

# Bringing Innovation to Your Board



Amy Bulpitt, J.D., M.B.A.



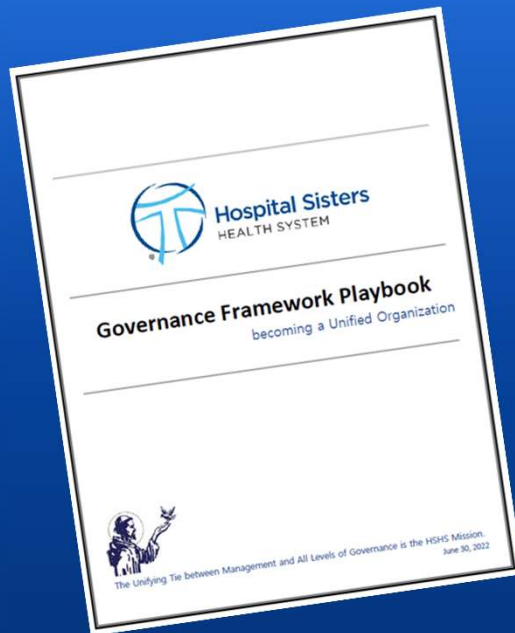
Dani Glascock



The Governance Institute®

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HEALTH

# Bringing Innovation to **Your** Board



**Dani Glascock**  
System Director of Governance & OGC Operations  
Hospital Sisters Health System

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**Amy Bulpitt**  
Senior Vice President and Chief Legal Officer  
Hospital Sisters Health System

*Prepared for*

2023 Governance Support Forum | October 3, 2023



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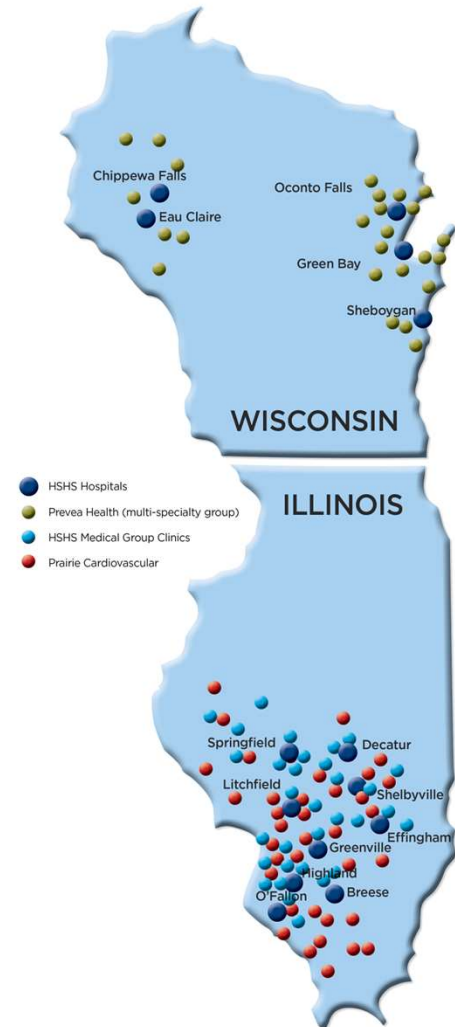
# HSHS Governance Circa 2021



