

The Need for Speed: Onboarding for Maximum Board Engagement

Laura Orr, CEO

FORWARD Governance Consulting



AGENDA

I. WHY the Need for Speed?

II. HOW to Accelerate?

III. WHAT Next?

IV. Q&A / Your Successes



WHY the Need for Speed?



- Healthcare knowledge curve
- Strategic opportunities and challenging headwinds
- Need full board functioning at maximum capacity ASAP
- Best window of opportunity to establish engagement

HOW to Accelerate?



PRE- BOARDING



ORIENTATION



IMMERSION

PRE-BOARDING



- Provide clear expectations to build the foundation for successful onboarding and engagement.
- Avoid “downplay recruitment.”
- Inspire with mission, vision & impact AND share the realities of the role.
- Leverage the interview process.

ORIENTATION



- Provides concentrated education early.
- Includes orientation session(s), self study, and C-Suite 101.
- The orientation session(s) should be scheduled ASAP.
 - One longer session or multiple modules
 - In-person – relationship building
 - Management and existing board members
 - Mandatory
- An orientation session is necessary but not sufficient.

ORIENTATION



Structured Meeting(s)

- Organizational Overview
 - Tour(s)
 - History
 - Strategic Plan
 - Financials
- Board Operations
 - Structure
 - Roles
 - Leadership
 - COI policy
 - Calendar
 - Meeting overview

Self-Study

- Orientation manual
- Board policies
- Bylaws
- Annual reports
- 990 IRS filings
- Minutes from previous meetings
- Acronym and healthcare definitions
- Management org. chart
- Clear point of contact for ?s.

C-Suite 101

- Deeper dive reviews
- 1:1 or small group
- Aim for 1st six months

IMMERSION



- **Mentor Programs**
 - Structured for better outcomes
 - 6-12 months
 - Relationships and overall engagement
- **Committee Rotations**
- **Mission in Action**
 - Rounding
 - Employee Events



Sample Onboarding Plan



DECEMBER	JANUARY	FEBRUARY	MARCH
<ul style="list-style-type: none"> • Board election of new member(s) • Assignment of mentor • Orientation Session(s) • Facility tour(s) • Self-study Materials 	<ul style="list-style-type: none"> • Self-study (cont.) • Orientation (cont. if needed) • Mentor meeting #1 • C-Suite 101- Finance 	<ul style="list-style-type: none"> • C-Suite 101- Strategy • Committee rotation #1 	<ul style="list-style-type: none"> • Mentor meeting #2 • Patient rounding
APRIL	MAY	JUNE	JULY
<ul style="list-style-type: none"> • C-Suite 101: Quality • Committee rotation #2 • New employee orientation 	<ul style="list-style-type: none"> • Mentor meeting #3 • Committee rotation #3 	<ul style="list-style-type: none"> • Staff rounding • C-Suite 101: IT 	<ul style="list-style-type: none"> • Mentor meeting #4 • Committee rotation #4
AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
<ul style="list-style-type: none"> • Committee rotation #5 • CEO/Board Chair check-in 	<ul style="list-style-type: none"> • Mentor meeting #5 • Town hall or leadership meeting 	<ul style="list-style-type: none"> • Hold for any makeup needs – Committees or C-Suite 101 	<ul style="list-style-type: none"> • Mentor meeting #6 • Employee Resource Group meeting

What Next? “POST-BOARDING”



AGENDA DESIGN



CONT. EDUCATION



MEASUREMENT

AGENDA DESIGN



- Prioritize strategic discussion to drive learning and engagement – “flip the agenda”.
- Use consent agendas to maximize meeting time.
- Provide executive summary pre-read materials with ample time for review.

CONTINUING EDUCATION



- Make sure board education has a “home” (usually Governance Committee)
- Create an annual board education plan.
- Utilize board self assessments, market trends, and the healthcare landscape to inform education needs.
- Provide multiple formats and opportunities for education.

MEASUREMENT



- Evaluate pre-boarding, onboarding, and post-boarding practices over time.
- Evolve to meet the needs of the changing environment and new generations of board members.
- Solicit feedback from new members at end of Year 1.
- Use the board self assessment process to evaluate ongoing education and board and committee effectiveness.

