



Foundation Board Enrichment Webinar Series

Opening Remarks

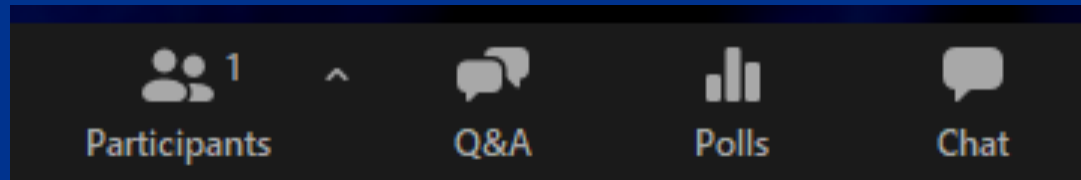
Renée Bianco
Associate Chief Philanthropy Officer,
South Division

Questions or comments?



Use the **CHAT** feature for general comments for the whole group.

Use the **Q&A** feature to ask questions about the presentation.





Foundation Board Enrichment Webinar Series

Welcome

Kenya Beckmann
Chief Philanthropy and Health Equity Officer,
South Division



Reflection

Blake Underriner
Chair, Board of Directors
Providence St. Mary Foundation



What Does a High-Performing Philanthropy Board Look Like?

Karma H. Bass, MPH, FACHE
CEO/Managing Principal
Via Healthcare Consulting

Today's Objectives

- Discuss what distinguishes a high-performing board from others
- Consider the unique and evolving role of philanthropy boards in health care
- Discuss the role that group dynamics, trust, and board culture play in overall effectiveness

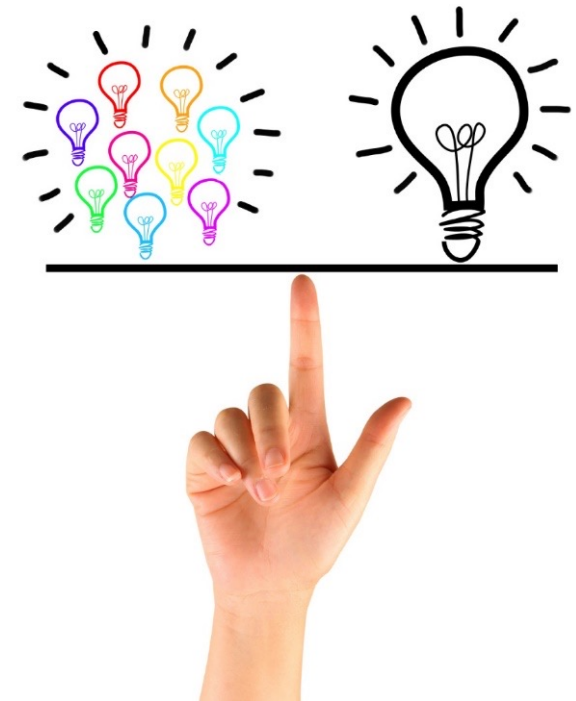
High Performers Stay Focused on the Board's Role

- Respect the distinction between role of the board and role of management
- Understand the board is not a legislative body
- Consistently bring discussion and issues back to the mission and vision
- Executives supporting the board understand and reinforce its role during interactions



And Foster Strong Board-Executive Relationship

- Agree on the board's role and responsibilities in general
- Agree on a governing “philosophy” - the desired interaction between the board and its executive leader
- Write down the agreements in formal board policies and procedures
- Develop written job descriptions for board members and the executive leader
- Evaluate the executive leader's performance at least annually and set goals for organizational performance



Holding Effective Meetings: The Board's Only Currency



- Board-level meeting materials, delivered a week prior
- Agenda states desired action, time allocated, presenter name/title, and materials provided
- 60% of time spent in discussions vs. reports
- Consent agenda utilized
- Minutes clearly reflect decisions and summarize discussion but do not resemble a transcript

The Board Owns Its Effectiveness

Strong leaders who
know how to lead

Effective
succession planning

Diverse
representation of
community

Continued focus on
performance
improvement

Ability to engage in
generative
discussions

Healthcare Philanthropy is Changing

Growing role of science (vs. art)

