

Building an Effective Clinic Board

Presented by [Snowflake Consulting](#)
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Presenter



Tom Morley
Managing Director
Snowflake Consulting

Snowflake is a Certified B Corporation® consultancy dedicated to helping organizations transform lives and communities. We offer strategy, organization, people, and marketing solutions to non-profits, governments, and socially responsible businesses.

Web: www.snowflake.com

LinkedIn: www.linkedin.com/company/snowflake-llc

Outcomes



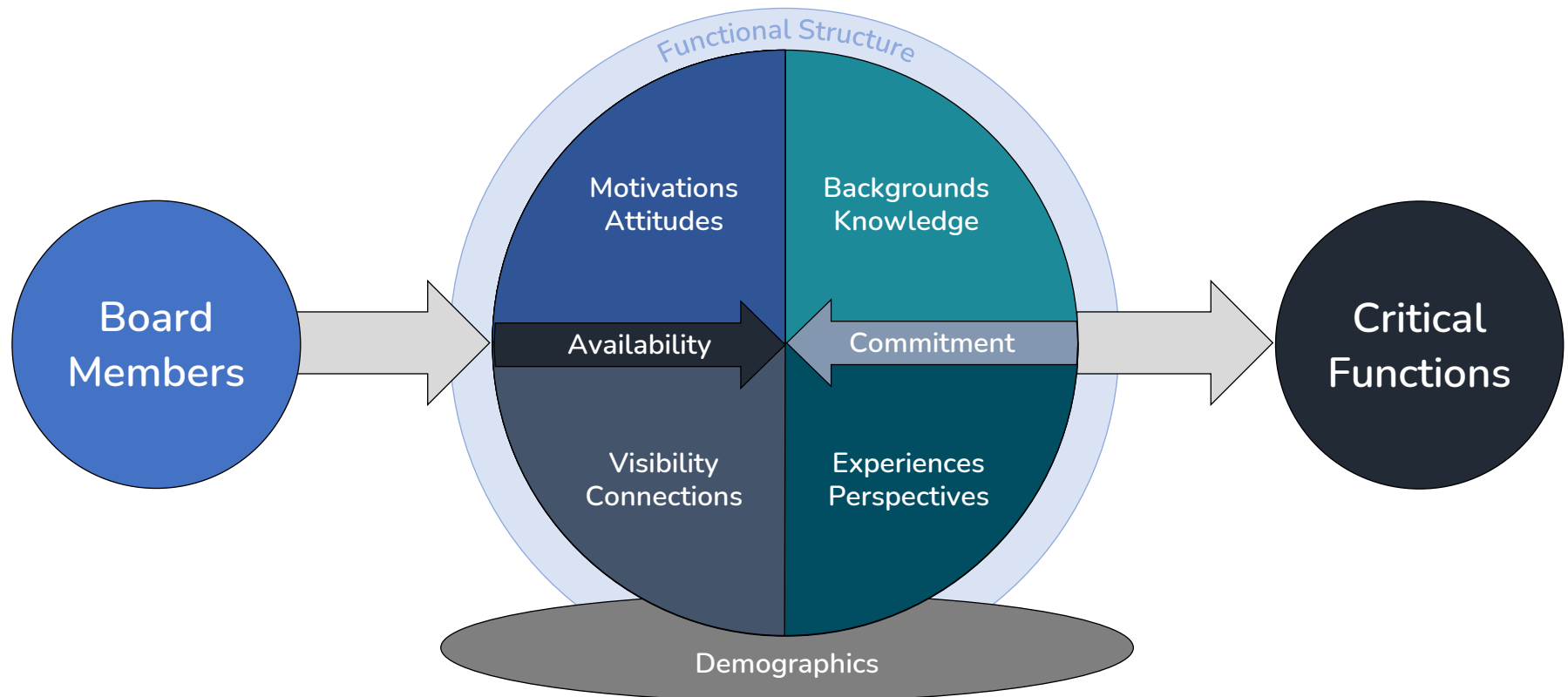
Learning Objectives

- » By the end of this webinar, you'll be able to:
 1. Explain why board composition matters
 2. Define boards' typical responsibilities
 3. Describe your "ideal" board membership
 4. Make a plan to recruit for your board's needs
 5. Address challenges you may encounter

