

# Harnessing the Potential of the Healthcare Board

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The healthcare board of directors is uniquely positioned to bring insights and influence to advance the organization's mission. However, harnessing the potential impact of the board is reliant upon how the board is selected, positioned, and engaged. During this session, board support professionals will explore key levers to elevate board experience and effectiveness and to unlock the full potential of the healthcare board of directors. Attendees will discover the critical importance of leaning in around opportunities to support better board member selection, new member onboarding, trust building, productive discourse, and ongoing board development.

### *Learning Objectives:*

At the conclusion of this session, learners will be able to:

- Uncover specific, actionable tips and tools to improve board positioning and performance



# Selection







# Selection Model Value Chain







Strategy, Goals  
and Objectives:  
Work to be Done



N



W

- Strategy
- Structure
- Market stability
- Regulatory changes
- Political environment
- Competition
- Size / complexity
- Culture
- Life cycle stage
- Legal / regulatory
- Technological advances
- Board size



# Board Roles and Responsibilities: Drivers and Actions



# BOARD FIDUCIARY OBLIGATIONS

The board of directors serving a 501(c)(3) public charity fulfills fiduciary obligations dictated by law and statute. These are often described as the “Three D’s”:



- Board members are informed, engaged and independent in their thinking. Board members actively participate and conduct work in a manner consistent with how any responsible person would demonstrate reasonable care in fulfilling their board duties. Direction and decisions seek to enable the best interest of the organization.

Board members demonstrate faithfulness to the organization and put the interest of the organization ahead of their personal interests. Board members protect the assets and opportunities of the organization and avoid using their position or knowledge—such as knowledge of the hospital’s future plans—to benefit themselves or others. This standard includes a commitment to confidentiality and a responsibility to declare any conflicts of interest.

Board members are true to the organization’s mission and responsibly use its resources to achieve public benefit. Boards act in a manner consistent with the articles of incorporation, by-laws and other organizational documents as well as with applicable laws and regulations.



# The Governance Agenda

## ➤ MISSION

- ensure mission affirmation, fulfillment and sustainability

## ➤ INTEGRITY

safeguard compliance with legal, regulatory and ethical standards

## ➤ FINANCE

protect financial stability and sustainability, steward charitable funds, protect and grow resources