Shift from events to issues

Greater reliance on planned giving



Primary Roles of a Philanthropy Board

- Raise funds for the organization
- Increase visibility of the organization to the community
- Participate in fundraising campaigns
- Engage donors and volunteers in meaningful ways



How Philanthropy Boards Differ

- Larger board size to foster more voices in “getting the word out”
- Individuals often possess the means for large gifts
- Board has community connections with potential donors
- Understanding of the critical role philanthropy plays in supporting organization’s success

What to Look for in Recruiting Philanthropy Board Members

- Passion for the mission
- Ability to tell the story
- Collaborative/supportive of fundraising team
- Willingness to listen & learn
- Ability & willingness to make a gift




Being a Team Matters

Google internal study: “Project Aristotle”

- Year: 2012
- Basis: Some teams fail, others excel
- Question: Why?
- Goal: Identify dynamics of effective teams
- Findings: Success is less about who is on the team, more about how the team works together

Source: “Guide: Understand Team Effectiveness,” re:Work;
<https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/>.



“The whole is greater than the sum of its parts.”

Aristotle

Google: High-Performing Teams Have...

1. Psychological Safety

2. Dependability

3. Structure & Clarity

4. Meaning

5. Impact



Source: "Guide: Understand Team Effectiveness," re:Work;
<https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/>.

Trust Matters

Trust has four distinctions:

1. Sincerity

“I mean what I say,
say what I mean, and
act accordingly.”

2. Reliability

“You can count on me
to deliver what I
promise!”

3. Competence

“I know I can do this.
I don’t know if I can
do that.”

4. Care

“We’re in this together.”

Building Trust in the Boardroom

Trust

Distrust



*Assessments
about the
other person*

I can trust this person
I am safe with this person

Trusting this person is dangerous
This person poses a threat to me

*Assessments
about self*

I am safe
I can handle whatever happens
I can be open and forthcoming

I am not safe
I can't handle what this person might do
I need to protect myself

*Associated
emotions*

• Hope • Curiosity • Generosity
• Care

• Fear • Anger • Resentment
• Resignation

Board Culture Matters Most

“We’ll be fighting the wrong war if we simply tighten procedural rules for boards and ignore their more pressing need to be strong, high functioning work groups whose members trust and challenge one another and engage directly with senior managers on critical issues.”

Jeffrey Sonnenfeld, “What Makes Great Boards Great,” Harvard Business Review

Building a Healthy Board Culture

- Be explicit about roles and expectations
- Model appropriate communication practices
- Establish a code of conduct
- Define a direct and honest approach to conflict resolution
- Create opportunities for engagement outside the boardroom



Four Key Ideas for Effective Governance



FOCUS ON GOVERNING

- Mission first
- Offer unique perspective but represent the whole
- Stay at a board-appropriate level

STRONG BOARD-EXECUTIVE RELATIONSHIP

- Clear roles and responsibilities
- Open and honest communication
- Board goals and performance oversight

EFFECTIVE BOARD MEETINGS

- Effective board calendar
- Board-level material, agenda & minutes
- Show up on time and prepared to discuss
- Ample discussion time

HEALTHY BOARD CULTURE

- Candid, respectful debate
- Curious and information seeking (education)
- Hold each other accountable
- Cultivate relationships

Thank you!



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Q&A Session



Closing Comments

Renée Bianco
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South Division Philanthropy

Foundation Board Enrichment Webinar Series: Upcoming Webinars

- Topic: The Role of Philanthropy in Health Care Sustainability
When: Thursday, June 22, 2023 | 12:00PM-1:00PM | Zoom Live
- Topic: Board Recruitment and Diversity in the Fundraising Board
When: Wednesday, September 15, 2023 | 12:00PM-1:00PM | Zoom Live
- Topic: Drawing the Distinction between Governance and Management for a Foundation Board
When: Wednesday, November 8, 2023 | 12:00PM-1:00PM | Zoom Live

Today's Webinar has concluded.

Thank you for joining us!