Working Definition

Board Composition

» How a board is made up to fulfill its responsibilities

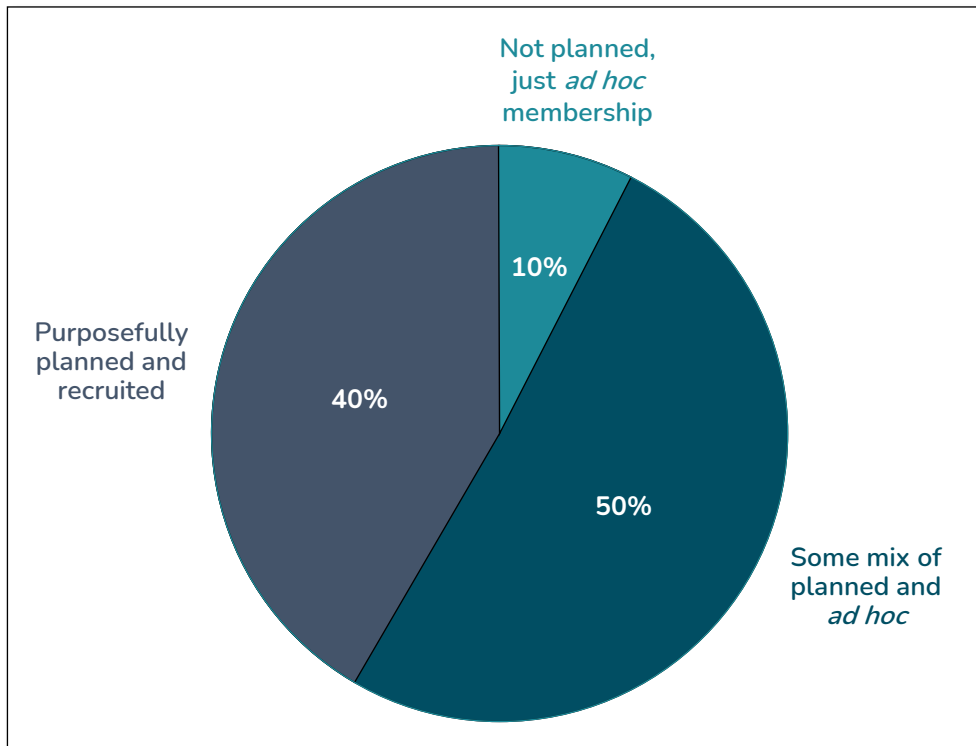


Situation Report

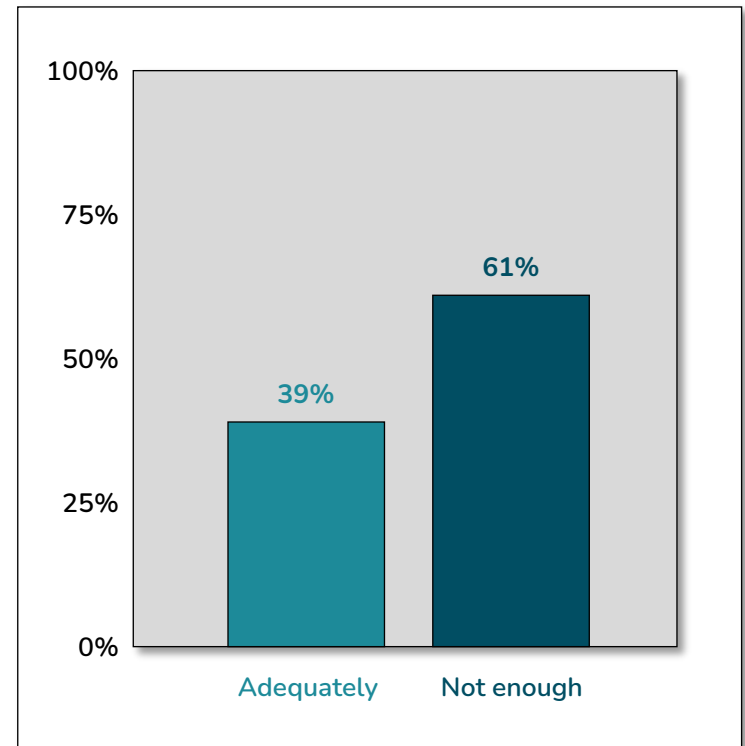


Virginia Free Clinic Boards

To what extent is your board composition the result of defining the roles, experience, etc. you need, and recruiting the right people to fill them?



How well does your board composition reflect the demographic diversity of your patient base and the community?