## ➤ PERFORMANCE

monitor strategic goals, review metrics and drive accountability

## ➤ LEADERSHIP

support sound and successful leadership by foundation executive

## ➤ ADVOCACY

enhance and protect the organizational reputation and public standing

## ➤ STRATEGY

ensure effective planning, review and provide input on strategic plan

## ➤ ECOSYSTEM

shape policies to create an effective operating environment; foster culture

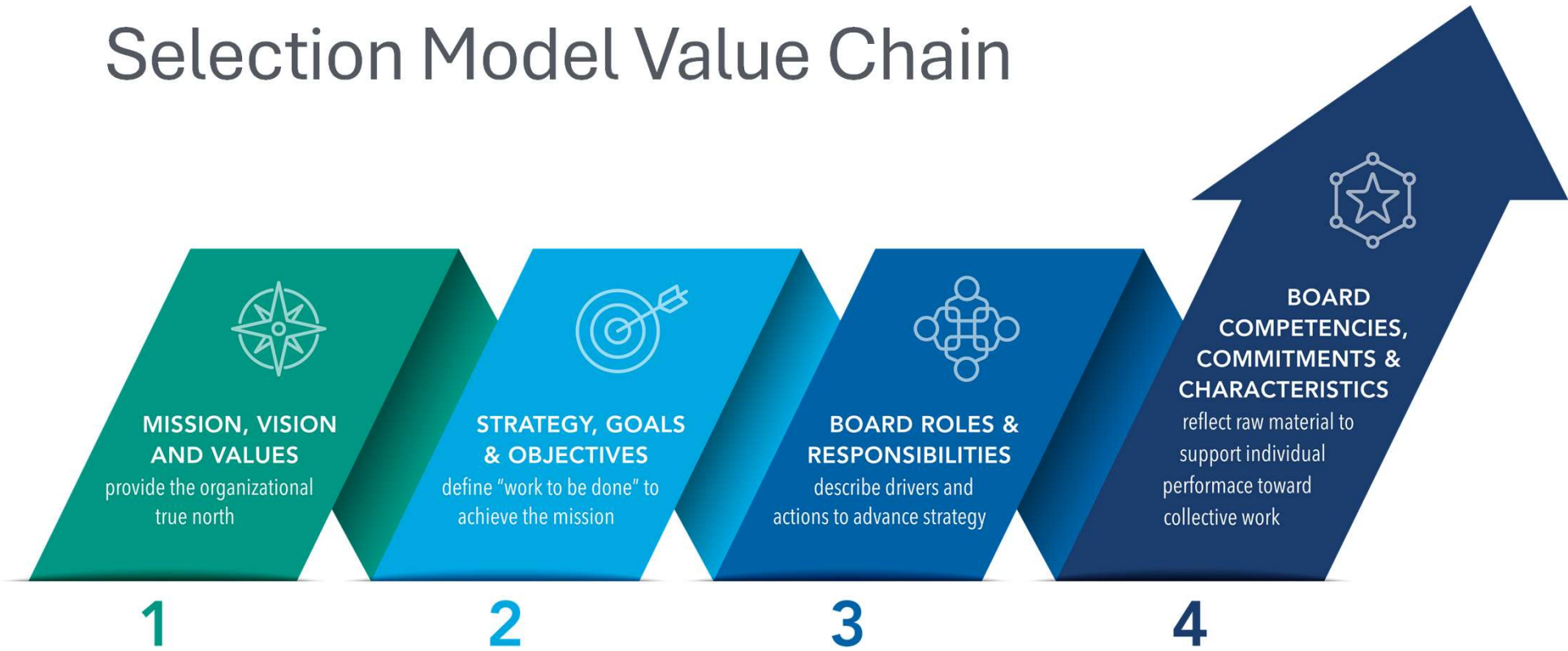
## ➤ GOVERNANCE

advance the care, keeping, function and evaluation of the board



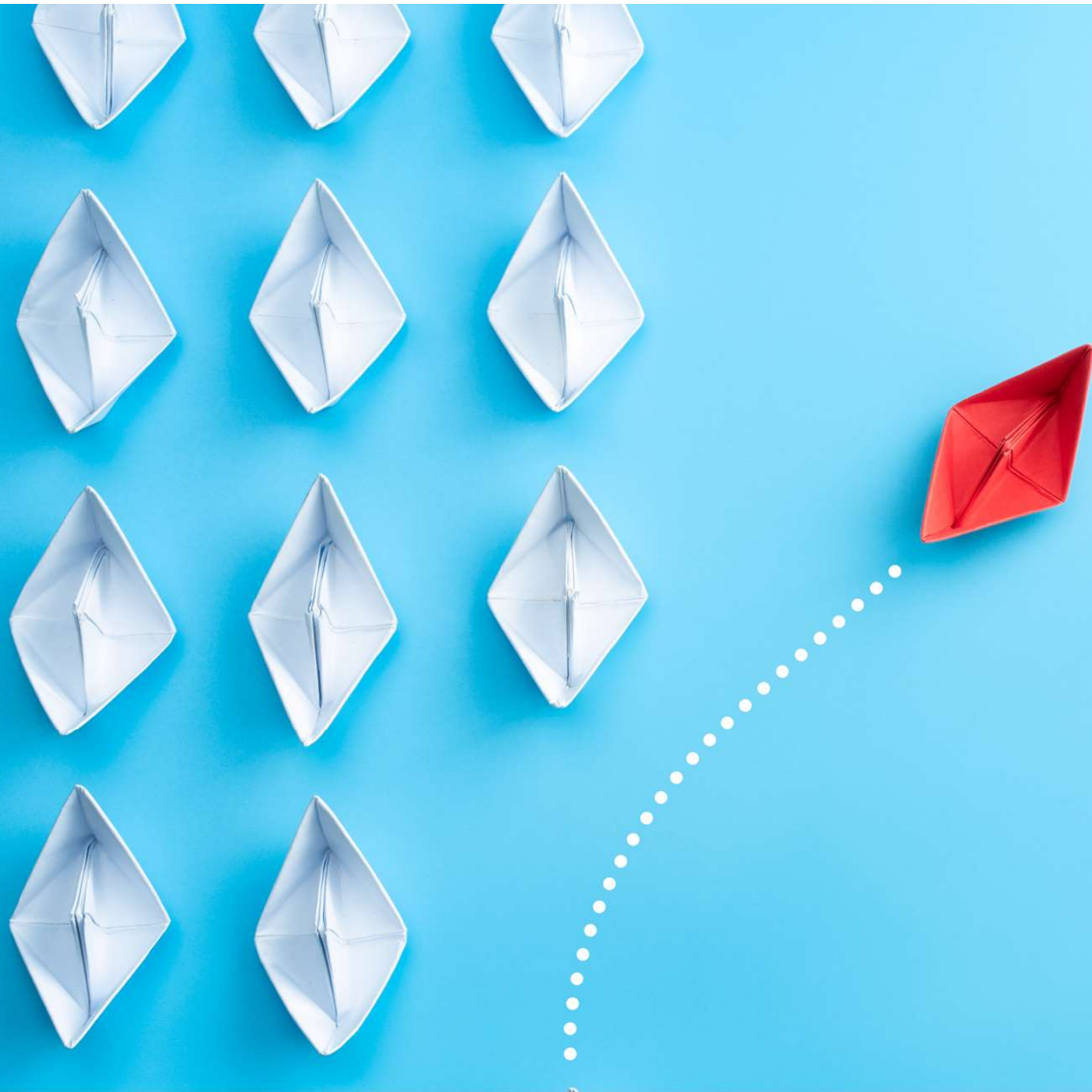


# Selection Model Value Chain





A selection model  
cascades from what  
**drives value** and  
**enables success.**



A selection model  
reflects both  
**uniqueness**  
and  
**intention.**





A selection model  
helps objectively  
**disqualify**  
**suboptimal**  
**candidates.**

# Board Member Selection Framework



Great board members exhibit strength across a variety of dimensions. These four dimensions can be summarized as follows:



## **COMMITMENTS**

reflect the values, beliefs and intentions that shape a potential board member's passion and purpose for advancing the health mission. (i.e. integrity, passion for healthcare mission, value alignment, purpose)

## **COMPETENCIES**

include a collection of expertise, experience, acumen, skills and abilities correlated with a board leader's capability to successfully fulfill the role. (i.e. excellent communication, independent thinking)

## **CONNECTIONS**

Illuminate existing civic, social and business relationships and networks with which a board member is positioned to utilize influence, gravitas or credibility on behalf of the organization (i.e. individual, foundation or corporate connections)

## **CHARACTERISTICS**

are the personal traits, perspectives, life experiences and attributes that support mission fit, diversity of perspective and overall success. (i.e. community orientation, geography)

# Commitments: Uncovering Mission Alignment



- Who demonstrates embrace of the values, beliefs and legacy of the health care organization?
- Who displays deep and abiding interest in the work of our organization?
- Who demonstrates willingness and ability to advocate for the organization?
