



Foundation Board Enrichment Webinar Series

# Drawing the Distinction Between Governance and Management in the Providence Foundation Board



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### Opening Remarks

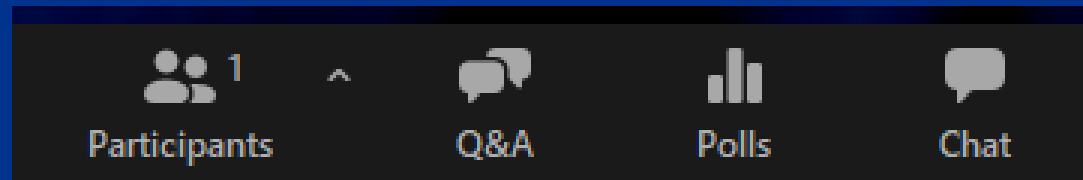
Lindsey Oldridge  
Director of Philanthropy, Providence

# 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

Laurie Kelley  
Chief Philanthropy Officer, Providence



# Reflection

Steve Duvoisin, Past Board President of Inland  
NW Foundation

# PHILANTHROPY LEADERSHIP

WE ARE A TEAM OF PROFESSIONALS  
AND COMMUNITY LEADERS

STRONG MISSION

WE ARE A TEAM OF PROFESSIONALS  
AND COMMUNITY LEADERS



FOUNDATION  
BOARD

FOUNDATION  
MANAGEMENT

Strategists  
Executors  
Fundraisers/Donors  
Fiduciaries

CLEAR ROLE DEFINITION IS  
CRITICAL FROM DAY ONE

**STEVE'S BACKGROUND  
AND BOARD JOURNEY**

Strategists  
Executors  
Fundraisers/Donors  
Fiduciaries



# Knowing When to Lean In...and Out: Drawing the Distinction Between Governance and Management In the Providence Foundation Board

Kara Witalis, MHA  
Principal  
Via Healthcare Consulting

# Today's Objectives

1. Gain a deeper understanding of the role of the foundation board within the context of the broader Providence system
2. Acknowledge that the role of the foundation board is evolving
3. Gain a sense of what's possible when management and the foundation board are aligned
4. Practical tools and techniques to maintain the distinction between the roles of management and the foundation board

# Broadly speaking, governance is not management

## How to tell them apart...

### **The board handles *the what***

Keeps the eye on the horizon, affirms and adheres to the mission, provides vision and strategic direction and oversees implementation.



### **Management handles *the how***

Delivers results by implementing policy and strategy, managing operations and reporting on performance.



The foundation board's main purpose is to **raise funds to support the organization in fulfillment of the mission.**

*The extra gas in the tank.*

# Key Roles Explained

## Community Ministry Board

- Mission integration
- Assess, understand and prioritize identified community health needs
- Quality, safety and medical staff credentialing
- Physician/caregiver engagement
- Local compliance/risk performance

## Administrative Leadership

- Manage day-to-day operations
- Implement policy and strategy
- Facilitate the development of the annual fundraising plan and strategic plan

## Foundation Board

- Raise funds to support strategic priorities
- Shape/make the case for philanthropic investment
- Recommend policies
- Provide guidance on strategic issues facing the foundation

## Shared

### Advocates

- Understand/give voice to community health needs
- Be educated: health care and advocacy issues
- Be informed: strategic plan and vision

### Ambassadors

- Positive spokesperson
- Have your “why” ready and share it
- Knowledgeable about services, providers, key contacts

# Providence Board & Council Universe

Sponsors  
Council

System  
Board

Regional Boards (7)