# About HSHS

## Fiscal Year 2022

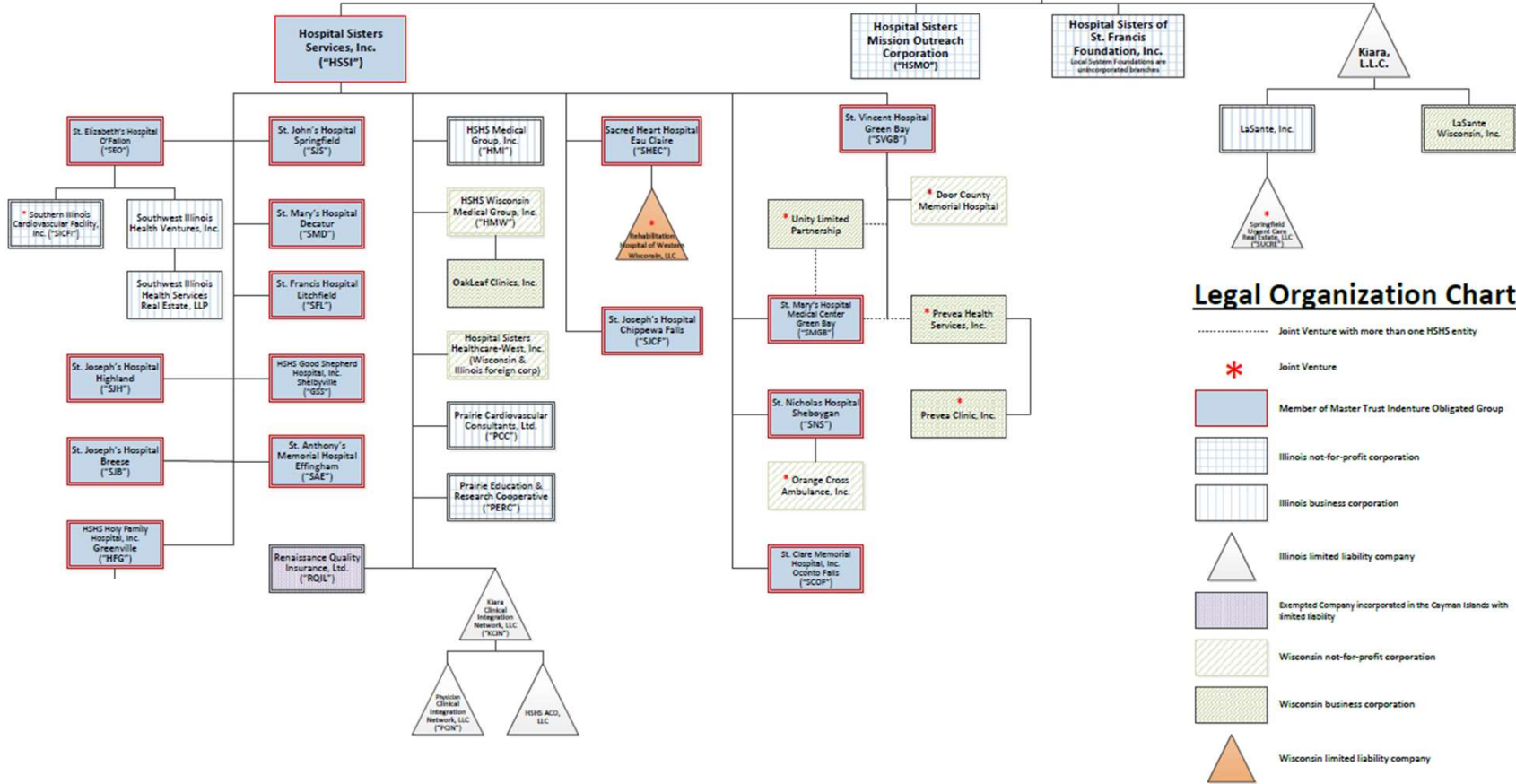
Hospitals	15
Clinics	241
Population Served	2.6 Million
Operating Revenue	\$2.9 Billion
Unrestricted Cash & Investments	\$1.4 Billion
Physicians (on Medical Staff)	2,507
Inpatient Admissions	65,103
Emergency Room Visits	280,212
Surgery Cases	54,346
Outpatient Visits	1,516,752
Clinic Visits	1,832,366
Colleagues (as of 12/31/2022)	12,997





**Hospital Sisters Ministries  
("HSM")**

**Hospital Sisters Health System  
("HSHS")**



**Legal Organization Chart**

- Joint Venture with more than one HSHS entity
- \* Joint Venture
- Member of Master Trust Indenture Obligated Group
- Illinois not-for-profit corporation
- Illinois business corporation
- Illinois limited liability company
- Exempted Company incorporated in the Cayman Islands with limited liability
- Wisconsin not-for-profit corporation
- Wisconsin business corporation
- Wisconsin limited liability company



## OUR MISSION

To reveal and embody Christ's healing love for all people through our high-quality Franciscan health care ministry.

## OUR VISION

Rooted in our Franciscan mission, we will be the unique, high-quality health system providing exceptional care, centered on the whole person.