- Who shows motivation to be a committed and engaged leader?
- Who has had a personal or family patient care experience that gives them ownership of our work?
- Who gives charitable gifts that demonstrate deep interest in our cause?
- Who champions similar causes that show fitness and motivation to lead here?

# Competencies: Identifying Expertise, Skills, Abilities



- What expertise, knowledge or skills are essential to organizational success now?
- What unique experiences/insights would help us better navigate opportunities/challenges ahead?
- What knowledge/skills would enable meaningful innovation or the ability to see around corners?
- What soft skills would enrich board effectiveness and/or experience?
  
- Can this leader learn, pivot and respond amidst constant change?
- Can this lead add real value in advancing key issue and priorities?
- Does this leader have the vision and focus to provide strategic leadership?
- Will this leader willingly share their professional expertise on a volunteer basis?





# Sample Competencies: Expertise, Skills, Abilities



Active Listening

Advocacy

Analytical Thinking

Artificial Intelligence

Benchmarking

Big Picture Thinker

Biotechnology

Business Acumen

Business/Finance Literacy

Challenges Status Quo

Change Maker

Change Leadership

Coaching / Mentoring

Collaboration

Communication

Competitive Analysis

Conflict Resolution

Consensus Building

Consumer Experience

Continuous Improvement

Corp. Social Responsibility

Creativity

Crisis Management

Critical Thinking

Cultural Competence

Customer Orientation

Cybersecurity Awareness

Data-Driven Decisions

Data Science

Decisiveness

Design Thinking

Digital Transformation

Diplomacy

Emotional Intelligence

Entrepreneurialism

Environmental Stewardship

Ethical Judgement

Expertise in (Specific Area)

Financial Acumen

Financial Forecasting

Governance

Health Policy / Regulation

Industry knowledge

Influence

Innovation

Interpersonal Skills

Investor Relations

Judgment

Leadership

Lean Management

Long-term planning

Market Awareness

Media Savvy

Motivation skills

Negotiation Skills

Networking

Operational Savvy

Organizational Awareness

Organizational Dev.