Home and  
Community Board

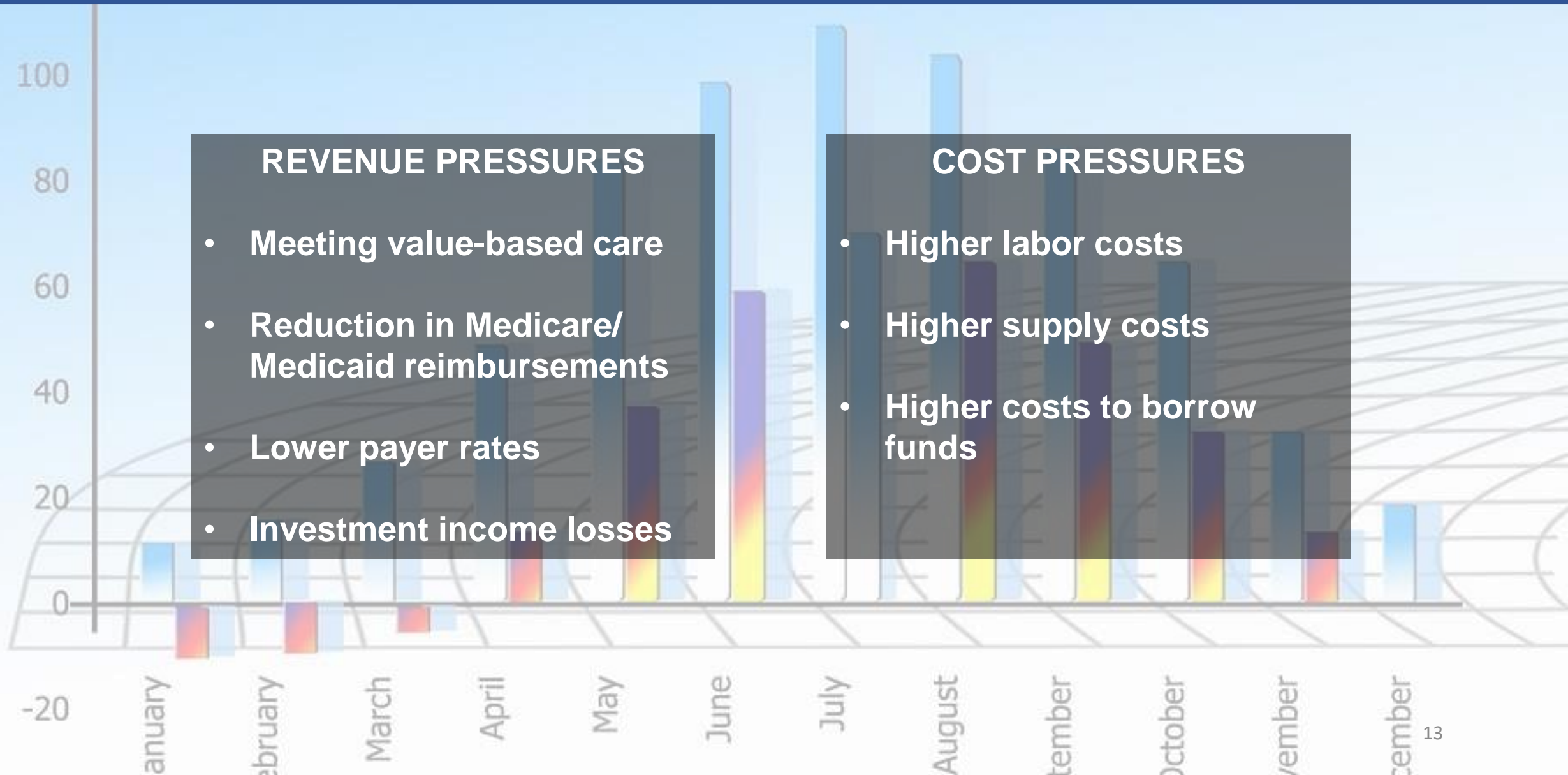
PacMed  
Board

Community  
Mission/Ministry  
Boards (23)

Foundation Boards  
(41)

Community  
Advisory Councils  
(9)