## OUR VALUES

Respect  
Care  
Competence  
Joy

# Common Law Duties of Non-Profit Directors

- **Duty of Care**
  - Requires Board to act upon appropriate information with appropriate deliberation
- **Duty of Loyalty**
  - Requires Board to act only in the best interests of the organization .. ***not just the best interest of the individual***
- **Duty of Obedience**
  - Requires Board to act in furtherance of the Mission of the organization

# What do Directors' Duties Mean for their Relationship with Executives?

## The Proper Governance Oversight Role of the Board

- “Active, informed, independent and assertive stewardship of the charitable mission”
- Exercise of “constructive skepticism” in the directors’ supervisory role
- Not desirable for directors to try to manage the corporation directly and comprehensively
- Specific expectations/duties of the Board—what the corporate documents provide



# Managing the Distinction between Governance and Management

- Fundamental authority to delegate day-to-day management to executives
- Ability to rely upon management, subject to exercise of oversight
- “Active stewardship” and “constructive skepticism” do not mandate an adversarial relationship with management
- “*Micro* governance”: the dangers to the director and to the corporation from crossing “the thin gray line”

# How can oversight be generative?

- ✓ Boards exercise fiduciary oversight to guard the organization
- ✓ Directors support management to set strategic direction and serve as strategic partners
- ✓ Boards become generative when they review strategic matters from a *macro* perspective
  
- ✓ But how do boards become generative?
  - ✓ When they have time to think critically
  - ✓ Efficient governance is critical to support a generative board

# Best Practices for Efficient Governance and a Generative Board

## Differences Between the HSHS Boards

The unifying tie between HSHS management and all levels of governance is the HSHS mission. We empower all HSHS board members to contribute to the HSHS mission through the provision of meaningful oversight. Below are summaries of the various duties of our different HSHS boards.

### Hospital Sisters Ministries Board Reserved Power Policies

- Appointment and removal of the chairpersons of HSHS and HSSI
- Appointment and removal of the directors of HSHS and HSSI
- Appointment and removal of the presidents of HSHS and HSSI
- Consolidated strategic plan and goals of HSHS
- Amendments to the articles of incorporation and bylaws
- Borrowing, alienation and other transactions involving stable patrimony
- Mergers, joint ventures, partnerships, dissolutions or sales
- HSHS principles for mission integration and mission accountability reports
- Names, logos and marks
- Philosophy, mission and values
- Plan for ministry education and governance
- Deviations from consolidated capital and operating budgets
- Material employee retirement plan actions

### Core Responsibilities of the HSHS Board of Directors

- Transformation, strategic positioning
- Quality/value equation: policy setting and oversight
- Financial policy and oversight, including investment policy
- Corporate compliance for the entire system
- Organizational development across the system
- Evaluation of the system CEO
- Overarching standards: credentialing, board development, etc.
- Ensure system complies with all laws and regulations as part of the director's duty of obedience

### Core Responsibilities of the Local Ministry HSHS Boards of Directors (Subsidiary Boards)

- Quality/Value Equation: oversight not just policy setting, credentialing typically using system support
- Strategy: organic growth within framework of overall system plan
- Community: philanthropy, community health needs assessment, community benefit, advocacy
- Legal & Regulatory Compliance: ensure each local hospital complies with all laws and regulations as part of the director's duty of obedience
- Limited Financial Oversight Responsibilities: streamlined approval authority of operating and capital budgets



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Independent community members with greater alignment to System Board/priorities

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Streamlined committee structure – tied to System counterpart committees

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Common board development and education

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Common governing template documents, i.e. board agendas

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Consistent performance measures

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# Core Responsibilities: System Board



Transformation, strategic positioning



Quality/value equation: policy setting and oversight



Financial policy and oversight, including investment policy



Corporate compliance for the entire System



Human capital oversight across the System



Evaluation of the System CEO



Overarching standards: credentialing, board development, etc.



Ensure System complies with all laws and regulations as part of the director's duty of obedience

# Core Responsibilities: Local Hospital Board

## Subsidiary Board's responsibilities are more focused, with emphasis on:

- **Quality/Value Equation:** oversight not just policy setting, credentialing typically using System support
- **Strategy:** organic growth within framework of overall System plan
- **Community:** philanthropy, community health needs assessment, community benefit, advocacy
- **Legal & Regulatory Compliance:** ensure compliance complies with all laws and regulations as part of the Director's duty obedience

## Limited financial oversight responsibilities:

- **Stewardship:** streamlined "approval authority" of operating or capital budgets