Partnership Building

Patient Safety

Performance Analytics

Performance Management

Persuasiveness

Political Savvy

Problem Solving

Process Design

Project Management

Public Speaking

Quality Improvement

Quality Management

Regulatory Compliance

Remote Workforce Mgmt

Resource Management

Risk Management

Social Responsibility

Stakeholder Management

Stewardship

Storytelling

Strategic Alignment

Strategic Partnerships

Strategic Thinking

Succession Planning

Supply Chain Mgmt

System Thinker

Talent Management

Team Building

Teamwork

Technology Savvy

Visionary Thinking

# Connections: Relationships and Networks



- Whose influence, endorsement or access will be essential to achieve our goals?
- Are there gaps in existing networks or circles of influence that must be filled?
- Are there specific opportunities that demand establishing new relationships?
- Who can provide or secure participation or endorsement that will be essential?
- Who can add needed credibility or gravitas to our work?
- Who has access or credibility to secure essential meetings or commitments?
- Who can foster community partnerships to elevate the hospital's ability to serve?
  
- Is this leader connected to those whose support is desired / required?
- Could this leader initiate relationships with or influence those who we must engage?
- Would this leader use their social capital on behalf of the organization?

# Characteristics: Traits, Life Experiences and Attributes



- What life experiences or perspectives would promote understanding, community connection or enhanced ability to advance mission?
- Who would enable being more in touch with or reflective of those served?
- Who can enable the board to have a broad and balanced perspective?
  
- Will this person offer a unique and valuable perspective to our work?
- Will this person infuse more empathy and understanding into our mission?
- Does this person have the credibility within the discrete segment of individuals they could represent to advocate for or share the perspective of that group?



# Sample Characteristics: Traits, Experiences, Attributes



Accountable  
Achievement-Oriented  
Adaptable  
<Age>  
Agility  
Assertive  
Authentic  
Community Stature  
Compassionate  
Confident  
Courageous  
<Cultural Background>

Decisive  
Dependable  
Disability  
Empathetic  
Energy  
<Ethnicity>  
Flexible  
Focused  
Future-Focused  
<Gender>  
<Gender Identity>  
<Geography>  
Goal-Oriented

Humble  
Independent Thinker  
Innovative  
Inspiring  
Intellectually Curious  
Involved  
<Life Experience>  
Lifelong Learner  
Logical  
Loyal  
Motivated  
Objectivity  
Open-Minded

Optimistic  
Perceptiveness  
Perspective  
Proactive  
<Race>  
Reliable  
<Religion>  
Resilient  
Results Orientation  
Risk Taker  
Risk Tolerant  
Self-Awareness  
Self-Motivation

Self-Starter  
<Sexual Orientation>  
Tactful  
Tenacious  
Viewpoint  
Visionary



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# Onboarding



A rectangular brown doormat with a black border is centered on a dark wood-grain surface. The word "Welcome" is written in a black, cursive script across the center of the mat. The wood grain is dark and textured, with visible knots and grain patterns. The mat has a slightly rough, fibrous texture.

