted skills, leadership characteristics and perspectives needed
- Undertake a gap analysis of current vs. desired composition
- Set recruitment goals to fill the gaps

Appendix I – Sample Board Matrix

This is a sample board matrix that a board could use to examine its current composition and identify any possible gaps that would aid in identifying needs for board succession. A health center is legally obligated to follow its bylaws and to adhere to the Board Composition requirements in HRSA's Health Center Program Compliance Manual. The categories in this sample are illustrative in nature and should be customized by each organization based on its needs.

Board Member									
Patient Member									
Community Member									
Representative of a special population									
Professional Expertise									
Business									
Community Affairs									
Local Government									
Finance/Banking/ Accounting									
Health Care									
Human Resources									
Investment, Asset Management									
Legal									
Nonprofit management									
Real estate									
Social Service									
Trade Union									

See samples:
Governance Guide for Health Center Boards Appendix 4
and Health Center Recruitment Case Study

Poll Question



How often does the committee assigned to focus on recruitment discuss this topic with the full board?

- A. Once a year
- B. Twice a year
- C. Only when we have board openings
- D. Several times a year

Live Content Slide

When playing as a slideshow, this slide will display live content

Poll: How often does the committee assigned to focus on recruitment discuss this topic with the full board?

Poll Question



How is DEI factored into your recruitment process?

(Select all that apply)

- A. DEI is a stated priority for recruitment
- B. The board discusses the importance of having a diverse board and why it matters
- C. We actively seek diverse candidates with skills and lived experience

Live Content Slide

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Poll: How is DEI factored into your recruitment process? (Select all that apply)

Strategies and Leading Practices



Sample Governance Committee Charter

1. **Oversee selection and nomination of directors;**
2. **Screen director candidates;**
3. **Review annually the size, composition and leadership of the Board** as a whole, and its committees for the appropriate balance of skills, diversity, etc;
4. Coordinate and oversee a **periodic self-evaluation** of the Board and its committees;
5. Coordinate with management to develop an appropriate **director orientation**, including identification of **mentors** of new directors;
6. **Review emerging corporate governance issues and practices** and make appropriate recommendations to the Board;
7. Undertake such other responsibilities as the Board may delegate or assign to the Committee from time to time.

Build a Robust Pipeline of Candidates



- Train staff on the importance of consumer board members, engage them in the recruitment process
- Ask current board members, committee members, and staff for suggested candidates
- Look to members of Patient Advisory Councils (if applicable)
- Cast a wider net:
 - Connect with organizational partners and social service organizations
 - Contact the state or regional Primary Care Association (PCA)
 - Reach out to local associations or community organizations
 - Talk with businesses or other related organizations in the community
 - Leverage relationships with those in the health care sector

Poll Question



What have been your most successful sources for finding new board member candidates?

Live Content Slide

When playing as a slideshow, this slide will display live content

Poll: What have been your most successful sources for finding new board member candidates?

Screening and Selecting New Board Members

- Compile a recruitment packet with board application
- Circulate bios to current board member for “feedback”
- Maintain regular contact with candidates throughout the selection process
- Keep candidates informed of when they should expect to receive additional information or follow-up

Vetting Candidates

- Ask about connection to the Mission
- Assess their willingness to share skills and perspectives
- Determine capacity to be a team player
- Discuss responsibilities, time commitment
- COVID-19 Vaccination (CMS IFR – see [NACHC FAQ for boards](#))
- Background checks

Questions to Anticipate

1. Who else is on the Board?
2. Why do you think I would be a good addition to the board?
3. What do you expect from Board members?
4. When and how often do you meet?
5. What are your board terms?
6. How is your board organized? What Committees?
7. How would you describe your board culture?
8. What kind of orientation do you provide for new board members?
9. Are there any current or historical issues I should be aware of, including financial, staff or other organizational concerns?
10. What is your greatest organizational challenge?