# Our Journey to Becoming a Unified Organization

## **The Unifying Tie between Management and All Levels of Governance is the HSHS Mission.**

- Achieve economies of scale and efficiencies for our leadership teams and board members
- Empower board members to contribute to the HSHS Mission through the provision of meaningful oversight
- Continued commitment to the Local System Boards
- Enhance the connection between effective governance and economic prosperity where Local System Boards serve as extensions of the System Board



# Phase 1



## GOVERNANCE MODERNIZATION

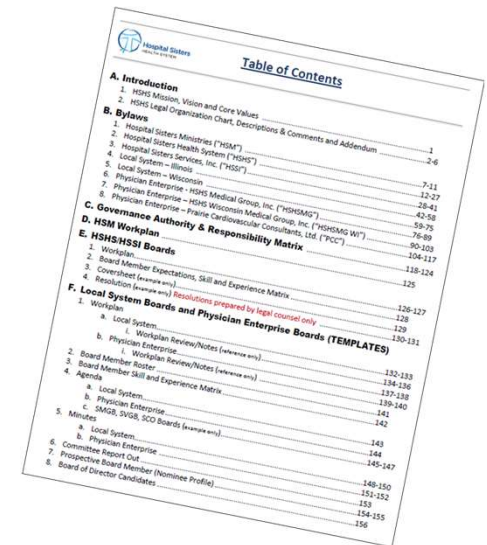
becoming a Unified Organization

### PHASE 1 - 2022

✓	Develop and implement Governance Playbook (system and local boards)
	Develop and implement templates:
✓	1. Agenda
✓	2. Minutes
✓	3. Board member roster
✓	4. Work Plan
✓	5. Board member skill & experience Matrix
✓	6. Prospective board member (nominee profile)
✓	Develop Committee Report Out form
✓	Streamline scope of board education
✓	Develop new governance orientation format and substance
✓	Update HSHS Governance Authority and Responsibility Matrix

# Governance Playbook for an Effective Framework

- Governance Authority and Responsibility Matrix
- Workplan\*
- Charter
- Agenda Template\*
- Minutes Template\*
- Skill Matrix Chart Template, Potential Candidates - Succession Planning\*
- Membership Roster\*
- Committee Report-Out Template\*
- Board Education Calendar\*
- Board Repository



The image shows a tilted 'Table of Contents' page from a document titled 'Hospital Sisters'. The page lists various sections and their corresponding page numbers. The sections include: A. Introduction (1-6), B. Bylaws (7-21), C. Governance Authority & Responsibility Matrix (22-27), D. HSM Workplan (28-41), E. HSM/SSI Boards (42-58), and F. Local System Boards and Physician Enterprise Boards (TEMPLATES) (59-75). The 'TEMPLATES' section is further detailed with sub-sections like Workplan, Board Member Roster, Agendas, Minutes, and Board of Director Candidates.

Section	Page Number
<b>A. Introduction</b>	1-6
1. HSM Mission, Vision and Core Values	1
2. HSM Legal Organization Chart, Descriptions & Comments and Addendum	2-6
<b>B. Bylaws</b>	7-21
1. Hospital Sisters Ministries ("HSM")	7-11
2. Hospital Sisters Health System ("HSHS")	12-27
3. Hospital Sisters Services, Inc. ("HSSI")	28-41
4. Local System - Illinois	42-58
5. Local System - Wisconsin	59-75
6. Physician Enterprise - HSM Medical Group, Inc. ("HSM/MG")	76-89
7. Physician Enterprise - HSM Wisconsin Medical Group, Inc. ("HSM/MG WI")	90-103
8. Physician Enterprise - Prairie Cardiovascular Consultants, Ltd. ("PCC")	104-117
<b>C. Governance Authority &amp; Responsibility Matrix</b>	118-124
<b>D. HSM Workplan</b>	125
1. Workplan	125-127
2. Board Member Expectations, Skill and Experience Matrix	128
3. Cover Sheet (www.ens)	129
4. Resolution (www.ens)	130-131
<b>E. HSM/SSI Boards</b>	132-133
1. Workplan	134-136
2. Board Member Roster	137-138
3. Board Member Skill and Experience Matrix	139-140
4. Agendas	141
5. Minutes	142
6. Board of Director Candidates	143
<b>F. Local System Boards and Physician Enterprise Boards (TEMPLATES)</b>	144-147
1. Local System	144
a. Workplan Review/Notes (www.ens)	145-147
b. Physician Enterprise	148
2. Board Member Roster	149
3. Board Member Skill and Experience Matrix	150
4. Agendas	151
5. Minutes	152
6. Board of Director Candidates	153
7. Prospective Board Member (Nominee Profile)	154-155
8. Board of Director Candidates	156