*Welcome*

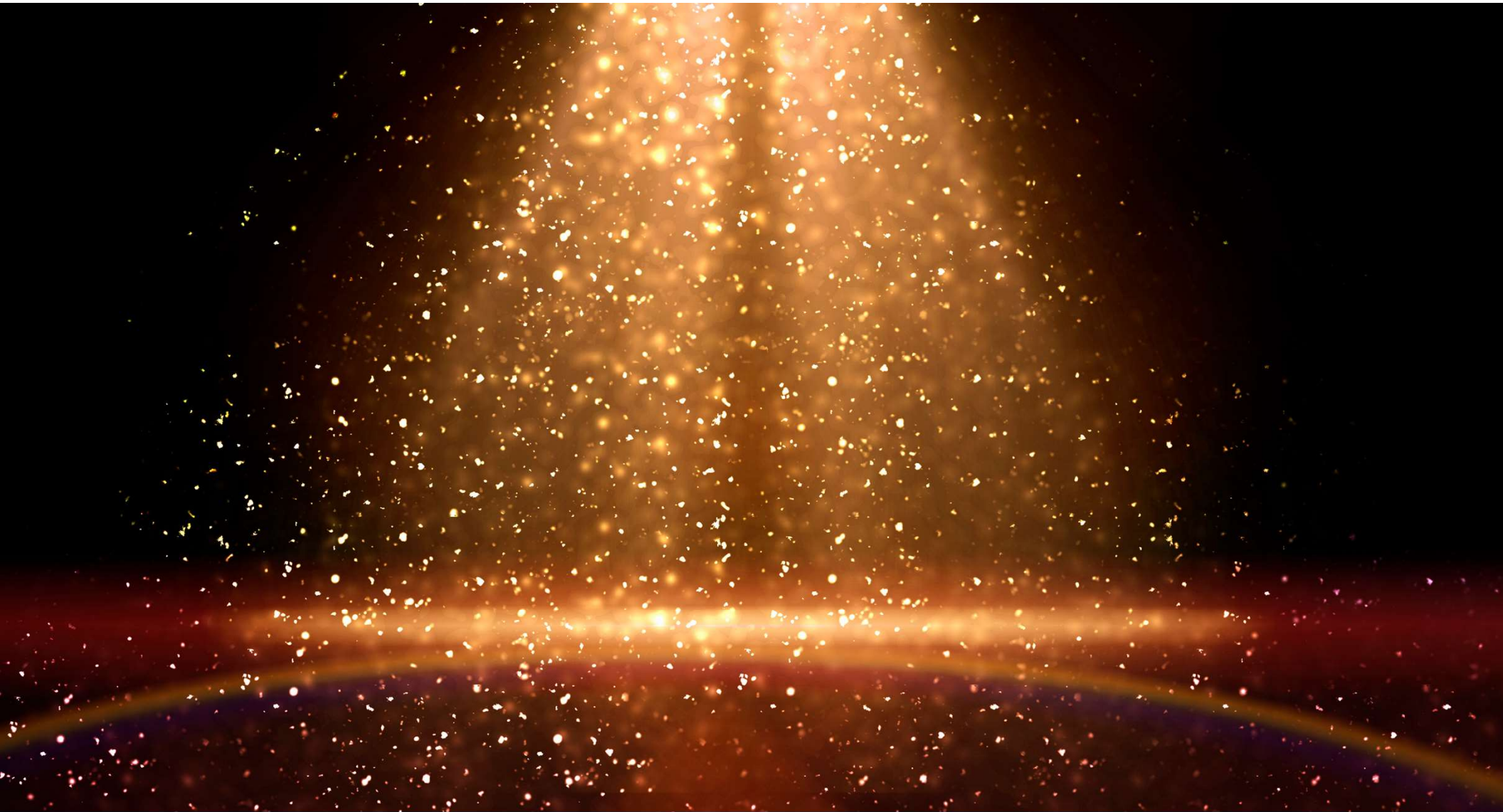
# Why is Onboarding Important?



- Accelerated integration
- Clarity of expectations
- Building relationships
- Knowledge transfer
- Enhanced engagement
- Effective governance