Board Imperative



Why Board Composition Matters

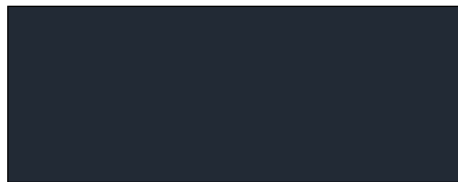
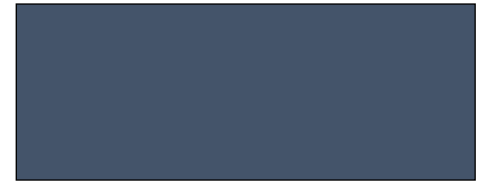
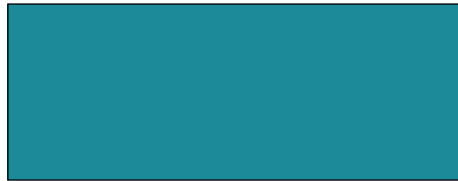
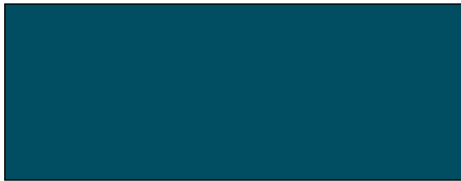
- » The makeup of a board dictates its ability to:
 - › Understand clinic and patient needs
 - › Perform key roles efficiently and effectively
 - › Leverage a range of viewpoints and ideas
 - › Engage in strategic thinking and decisioning
 - › Work as a team to advance the mission
 - › Avoid becoming insular and disconnected
 - › Help generate funding for the clinic
 - › Act in the clinic's and patients' best interests

Responsibilities



Typical Board Functions

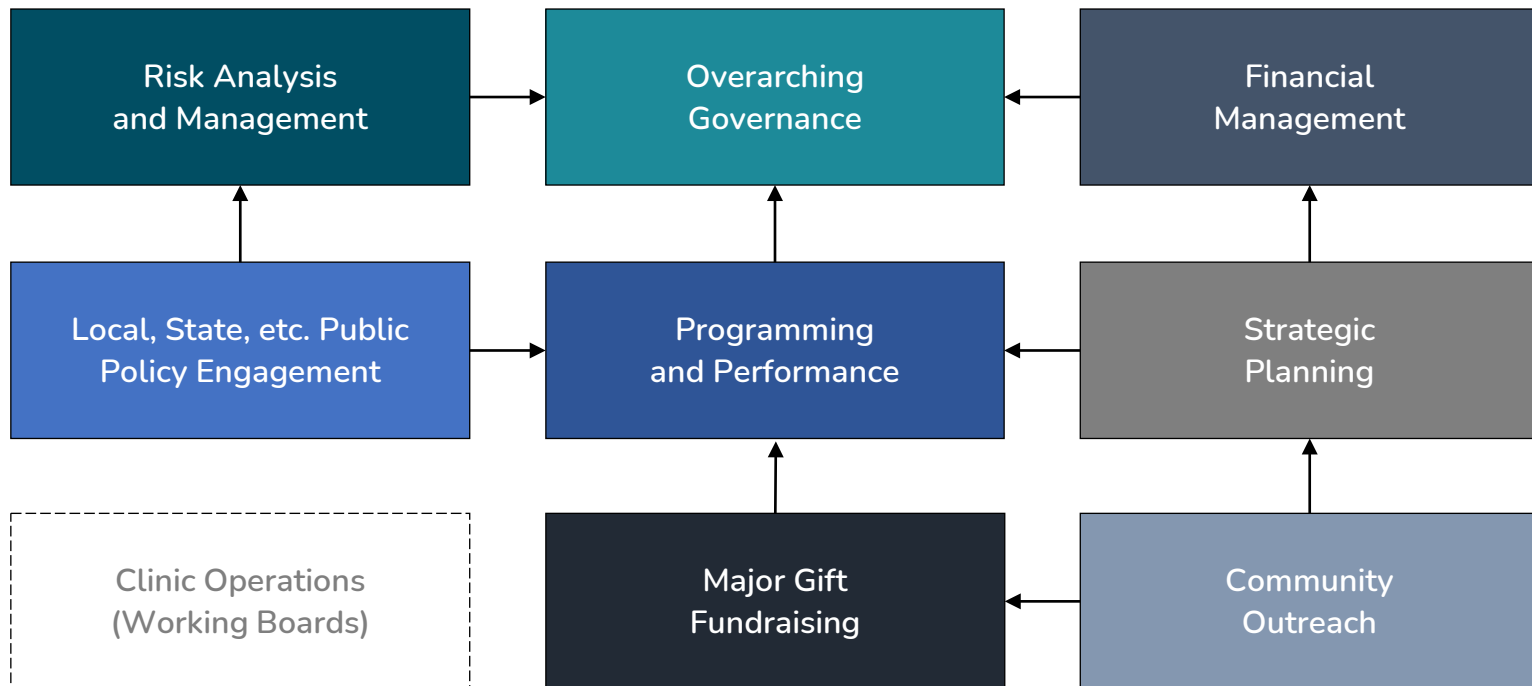
» What does your board do for your clinic?



Responsibilities

Typical Board Functions

» These will differ to a degree among clinics



Board Structure



Translating Functions to Form

» Examples of board member roles (or committees)

Medical Director

Clinical Protocols, Utilization
Reviews, Quality Assurance, etc.