\* see Appendix



# Phase 2



## PHASE 2 - 2023

- Optimize Governance Playbook (system and local boards)
- Develop enhanced meeting cadence for system board and its committees
- Transition to electronic packets
- Secure new board portal
- Develop and implement updated in-house survey tool
- Develop and implement new board education calendar
- Introduce 5-year recruitment plan for system board
- Transition corporate secretary to legal counsel for system board and all affiliates
- Develop and implement Governance Playbook (subsidiary boards)
- Optimize board orientation format and substance
- Define board officer term limits
- Develop board member exit survey/checklist

# Phase 3



## PHASE 3 - 2024

Implement new meeting cadence for system board and its committees
Optimize board portal
Add second governance convocation-type meeting to the calendar for more education around governance issues
Develop board member compact
Develop enhanced meeting cadence for local and subsidiary boards and its committees
Implement new education program for CEOs and board chairs
Optimize Governance Playbook (subsidiary boards)
Introduce Governance Institute continued education through select webinars
Develop mentorship program for new board members

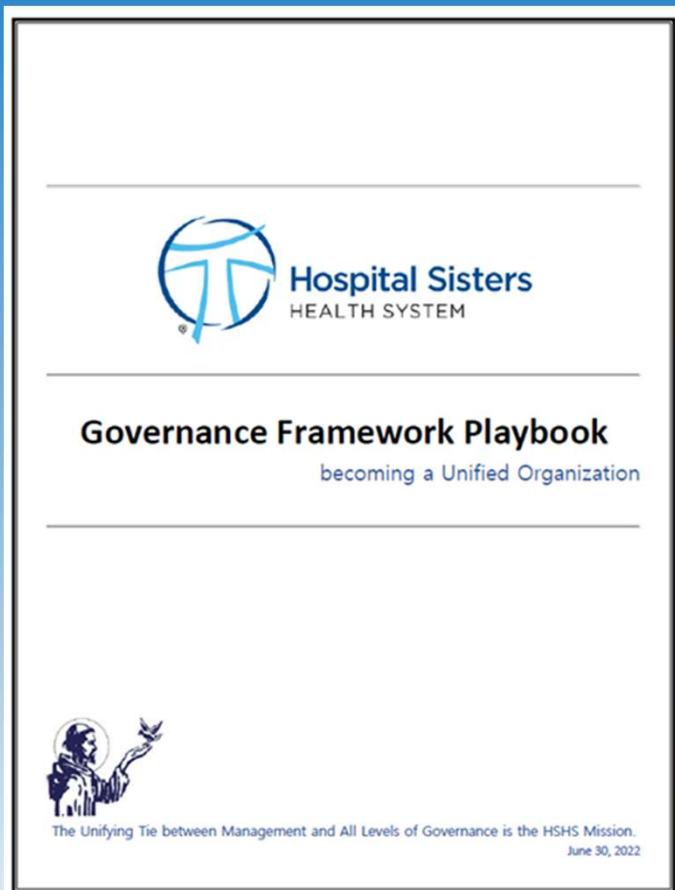




## Next Steps for HSHS (Phase 3 and Beyond)



# Q&A



**Amy K. Bulpitt**  
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Hospital Sisters Health System  
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Hospital Sisters Health System  
[dani.glascock@hshs.org](mailto:dani.glascock@hshs.org)

# APPENDIX



\*please insert your Local System logo\*

## HSHS (Local System) Board Of Directors 2023 WORKPLAN

HSHS (Local System Board) Approved: \_\_\_\_\_, 2022  
Revised: \_\_\_\_\_, 2022

All meetings (unless otherwise specified) will be held in \_\_\_\_\_.  
Members are encouraged to attend in person whenever possible. A teleconference number will be available if necessary.