# Financial Pressures of Hospitals and Health Systems



# Philanthropy and Strategic Direction

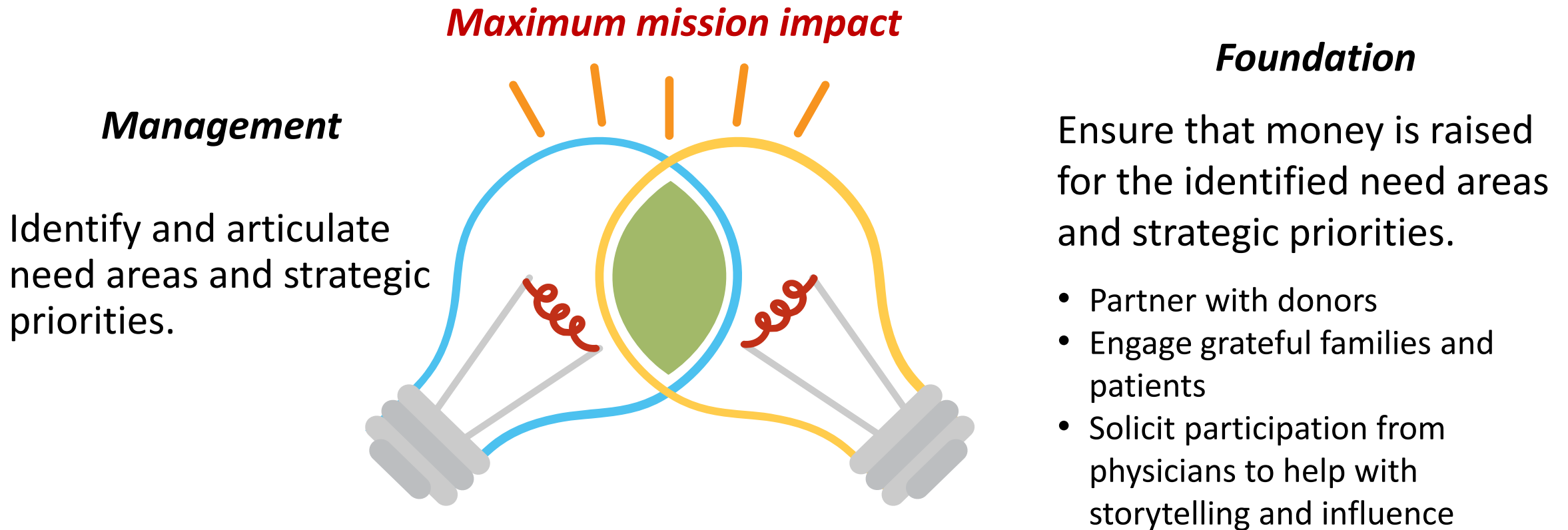
Tying philanthropy to strategic direction of the hospital or health system:

- Ensures that organization's goals are adequately financed
- Helps to ensure that funds are directed towards people, programs, and projects that align with the strategy of the local organization
- Connects donor funding priorities with strategic direction of the organization



# What's possible when management and philanthropy are aligned

“Direct gifts to the strategically aligned projects provides the greatest benefit to the supported organization.”



# The foundation board member is...

- A connector
- An advocate
- A goodwill ambassador and representative
- A storyteller
- A personal donor
- An active participant