Executive

President, Vice President,
Treasurer, Secretary, etc.

Advisory

General, non-binding guidance
from relevant professionals

Programs

Program Guidance (e.g.,
Medical, Dental), Evaluation, etc.

Planning

Strategy Development,
Monitoring, Adaptation, etc.

Finance

Forecasting, Budgeting,
Investment Management etc.

Advocacy

Local Public Policy Analysis,
Legislative Engagement, etc.

Engagement

Marketing, Outreach, Public
Relations, Fundraising, Events, etc.

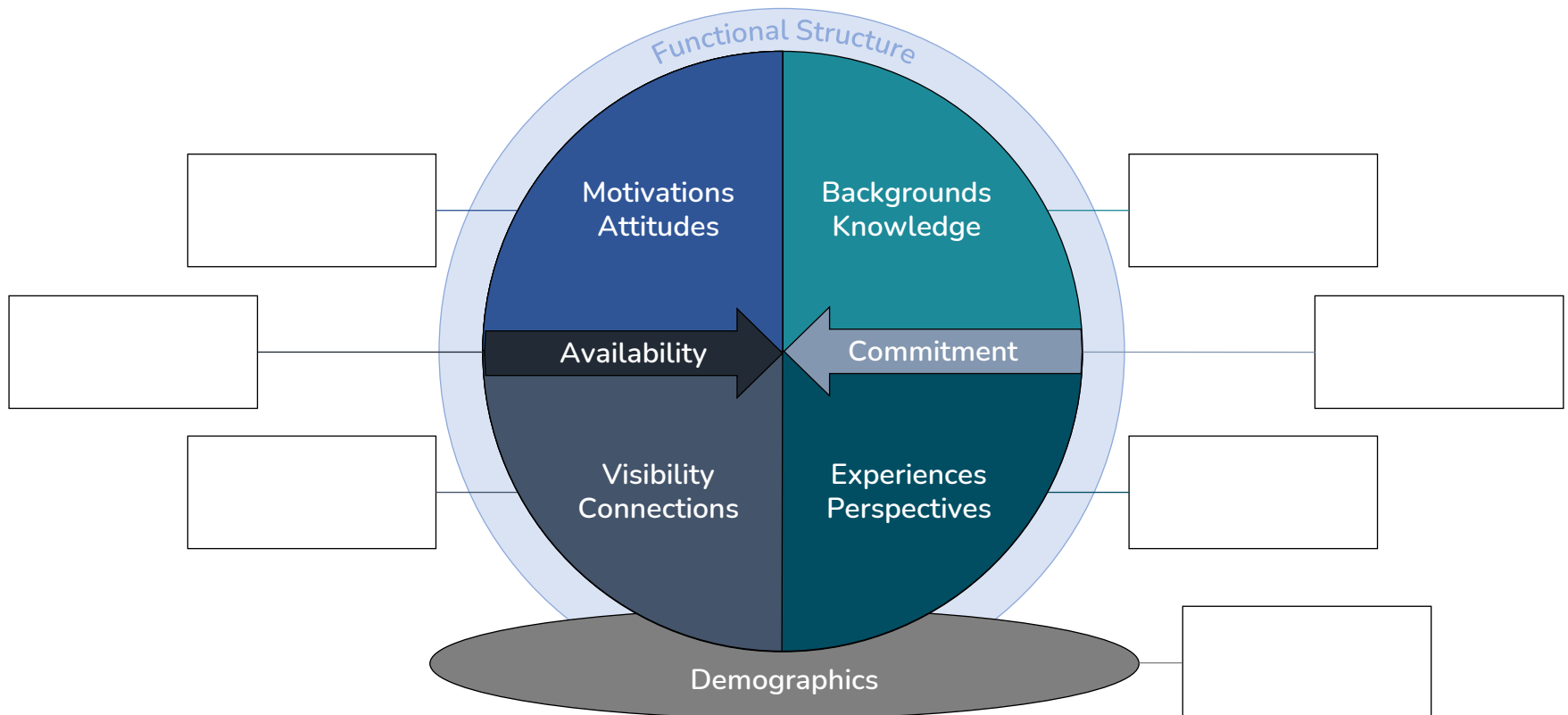
Policies

Risk Management, Human
Resources, Procurement, etc.