Board Meeting Date (Time: _____)	January	March	May	July	September	November
Date packets will be distributed						
<b>Standing Reports</b>						
Nursing/CNO Report	X	X	X	X	X	X
Patient Quality Story	X	X	X	X	X	X
Administrative Reports (reports could change) - CEO Report: Strategic Plan Goals Update - HSHS HSSI Division Update - HSHS HSSI Update	X	X	X	X	X	X
Financial Report (Operating and Capital)	X	X	X	X	X	X
Medical Staff Reports (reports could change) - Medical Staff Report - Credentialing Recommendations - Red Flag Report - Credentialing Activities of the Board Executive Committee - Peer Review	X	X	X	X	X	X
Quality Reports (reports could change) - Patient Experience - Quality Report Card – including dashboard metrics - Risk/RCA's/Significant Events/Safety Vignette - Significant Regulatory/Compliance Issues	X	X	X	X	X	X
HSHS and Local System Balanced Scorecards	X	X	X	X	X	X
Board Education	X	X	X	X	X	X
Advocacy Report	X	X	X	X	X	X
<b>Board Meeting - Periodic Reports</b>						
Local System Compliance Report	X			X		
Litigation	X			X		
Crowe Audit Report		X	X		X	X

Board Meeting - Periodic Reports	January	March	May	July	September	November
Community Benefit Update (minimum 2 times annually)		X			X	
Review of IRS Form 990		X				
Performance Improvement Plan - Quality Assessment and Performance Improvement Evaluation and Plan (QAPI)		X				
Infection Control Plan - Infection Control and Prevention Risk Assessment and Plan - Infection Control and Prevention Program Evaluation		X				
Annual Strategic and Financial Plans - Goals and Objectives - Operating Budget - Capital Budget			X			
Recommendations for Local System Board Member Appointments/Reappointments				X		
Mission Integration Accountability Report ("MIAR") and Results						
Local System President/CEO Performance Appraisal					X	
EOC Plans - Utilities Management Plan and Evaluation - Emergency Management Plan and Evaluation - Life Safety Program and Evaluation - Medical Equipment Management Program and Evaluation - Safety Management Plan and Evaluation - Security Management Plan and Evaluation - Hazardous Materials and Waste Management Program and Evaluation					X	
Culture of Patient Safety Plan					X	
Board Conflict of Interest Attestation (Sent out by HSHS)						X
Appointment of Officers						X
Appointment of Members of Board Committees						X
Annual Independent Auditor's Report						X
Bylaws Approval: Medical Staff Governing (as needed)						
Biennial Development of Board Goals (even years)	2024					
Biennial Board of Directors Self-Evaluation Results (odd years) (through Governance Institute)						2023
Triennial Local System Bylaws					2024	
Triennial Community Health Needs Assessment (3D Report)			2024			
Triennial Medical Staff Development Plan (3D Report)				2024		

The work of the Board of Directors will reflect the Mission and Values of Hospital Sisters Health System and is consistent with the responsibilities outlined in the Bylaws. Attention will be paid to disparities in Health Care services.

# APPENDIX

\*please insert Local System logo\*




HS (Local System) - (city)  
BOARD OF DIRECTORS MEETING  
(time), (date)  
(location)  
**AGENDA**

Time	Order of Business	Reporting	Action
I.	Call to Order Opening Prayer		
II.	Agenda a. Review and Approval b. Conflicts of Interest Disclosure		Approval Information
III.	Consent Agenda a. Review and Approval b. Board Committee Minutes c. Crowe Audit Report		Approval Approval of Consent Agenda
IV.	Quality a. Patient Experience b. Quality Report Card c. Risk/RCA's/Significant Events/Safety Vignette d. Significant Regulatory/Compliance Issues e. CNO Report f. Medical Staff Reports (i) Medical Staff Report (ii) Credentialing Recommendations (iii) Red Flag Report (iv) Credentialing Activities of the Board Executive Committee (v) Peer Review		Information Information Information Information Information Approval Approval Information Information Information
V.	Strategy a. Strategic Plan Update (HS and Division) b. Balanced Scorecard (HS) c. Balanced Scorecard (Local System) d. Localization of Strategic Plan Update e. Medical Staff Development Plan		Information Information Information Information Approval
VI.	Community a. Advocacy b. Community Benefit Update		Education Information
VII.	Stewardship a. Financial Report		Acceptance
VIII.	Board Education		Information
IX.	Action Items		Approval


  

Time	EXECUTIVE SESSION	Reporting	Action
I.	Call to Order		
II.	For Consultation: A. Potential Malpractice Claims B. Review of IRS Form 990 <b>CONFIDENTIAL, SUBJECT TO ATTORNEY-CLIENT PRIVILEGE</b>		Information Information
III.	Evaluation of Meeting A. What went well today to advance our Mission? B. Was there significant strategic discussion?		
IV.	Adjourn		