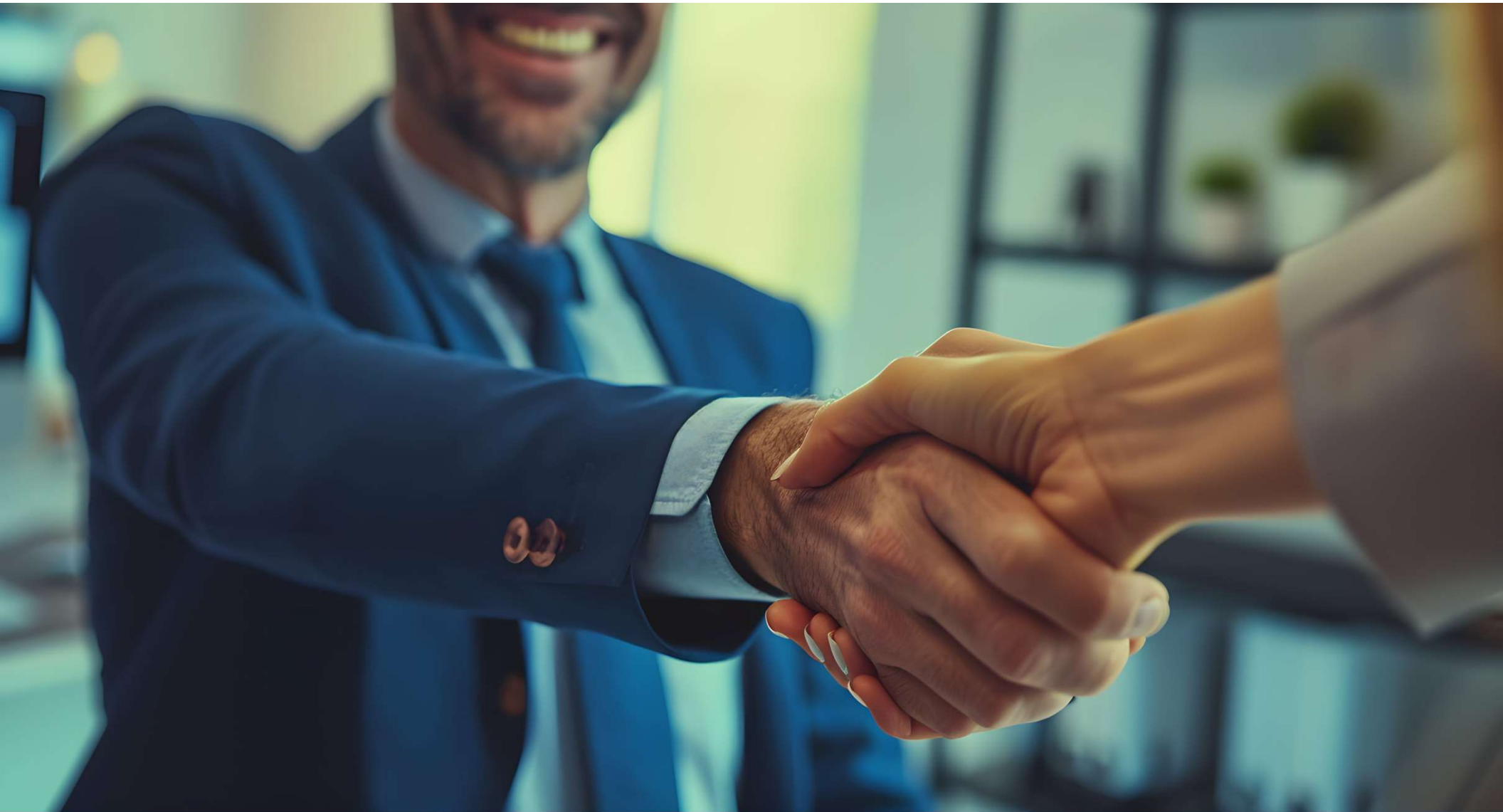






A neon sign with the word "EXPECTATIONS" in a pink, outlined font is mounted on a dark brick wall. The sign is illuminated, casting a soft glow. The wall is made of dark red bricks with visible mortar lines. The sign is centered horizontally and occupies the middle portion of the image. The overall lighting is dim, with the primary light source being the neon sign itself.

EXPECTATIONS





**CULTURE**







# Productive Discourse



# What is Productive Discourse?



Productive discourse refers to communication that is constructive, meaningful and aimed at achieving positive outcomes. It supports discussions and exchanges that help advance the organization's mission and goals. Key characteristics of productive discourse include:

- **Respectful Communication:** Participants communicate respectfully even when they disagree.
- **Active Listening:** Board members listen to understand each other's viewpoints
- **Appropriate Questioning:** Questions are asked to explore or to understand
- **Constructive Feedback:** Feedback is aimed at problem-solving rather than criticism or blame
- **Collaborative Problem-Solving:** Board members work together and leveraging each other's strengths
- **Open and Honest Dialogue:** Participants feel comfortable sharing their thoughts and concerns openly
- **Conflict Resolution:** Disagreements are addressed constructively, with a focus on finding common ground

# Why Is Productive Discourse Important?

- Effective decision-making
- Enhanced collaboration
- Diverse perspectives
- Increased engagement
- Conflict resolution
- Increased board trust
- Transparency & accountability
- Strategic alignment
- Mission advancement