Board Composition

Profile of the “Ideal” Board

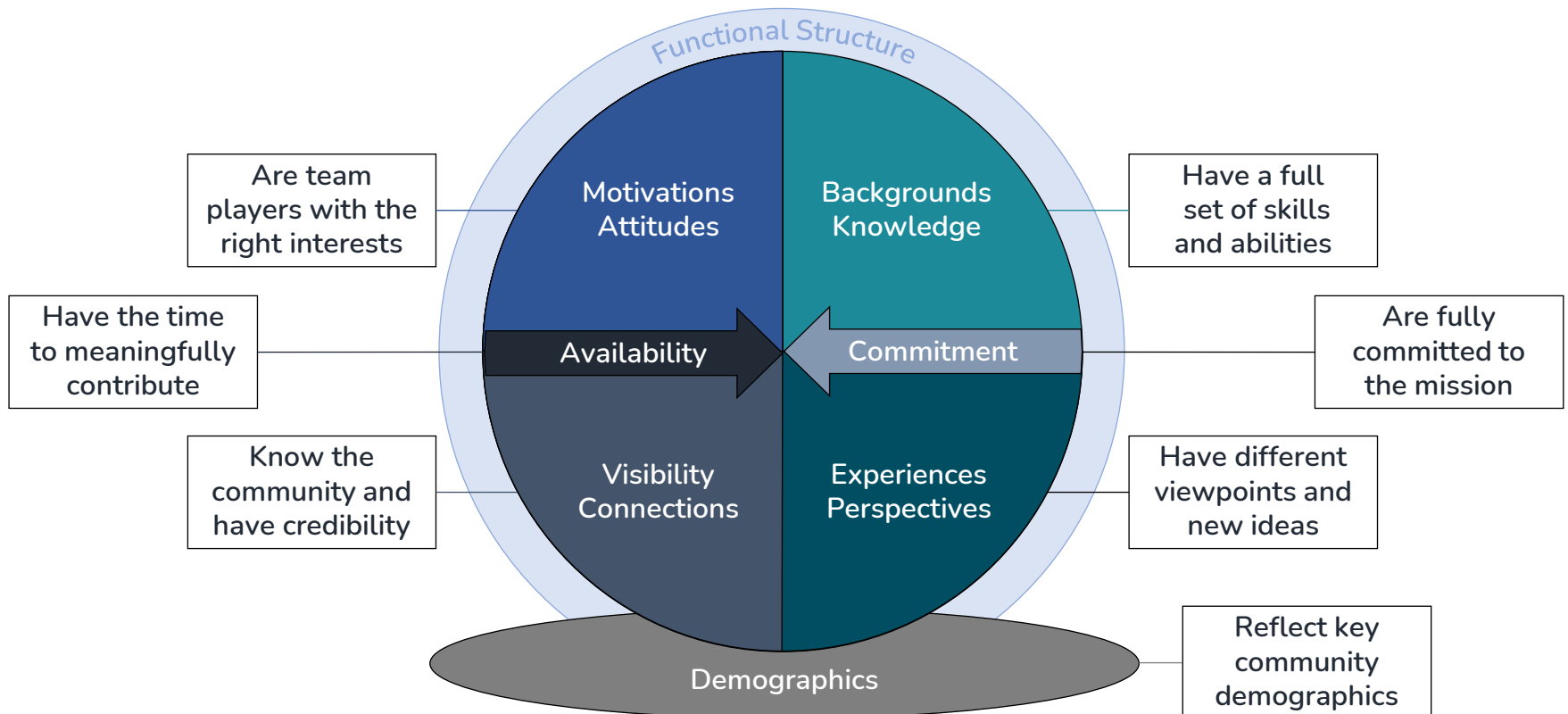
» What do these elements mean to you?



Board Composition

Profile of the “Ideal” Board

» What conditions are you trying to create?



Board Composition



Optimizing Board Membership

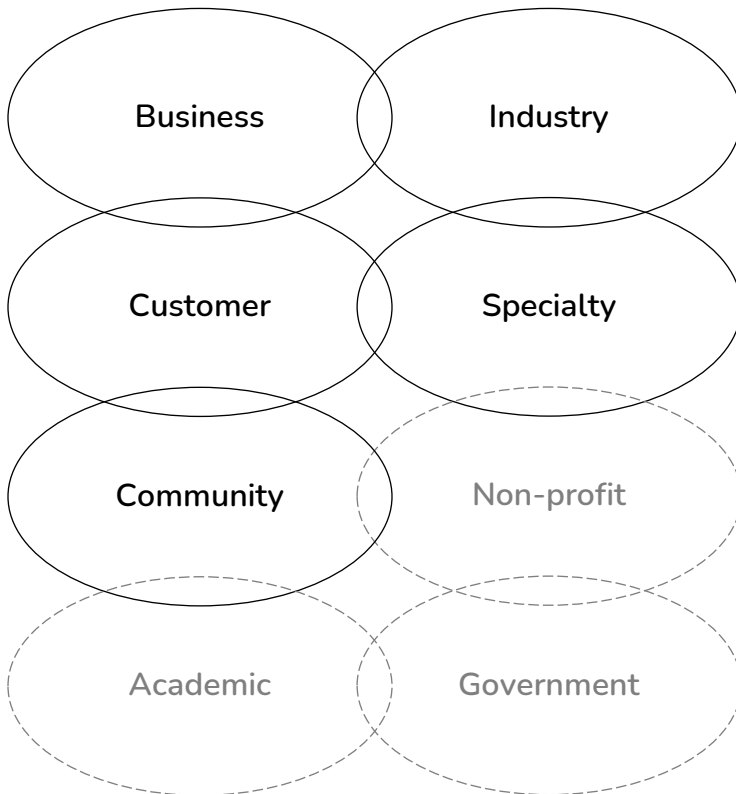
- » Fill roles and build breadth and depth
 - › Backgrounds
 - › Experiences yielding knowledge and perspective
 - › Fields requiring the ability to think strategically
 - › Communities
 - › Visibility, relationships, and public reputation
 - › Influence within representative populations
 - › Intangibles
 - › Interests driving commitment and participation
 - › Personal traits such as assertiveness and collaboration