Board Member Life Cycle



Orientation: Focus Areas



Governance

- Board Roles
- Board Legal Roles
- Skill building in various oversight areas including how to read financial statements and quality data



Health Center

- Health Center/ Health Center Movement History
- Mission, Vision, Values
- Strategic Plan
- Health Center Overview (services)
- Board Meetings & Committees
- Financial & Audit Position
- Quality Program



Other

- Health Services and Resources Administration (HRSA) Health Center Program
- Issues in the center's internal and external environment
- Impact of topical issues (e.g., COVID-19 pandemic)

Preparing for Success

- Utilize an **orientation checklist** that includes key tasks to be completed within 30 days, 30-60 days, and 60-90 days
- Extend **personal welcome** from Board Chair and Chief Executive/Executive Director
- Provide board **“handbook”** with background materials to provide foundation necessary to grasp information provided in the orientation [this information may be available online]
- Assign a **board mentor** to assist in acclimating new member to the board, the organization and the industry
- Invite **existing board members** to participate in orientation to sharpen skills and facilitate introductions
- Limit **single sessions** to 2-3 hours plus social time
- Provide an opportunity for a **site tour**, if feasible

Nurturing Your Leaders: Ongoing Board Education and Training

1

Provided in an intentional, planned manner

2

Continuous learning, no “end date” to the plan and planning

3

“Just-in-time” sessions on some topics, covered prior to board deliberations

4

Small “chunks” where possible, use full-day sessions sparingly

Poll



Take time to reflect and share goals/action items you will take back to your board for enhancing board member recruitment and engagement at your health center

Live Content Slide

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Poll: Take time to reflect and share goals/action items you will take back to your board for enhancing board member recruitment and engagement at your health center

Questions to consider:

- When was the last time our recruitment process was reviewed and updated?
- How strong is our new board member pipeline?
- Does the board have updated job descriptions and have the board members been educated on those descriptions?
- How can we better equip our new board members to be ready to engage in board work right away?
- What kind of opportunities are available that prepare existing members around continuing education?



Health Center Board Resources from NACHC



Board Member Recruitment

- Governance Guide for Health Center Boards (English + Spanish)
 - Chapter 2
 - Various tools in appendix
- Recruiting and Retaining Board Members: Considerations During and Immediately Post-Pandemic (English and Spanish)

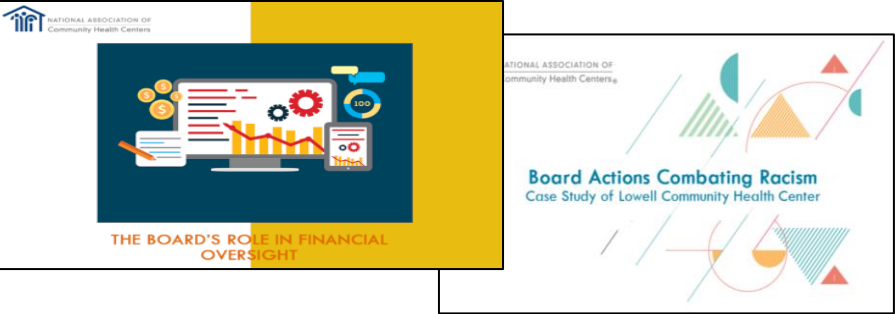
Board Member Orientation

- Board Member Orientation PowerPoint Template and Facilitator Guide (English + Spanish) – can be customized by health centers for board orientation!
- Orienting New Health Center Board Members During the Pandemic

Resources for Health Center Boards

NACHC has over 50 resources (including many in Spanish) to support health center boards addressing:

- Governance Fundamentals, including board roles, board recruitment and orientation, board meetings, CEO succession planning
- Overall Health Care Environment & Governance, including many resources on COVID-19 Response and Recovery
- Strategic Planning
- And much more!



Short Videos and E-learning Modules are available to support new board member orientation and ongoing board education.

Learn more at <https://www.nachc.org/trainings-and-conferences/governance>

Questions? Please contact Emily Heard at trainings@nachc.com

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Please complete the Evaluation

- **Virtual Participants** will receive the evaluation by email after the session
- **In-person Participants: NACHC Mobile App**
 - Open the App
 - Click on “Sessions”
 - Select August 29
 - Find CMD2
 - Click on “External Survey”