2023 Hospital and Physician Enterprise  
Board of Directors Education

Month	Education Category	Topic	Presenter
January	Human Potential, Colleague Relations	Talent	David Beach
March	Unified Organization, Strategic Plan	Shared Services Model & YTD Financials	Ron Hodgkinson
May	Technology/Cybersecurity	Mission Integration Framework and Plan	Rachelle Barina
July	Mission Integration, ERDs, Ethical Challenges	ACO PCIN	Dr. Marc Shelton
September	Physician Alignment, Physician Relations	Strategic Plan Initiatives	Peter Kung
November	Unified Organization, Strategic Plan	High Reliability Organization	Theresa Horne
November	Site of Care Transformation, Quality, Patient Experience	Governance Modernization Update	Amy Bulpitt
November	Fiduciary Responsibilities & Governance		

# APPENDIX

\*Please insert Local System logo\*



HSHS (LOCAL SYSTEM) - (city here)  
 BOARD OF DIRECTORS MEETING  
 \_\_\_\_\_, 2022  
**MINUTES**

Board Members Present:

Management And Staff:

Guests:

Topic	Discussion	Action
Call to Order	_____, Chairperson of the Board, called the meeting to order at ____ a.m./p.m. and welcomed everyone. He/She declared a quorum.	
Opening Prayer	_____ offered the opening prayer.	
Review of Agenda	The agenda was reviewed and approved as is.	Information only
Identification of Conflict of Interest	_____ (Chairperson) reminded the group to be mindful of any conflict of interest that may be present with any agenda items.	Information only
Consent Agenda	A. Review and Approval B. Board Committee Minutes C. Crowe Audit Report A motion was made by _____ and seconded by _____ to approve the Consent Agenda.	Motion carried
Quality	A. Patient Experience B. Quality Report Card C. Risk/RCA's/Significant Event/Safety Vignette D. Significant Regulatory/Compliance Issue E. CNO Report F. Medical Staff Reports (i) Medical Staff Report A motion was made by _____ and seconded by _____ to approve the Medical Staff Report. (ii) Credentialing Recommendations A motion was made by _____ and seconded by _____ to approve the Credentialing Recommendations. (iii) Red Flag Report (iv) Credentialing Activities of the Board Executive Committee (v) Peer Review	For consultation/ information  Motion carried  Motion carried

Strategy	A. Strategic Plan Update (HSHS and Division) B. Balanced Scorecard (HSHS) C. Balanced Scorecard (Local System) D. Localization of Strategic Plan Update E. Medical Staff Development Plan A motion was made by _____ and seconded by _____ to approve the Medical Staff Development Plan.	For consultation/ information  Motion carried
Community	A. Advocacy B. Community Benefit Update	For consultation/ information
Stewardship	A. Financial Report A motion was made by _____ and seconded by _____ to accept the Financial Report.	Acceptance
Board Education		Information only
<b>Action Items</b>		
(Local System Board approval only)	_____ presented the _____.  A motion was made by _____ and seconded by _____ to approve the _____.	Motion carried
(HSHS Board approval)	_____ presented the _____.  A motion was made by _____ and seconded by _____ to recommend the approval of the _____ to the Hospital Sisters Health System for approval.	Motion carried
(HSM Board approval)	_____ presented the _____.  A motion was made by _____ and seconded by _____ to recommend the approval of the _____ to the Hospital Sisters Health System for further recommendation to the Hospital Sisters Ministries Board for approval.	Motion carried
Adjournment	There being no further business to come before the Board, the meeting was adjourned at ____ a.m./p.m., and the Board entered Executive Session.	Information only
Next Meeting	The next meeting will be held on _____, 2022 at HSHS _____ Hospital, in _____, Illinois/Wisconsin.	Information only
Reviewed and approved _____, 2022  _____ Chairperson Secretary		

# APPENDIX

\*please insert your logo\*

**Hospital Sisters**  
HEALTH SYSTEM

**Board Member Skill and Experience Matrix**  
**2022-2023**

HSHS ( )

