Foundation Board Enrichment Webinar Series

Opening Remarks

Kenya Beckmann
Chief Philanthropy and Health Equity Officer
South Division

Our Panelists

Karma Bass, MPH, FACHE

CEO/Managing Principal

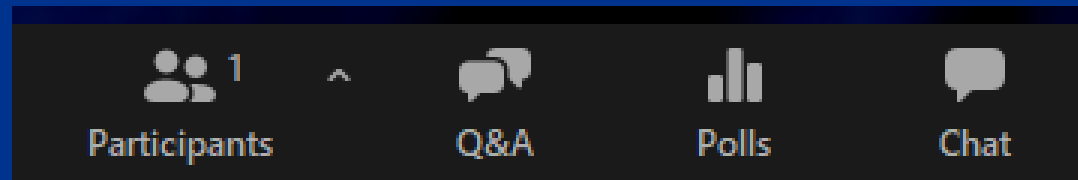Via Healthcare Consulting

Nicole Balsamo

President & Chief Philanthropy Officer

Providence Mission Hospital Foundation

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.

Mastering the Meeting:
Highly Effective Boardroom Practices that Lead to High-Performing Boards

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

Today's Objectives

- Offer practical tips and best practices for agenda creation, pre-meeting preparation, and meeting execution.

- Empower board members to cultivate an inclusive and dynamic culture so everyone feels welcome and eager to participate in board meetings.

- Provide real-life examples of effective board meetings.

"What are your favorite techniques for creating highly effective meetings?"
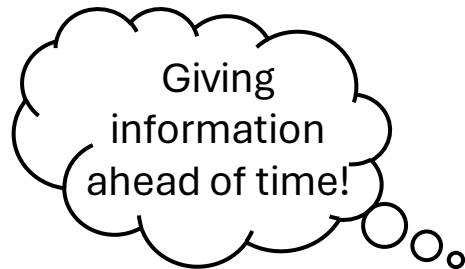## (Pre-webinar Foundation Boards survey responses)

Have an agenda & try to stick to it!

Ask for alternative views & solutions!

Effective agenda management

Active participation & engagement

Be on time!

Efficient time management

State the goal!

Clear communication & follow-through

Giving information ahead of time!
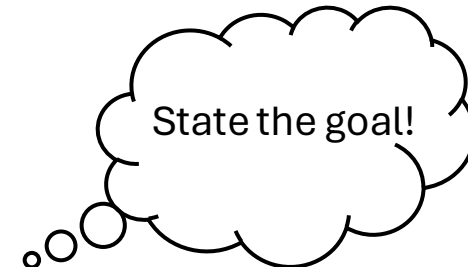
Strong preparation & information-sharing

Healthy Board Culture

- Conduct open, facilitated conversations; less reliance on Robert's Rules

- Encourage/expect candid, respectful debate/dissent of members

- Realize individual board members have no power: you're all in this together

- Hold each other accountable for agreed-upon behaviors

- Create opportunities for engagement outside the boardroom

Effective Board Meetings: The What

✓ Targeted, board-level packets provided at least a week prior to meeting

✓ Use of consent agenda

✓ Specific, descriptive, time-bound agenda items

✓ 60% of agenda topics are action items or issues that require substantive board input

✓ Use of key performance indicators dashboard

✓ Minutes that provide an adequate summary of prior meeting

Effective Board Meetings: The How

- ✓ Aim for 50% of time to be spent in discussions vs. reports

- ✓ Discourage verbal reports of packet material & "slide reading"

- ✓ Chair actively facilitates discussion to include *all* board members

- ✓ Start & end meetings on time and follow agenda timeframes

The Reflection

✓ Distinguishes us as a Catholic healthcare organization

✓ Explicitly aligns our work to our core commitment, our mission, and our faith

✓ Helps draw a connection between the meeting purpose and our role in caring for the poor and the vulnerable

✓ Inspires and centers the conversation that follows

Visioning: The CPO & Board Chair

Have a "visioning" conversation: What is the chair's vision for his or her tenure in the role?

Ask: What do you want to accomplish and what do you want to do differently as board chair?

Ensure that chair (as desired) has support for training in effective meeting facilitation

Discuss draft agenda 2-3 weeks prior to board meeting

Ensure every board gathering has purpose

A Checklist for Outstanding Board Meeting Packets & Prereading Materials

The board should request packets and materials that:

- ✓ Are strategically focused
- ✓ Clearly state the central message or "ask"
- ✓ Provide compelling context
- ✓ Support, validate, and encourage trust
- ✓ Focus on key discussion points and/or high-level questions

Sample Meeting Guidelines Can Help Create a Strong Board Meeting Culture

You might consider developing a set of guidelines for your board that could include:

- Encourage and respect all opinions

- Declare "devil's advocate"

- Avoid side conversations

- Follow the "Vegas rule"

- Be prepared for unfinished business

- Utilize a "parking lot" to keep discussion focused and moving forward

Question Asking Etiquette... *for the Board*

Focus on asking questions from a place of curiosity, not critique

It's respectful to send questions, if you have them, to executives or board chair, prior to the meeting

Provide enough context in the question so the executive understands how it relates to the board role

Keep your questions to board relevant topics (avoid idle curiosity)

Question Answering Etiquette…
for Executives

Consider repeating the question prior to answering ("What I understand you're asking is…")

Remember, the audience is not subject matter experts

Keep answers relevant to the board's role

It's okay (and can be preferable) to say, "I'll look into this," and get back to the board if you don't know or aren't sure how to answer

What Is Generative Thinking?

- Frames questions

- Addresses the biggest challenges

- Is key to understanding and responding to paradigm shifts

- Keeps focus, decision-making on the purpose, mission

- Can be most challenging, and most rewarding

Governance as Leadership: Reframing the Work of Nonprofit Boards, by Richard P. Chait, William P. Ryan, and Barbara Taylor, BoardSource, Inc. 2005.

Last, but not least…

Be Sure You're Building an Inclusive Meeting Culture

Steps to Creating a More Inclusive Board Meeting:

- Establish meeting times convenient for all board members

- Choose meeting locations that are easy to get to

- Ensure everyone's voice is heard

- Share the "unwritten rules"

- Consider an Inclusion Advocate

Effective Board Meetings in Practice

A Conversation with

Nicole Balsamo

President & Chief Philanthropy Officer

Providence Mission Hospital Foundation

Karma Bass, MPH, FACHE

CEO/Managing Principal

Via Healthcare Consulting

Q&A Session

Providence

Today's Webinar has concluded.

Thank you for joining us!

Providence