Board Composition



Backgrounds: Knowledge, Skills, and Abilities

» Identify groups in which skills likely reside



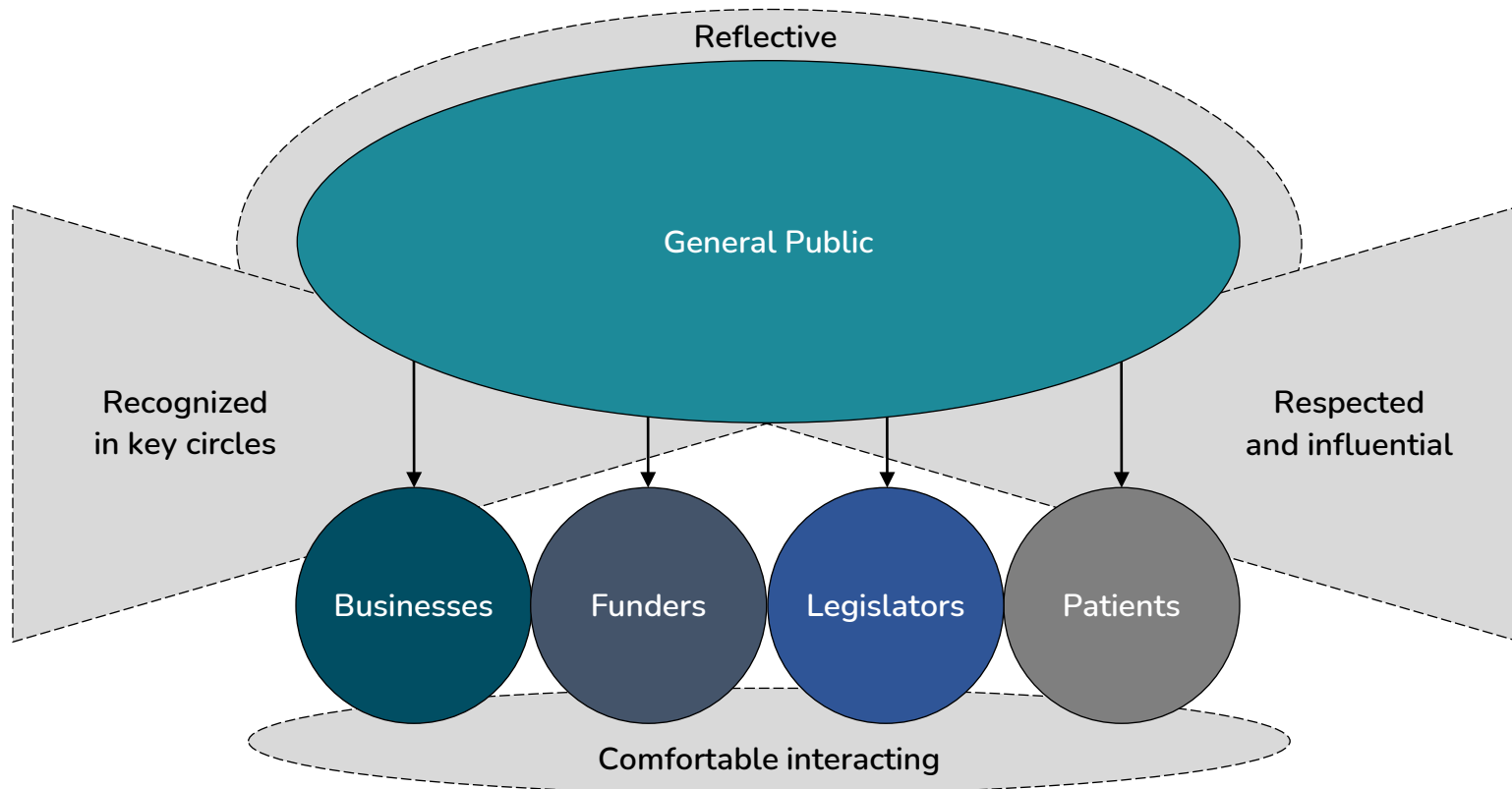
Target Background Examples

- › Business Owners or Executives
 - › CPAs, CFOs, Bankers, or Financial Managers
 - › Health Care Administrators
 - › Medical Doctors (MDs)
 - › Nurse Practitioners and/or Nurses
 - › Management Consultants and/or PMPs
 - › Marketing Directors or Outreach Coordinators
 - › Fundraising Professionals (CFREs)