# What Does Optimal Board Engagement Look Like



Exhibits clear  
passion for  
the mission



Understands  
roles and  
expectations



Continually  
evaluates  
individual  
contributions



Prepares for  
and actively  
participates  
in meetings



Actively  
advocates  
within the  
community





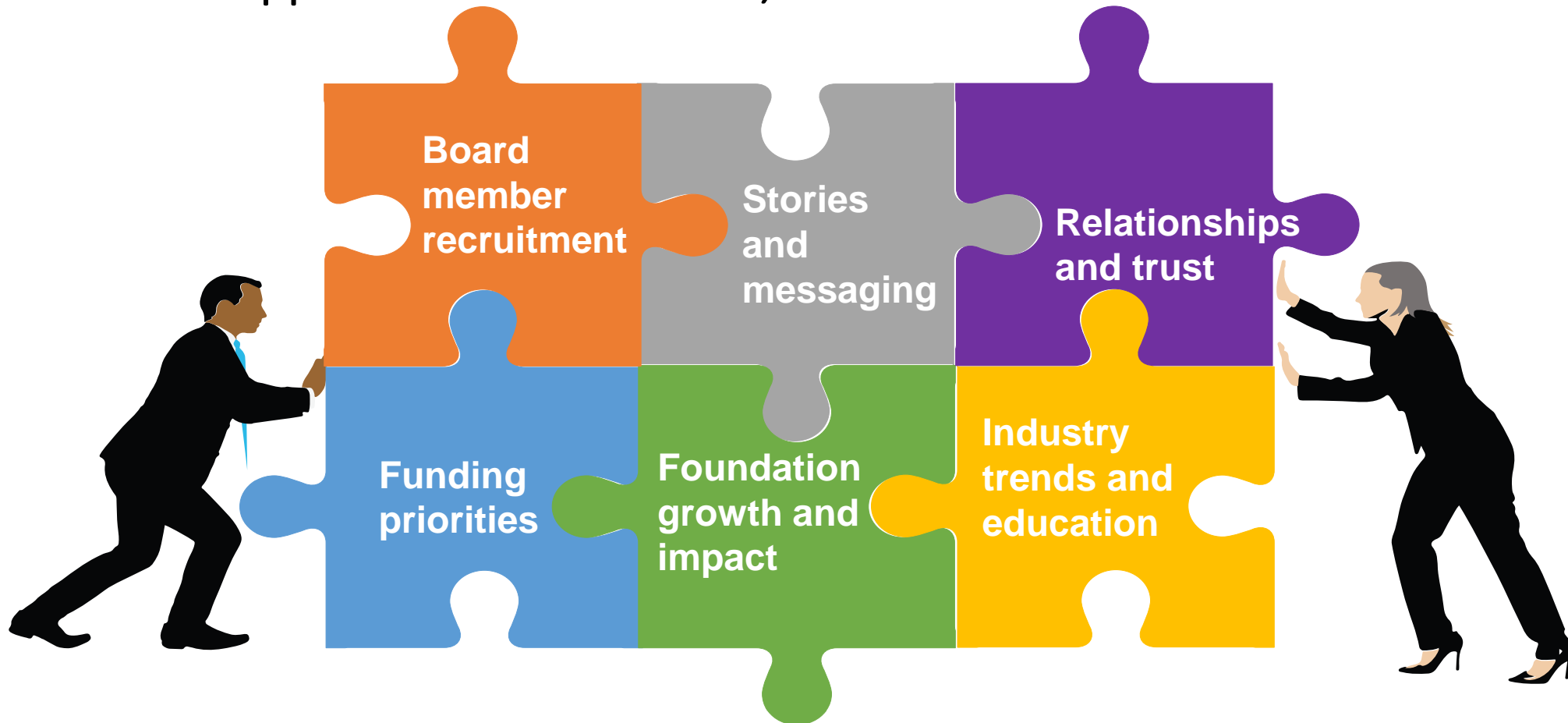
# Good Practice Recommendations

- Build and maintain an atmosphere of trust, mutual respect, and commitment to **the mission**
- Maintain **healthy relationships** - with board members, with the CE and CPO, with donors and the community (socialize and build relationship)
- Increase **collaboration and connection** - communicate and maintain transparency
- Collaborate on **messaging and storytelling**
- Develop shared understanding of **high-impact need areas** and funding priorities aligned with strategy
- **Know your “why”** and what inspires those in your personal and professional networks
- Through effective matchmaking of interests, **bring people closer** to the organization



# Good Practice Recommendation

Host joint management-foundation board retreats, meetings or other opportunities to connect, collaborate and coordinate.



# Good questions to ask...

...your foundation board chair, chief executive, chief philanthropy officer, and at board meetings

- What are our plans for the future?
- What are the biggest need areas for funds? What are our funding priority areas?
- What is the annual and/or longer-term fundraising plan and how are we performing?
- How does the organization steward donations and ensure they're being used for the intended purposes?
- What are our foundation/philanthropy success stories?
- What is our calendar of events and how can I get involved?

You don't have to be a healthcare expert to  
be a great foundation board member



# Q&A Session



# Closing Comments

Lindsey Oldridge  
Director of Philanthropy, Providence

Today's webinar has concluded.

Thank you for joining us!



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# Thank you!



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