TOOLS

- Job description
- Letter of commitment
- Onboarding calendar
- Board policies
- Orientation manual
- Annual board education calendar



“Where do we start ?!?”



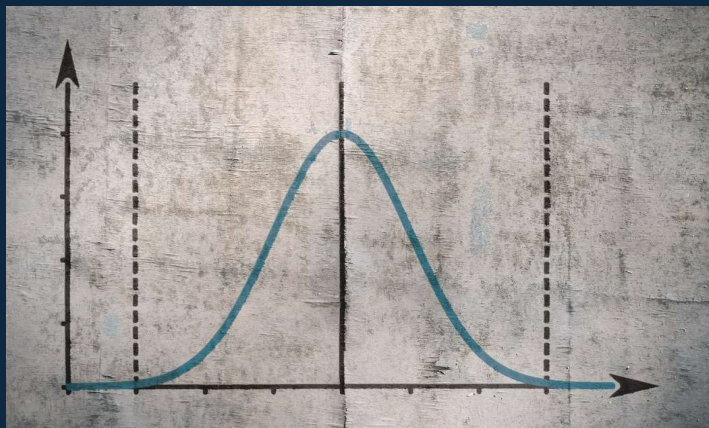
“We don’t have enough resources”



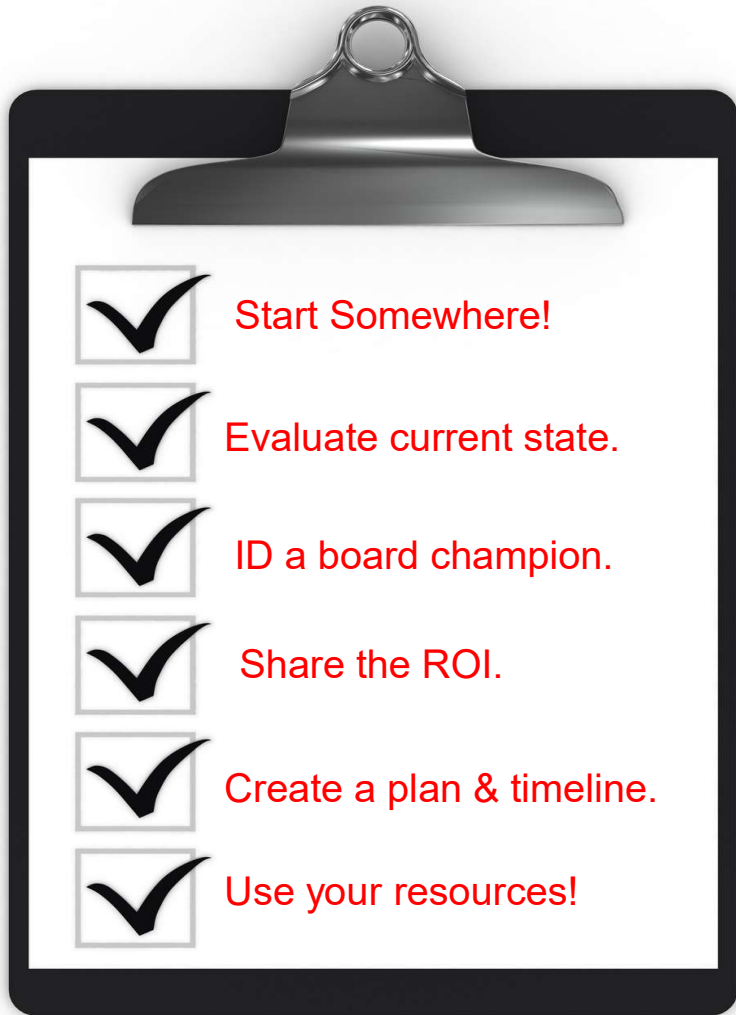
“It’s just too much”

“My board will never go for this”





ROI = new board members engaging at full capacity early and consistently. The investment on the front end can result in a highly knowledgeable and effective board moving the organizational strategy forward.



QUESTIONS & SHARING