



The Governance Institute presents

The Need for Speed: Onboarding for Maximum Board Engagement

A Governance Institute Webinar
November 6, 2024

presented by
Laura Orr, FORWARD Governance Consulting
Moe Hinnars, Children's Nebraska



Today's Presenters



Laura S. Orr, M.H.A.
Founder & CEO, *FORWARD Governance Consulting*

Laura's firm is dedicated to helping executive leaders and governing bodies drive organizational success. An accomplished executive leader with nearly two decades of operations, strategic planning, and board governance experience, Laura has deep expertise in facilitation and leadership coaching. She works with executives and boards across many sectors including healthcare, higher education, arts, and community service organizations, providing expert consultation in governance effectiveness and strategy development. Prior to founding Forward Governance Consulting, Laura served as the Chief Strategy and Governance Officer for Children's Wisconsin, where she led strategic planning and board governance for the health system and served as Chief of Staff to the CEO.



Moe Hinnars, M.B.A., CCGP
Board Liaison & Engagement Specialist, *Children's Nebraska*

Moe has three decades of experience as a paralegal and governance professional in a variety of industries including natural gas, railroad transportation, and electric power. She took her first role in the healthcare industry in 2022, when she joined Children's Nebraska as its first Board Liaison & Engagement Specialist. Prior to joining Children's, Moe served as Senior Corporate Governance Specialist for the publicly elected board of directors of the Omaha Public Power District (OPPD), a political subdivision of the state of Nebraska and one of the largest publicly owned electric utilities in the U.S. Before joining OPPD, Moe was a corporate paralegal for 12 years at Union Pacific Corporation, a Fortune 200 New York Stock Exchange traded company that owns Union Pacific Railroad.

Learning Objectives

After participating in this Webinar, attendees will be able to:



Explain the business case to adopt a robust, fast-track onboarding for new board members.



Describe multiple components of a robust, fast-track onboarding program.



Make actionable recommendations for enhancing board member onboarding in their own organization.

Continuing Education



In support of improving patient care, The Governance Institute, a service of National Research Corporation, is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC) to provide continuing education for the healthcare team. This activity was planned by and for the healthcare team, and learners will receive 1 Interprofessional Continuing Education (IPCE) credit for learning and change.

AMA: The Governance Institute designates this live activity for a maximum of **1 AMA PRA Category 1 Credit(s)**™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

ACHE: By attending this Webinar offered by The Governance Institute, a service of National Research Corporation, participants may earn up to **1 ACHE Qualified Education Hour** toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

Criteria for successful completion: Webinar attendees must remain logged in for the entire duration of the program. They must answer at least three polling questions. They must complete the evaluation survey in order to receive education credit. Evaluation survey link will be sent to all registrants in a follow-up email after airing of the Webinar.

CPE: The Governance Institute is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its Web site: www.nasbaregistry.org.

In accordance with the standards of the National Registry of CEP Sponsors, CPE credits will be granted based on a 50-minute hour.

Field of study: Business Management & Organization

Program level: Overview

Prerequisites: None

Advanced preparation: None

Delivery method: Group Internet based

Maximum potential CPE credits: 1



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- As a Jointly Accredited Provider, The Governance Institute's policy is to ensure balance, independence, objectivity, and scientific rigor in all of its educational activities. Presentations must give a balanced view of options. General names should be used to contribute to partiality. If trade name are used, several companies should be used rather than only that of a single company. All speakers, faculty, moderators, panelists, and staff participating in The Governance Institute conferences and Webinars are asked and expected to disclose to the activity audience any financial relationships within the prior 24 months with a company ineligible for accreditation as defined by the Joint Accreditation Interprofessional Continuing Education Standards for Integrity and Independence in Accredited Continuing Education and any real or apparent conflict(s) of interest that may have a direct bearing on the subject matter of the continuing education activity. The potential for conflicts of interest exists when an individual has the ability to control or influence the content of an educational activity **and** has a financial relationship with an *ineligible company*. Ineligible companies are organizations that are not eligible for accreditation whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients. Significant financial interest or other relationships can include such thing as grants or research support, employee, consultant, major stockholder, member of the speaker's bureau, etc. the intent of this policy is not to prevent a speaker from making a presentation instead, it is The Governance Institute's intention to openly identify any potential conflict so that members of the audience may form his or her own judgements about the presentation with the full disclosure of the facts.
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- All faculty, moderators, panelists, staff, and all others with control over the educational content of this Webinar have signed disclosure forms. The planning committee members, faculty, and speakers have no conflicts of interests or relevant financial relationships to declare relevant to this activity.
- This educational activity does not include any content that relates to the products and/or services of a commercial interest that would create a conflict of interest. There is no commercial support or sponsorship of this conference.
- None of the presenters intend to discuss off-label uses of drugs, mechanical devices, biologics, or diagnostics not approved by the FDA for use in the United States.