 - › Local Community Influencers
 - › Current or Former Patients
-
- › Mental Health Clinicians and/or LCSWs
 - › Non-profit Attorneys or Paralegals
 - › Public Health Directors or Professors
 - › Non-profit EDs or Board members
 - › Public Relations or Public Affairs Officers
 - › Medical or Public Health Students

Board Composition

Communities: Connections, Influence, and Credibility

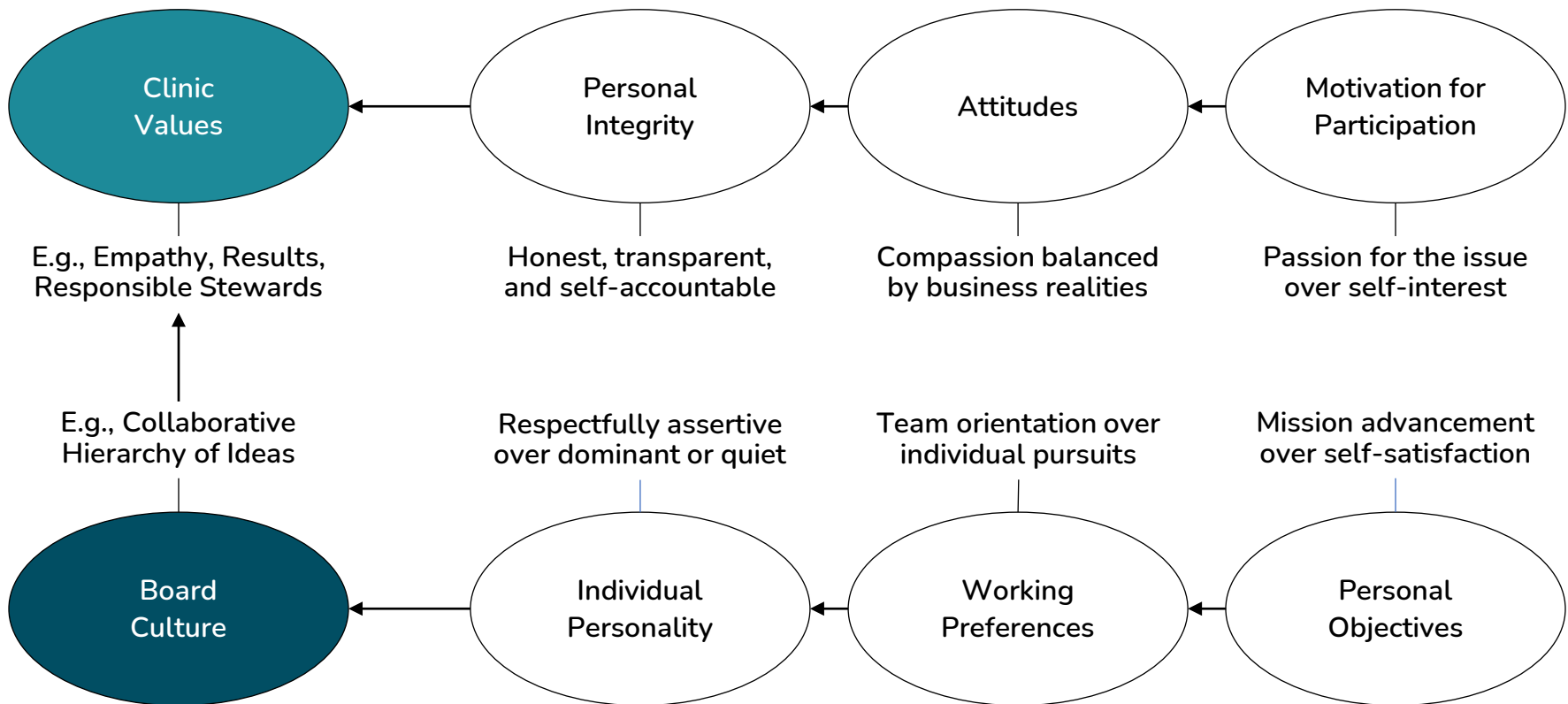
- » Define attributes that promote community integration