# Opportunities to Consider



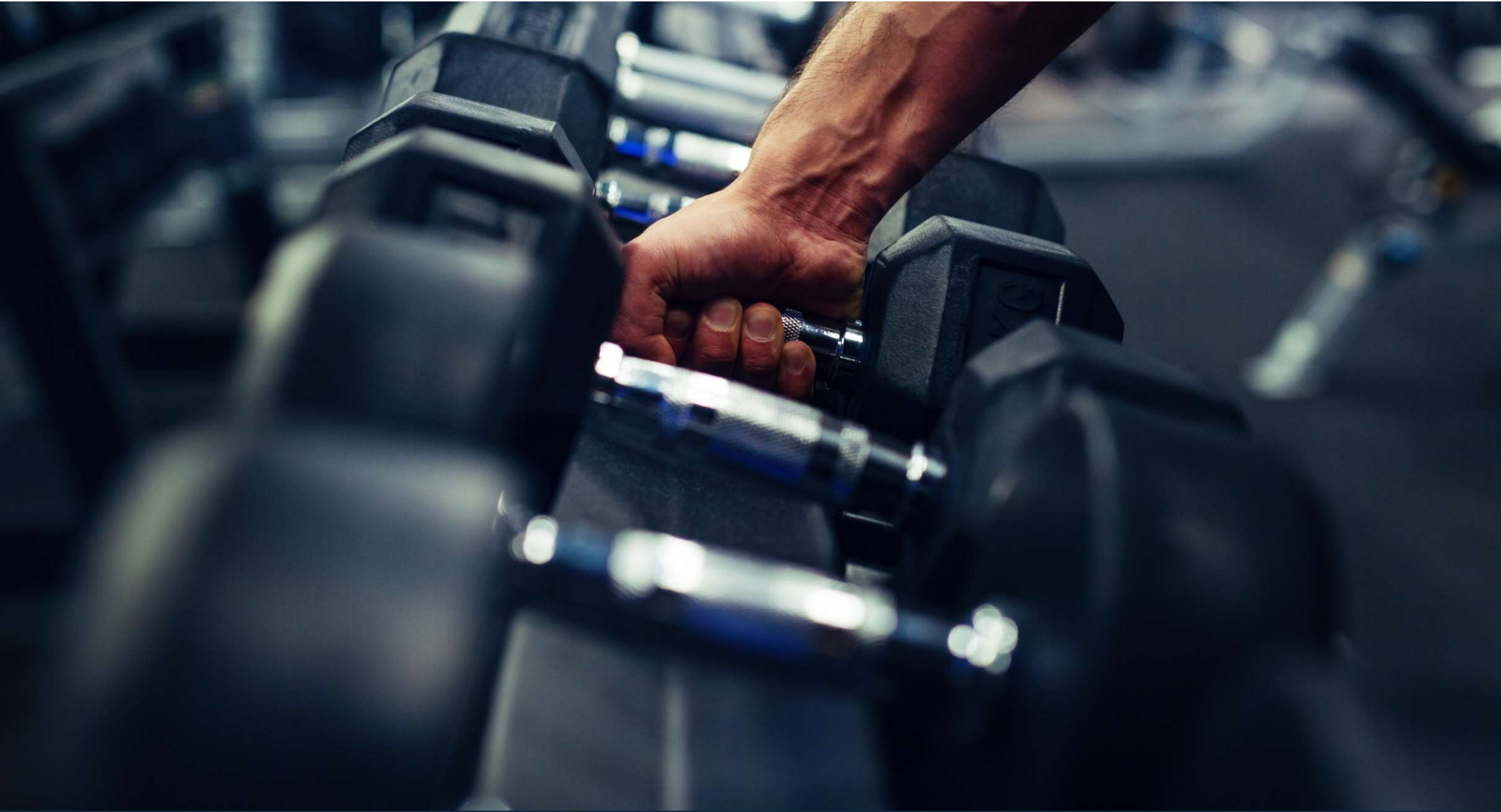
- Ensure agendas identify issues for discussion & decisions
- Establish productive discourse as an expectation of good governance
- Offer training on effective communication and conflict resolution
- Stress the importance of understanding various viewpoints
- Prepare the chair to be a skilled facilitator
- Foster a culture of transparency, trust and mutual respect
- Establish a process to constructively resolve conflicts
- Include capabilities on productive discourse in board evaluations



LOW | MEDIUM | HIGH

TRUST

# Continuous Board Development













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