<i>Board Member: Name and Year of Local Board Service Completed</i>	<i>Diversity: Gender / Race/Ethnicity / Religious Affiliation/ Age Range</i>	<i>Community Service: Advocacy / Safety – Protection / Community Service Agency / Poverty / Community Benefit / Public Policy / Philanthropy</i>	<i>HSOSF Sister / Member of the Clergy or Religious Minister</i>	<i>Educator or Education Leader (including college President)</i>	<i>Clinical: Clinical Background or other Clinical Experience / Physician / Nurse / Clinical Quality Experience / Public Health / Healthcare Experience</i>	<i>Person with experience in Governance, Compliance, or a member of the Legal Profession</i>	<i>Business Skill: Banking / Finance / Accounting</i>	<i>Organizational Skill: Executive / Human Resources / Marketing / Communications</i>	<i>Planning Skill: Strategic Planning / Real Estate Development / Demographics</i>
Current Board Membership									

\*please insert your logo\*


**Hospital Sisters**  
HEALTH SYSTEM

HSHS \_\_\_\_\_ Hospital  
\_\_\_\_\_, Illinois/Wisconsin  
Board of Directors  
November 1, 2022 – October 31, 2023

<b>NAME / POSITION / PROFESSION</b>	<b>1<sup>st</sup> TERM 3-Year Maximum</b>	<b>2<sup>nd</sup> TERM 3-Year Maximum</b>	<b>3<sup>rd</sup> TERM 3-Year Maximum</b>
_____, Chairperson			
_____, Vice Chairperson			
_____, Secretary			
NOMINEE(S) UNDER CONSIDERATION FOR POSSIBLE BOARD POSITION			
		See attached Nomination Form	



# APPENDIX



\*please insert your logo\*

**Hospital Sisters**  
HEALTH SYSTEM  
**Prospective Board Member**

<b>Name:</b>	
<b>Home Address, Telephone/Mobile, Facsimile:</b>	
<b>Business Address, Telephone/Mobile, Facsimile:</b>	
<b>Preferred Email:</b>	

**Educational Background** (please list specific institutions attended and any degrees, licenses, or certificates awarded):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Professional Background** (please provide name of employer and years of experience):  
Please attach current resume.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Prior** community service, public official service, leadership experience, and board experience:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Personal interests:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Experience and Skills:**

Level Code	3 = Competent Knowledge and Experience
0 = No Background or Experience	4 = Expert Knowledge and Experience
1 = Minimal Knowledge and Experience	
2 = Moderate Knowledge and Experience	

Understanding the Healing Mission of the Catholic Church, HSHS Mission and Values, HSHS Strategic Priorities and the Franciscan Approach to Healthcare	
Broad knowledge and understanding of healthcare operations and global trends affecting healthcare	
Strategic thinking/planning	
Financial analysis expertise	
Business valuation and business risk experience	
Mergers and acquisitions	
Healthcare compliance and audit	
High level knowledge of portfolio management	
Physician relationships, alignment complexities and exposures	
Clinical Quality and service delivery knowledge in relationship to cost and efficiencies	
Needs of the communities served	
Population risk management and community health	
Healthcare market and payment systems	
Patient safety practices, safety indicators	
Accreditation, compliance, and risk management evidence-based care	
Performance measurement and improvement strategies in industry and healthcare	
Patient/customer satisfaction, engagement, and loyalty	
Medical and nursing care processes and education across the continuum of care	
Medical informatics and technology	
Organizational transformation, digital strategy and innovation	
Understanding performance reports, trends, national benchmarks, and other information and applying that understanding to committee tasks for decision-making and oversight	

Ethnic Background	
Caucasian	
Native American	
African American	
Latino/Latina	
Asian or Pacific Islander	
Other	
Gender	
Male	
Female	
Age	
Under 30	
Under 40	
Under 50	
Under 60	
Under 70	
Over 70	
Prefer not to answer	

**Other Information** you would like us to know:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

List any potential **Conflicts of Interest**:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Questions** you have for us:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# APPENDIX



Hospital Sisters  
HEALTH SYSTEM

Committee Name: \_\_\_\_\_

Date of Meeting: \_\_\_\_\_

## Board Committee Report Out

<input type="checkbox"/>	Information Only
<input type="checkbox"/>	Board Action Required

### A. Objective(s):

- 1.
- 2.
- 3.

### B. Key Takeaways:

- 1.
- 2.
- 3.

### C. Recommendation(s) from Committee that Require Board Action:

(if action is required of the Board, clearly state the Committee's recommendation below)

- 1.
- 2.
- 3.