Board Composition

Intangibles: Commitment, Collegiality, and Collaboration

» Describe traits that will make people thrive



Board Composition



Pulling Your Profile Together

» Document your desired board composition

Focus Responsibilities	Potential Backgrounds	Community Relationships	Intangible Attributes
Finance	Accountant (CPA) Chief Financial Officer Financial Advisor Banking Manager	Finance discipline (learn)	Driven by the mission Respected by colleagues Works well on teams Respectfully assertive Good listener Generates new ideas Willing to make time
Programs	Medical Doctor (MD) Dentist (DDS) Mental Health Clinician Nurse Practitioner Current or Former Patient	Foundations (listen) Patient pool (listen) Health Care industry (learn) Non-profits (collaborate)	
Engagement – Patient Outreach	Marketing Director Outreach Coordinator Current or Former Patient	Patient pool (influence)	
Engagement – Fundraising	Marketing Director Business Owner Business Executive Fundraiser (CFRE) Local Community Influencer	Companies (influence) Foundations (influence) High-end donors (influence)	

Populating the Board



Recruiting for Your “Ideal” Board

- » Generate multiple qualified candidates
- » Reach people with the right backgrounds
 - › Use member connections*
 - › Go to interest groups, e.g.:
 - › Professional associations
 - › Chambers of Commerce
 - › Social media groups
 - › Faith communities
 - › Push marketing campaigns
 - › Local “volunteer hubs”
- » Be persuasive while also honest and forthright

Populating the Board



Making a Recruiting Plan

» Push information and “ask” – reach and resonate, e.g.:

Target Backgrounds	Potential Sources	Outreach Method	Key Messaging Points
Accountant (CPA) Chief Financial Officer Financial Advisor	Member connections Chamber of Commerce Finance associations	Personal contact Networking events Opportunity postings	<u>Initial Outreach</u> Health care situation Clinic mission and impacts Summary of future plans Importance of Board Types of people desired Ask people to contact <u>Individual Follow-up</u> Clear role description Full expectations Discuss typical concerns Answer questions Communicate process Ask person to apply
Business Owner Business Executive	Member connections Chamber of Commerce	Personal contact Networking events	
Medical Doctor (MD) Dentist (DDS) Mental Health Clinician Nurse Practitioner	Member connections Health Care community Local association chapters LinkedIn affinity groups	Personal contact Community campaign Opportunity postings Drip post campaign	
Marketing Director Outreach Coordinator Fundraiser (CFRE)	Member connections Chamber of Commerce Local AFP chapter	Personal contact Networking events Opportunity postings	
Community Influencer	Member social circles	Personal contact	
Current or Former Patient	Knowledge and records	Personal contact	
<i>All Backgrounds</i>	<i>Faith communities</i>	<i>Direct announcements</i>	

Prospect Evaluation



Selecting the Right People

- » Develop a comprehensive vetting process
 - › What's important to assess?
 - › Motivations
 - › Qualifications
 - › Mission commitment
 - › Board culture fit
 - › Reliability
 - › How can you evaluate these things?
 - › Initial statement of interest
 - › Multiple person or panel interviews
 - › Types of questions candidate asks
 - › Professional and personal references
 - › Provide opportunity to self-select out

Challenges



Common Obstacles and Possible Solutions

- » There local population doesn't support what we need
Consider incrementally expanding recruiting area
- » Heavy competition for prospective candidates
Develop and present messages that stand out
- » There's a large local pool, but no one's responding
Adjust plan – audiences, messages, etc.
- » No one who's interested meets all of our requirements
The above, and consider “essential” vs. “learnable”
- » There's pressure to bring on friends or close contacts
Formalize and document standards and process

Next Steps



Practical Action Plan

» Five things you can do in the next month

1. Confirm or define clinic values
2. Design your “ideal” board
 - › Functions and structure
 - › Member composition
3. Assess your current membership
 - › Un- or under-utilized skills
 - › Gaps in knowledge, perspectives, etc.
4. Make a recruiting plan
5. Refine your selection process

Wrap-up



Building an Effective Clinic Board

- » What challenges do you foresee?
- » What's the first thing you'll do with this information?
- » What questions do you have?
- » Additional information
 - › Snowflake Consulting
Web: www.snowflakellc.com
E-mail: tom.morley@snowflakellc.com
 - › VAFCC
Web: www.vafreeclinics.org
E-mail: rbutler@vafreeclinics.org

Coming Soon



Upcoming Webinars

- » **Board Orientation and Development – January 25**

Governance Cohorts

- » **Small and large clinic cohorts begin in March**
- » **Six clinics per group – Register now to claim your place!**



Thank you!