Agenda

I. WHY the Need for Speed?

II. HOW to Accelerate?

III. WHAT Next?

IV. Q&A





Polling Question #1

What best describes your role?

- a. Executive Leader
- b. Director/Manager
- c. Governance Support Professional
- d. Board Member

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, and impact AND share the realities of the role.
- Leverage the interview process.

Pre-Boarding

- New board member recruitment policy
- Board member job description
 - Responsibilities
 - Personal attributes
 - Experiential competencies
- Overview booklet for candidates
 - Hospital fact sheet
 - Strategic plan
 - Board structure and roster
 - Meeting dates



GOVERNANCE COMMITTEE POLICY
CHILDREN'S HOSPITAL & MEDICAL CENTER BOARD OF DIRECTORS
RECRUITMENT OF NEW BOARD MEMBERS
(As of August 11, 2022)

Developing an engaged Board member starts with the recruitment process. The recruitment process sets the Board member's expectations. If the recruitment process is done without deliberateness, the Board member may not be active or engaged. The Governance Committee of the Board of Directors follows the process outlined below when recruiting prospective new Board members.

On a continuing basis, the Governance Committee reviews the existing Board roster and competencies of the Board members and determines upcoming retirements from the Board and whether there are competencies that are missing or that need to be amplified. The Governance Committee also seeks a diverse Board.

Existing Board members are solicited for input about any prospective individual they are aware of who might have an interest in serving on the Children's Board.

When a prospective Board member has been identified, the Governance support professional will provide the candidate with a set of materials about what it means to be a member of the Children's Board. The materials include: the current Board roster; Board Responsibilities and Expectations; an organizational chart; and a Board candidate interest indicator. He or she is also provided with a conflict of interest questionnaire which must be returned prior to the Governance Committee deciding whether to recommend the prospective Board member to the





Polling Question #2

Do you have a written expectations document that includes TIME and PHILANTHROPIC commitment expectations?

- a. YES
- b. NO

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

Orientation Objectives: Children's Nebraska



- Orient new board members to Children's mission, vision, and values.
- Understand board member fiduciary duties and responsibilities.
- Introduce new board members to senior executive leaders of the major functional areas of the organization.
- Begin education about quality/patient safety and healthcare industry finances:
 - Quality & Patient Safety Committee
 - Finance, Audit, & Compliance Committee

Immersion



- **Mentor Programs**
 - Structured for better outcomes
 - One year +
 - Relationships and overall engagement
- **Committee Rotations**
- **Mission in Action**
 - Rounding
 - Employee events



Immersion: Children's Nebraska



- Board member education is a journey
 - Formal orientation session(s)
 - In-meeting presentations
 - Timely educational articles
 - Industry conferences
 - On-demand e-learning
 - Quarterly 1:1 with CEO
 - Ad hoc meetings with senior executive leaders
 - Ad hoc discussions with board leaders and other members
 - Rounding and tours
 - Governance Support Professional



Polling Question #3

Do you have a mentoring program for new board members?

- a. Yes, we have a structured program with assigned mentors lasting at least year one.
- b. Yes, we have an informal mentoring program.
- c. No, we do not yet have a mentoring program.

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



**Continuing
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.



Polling Question #4

How much board meeting agenda time do you spend on strategic discussion?

- a. 0–10%
- b. 10–20%
- c. 20–30%
- d. 30–50%
- e. More than 50%

Continuing Education



- Make sure board education has a “home” (usually Governance Committee).
- Create an annual board education plan.
- Utilize board self-assessments, strategic plan, 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 one.
- Use the board self-assessment process to evaluate ongoing education and board and committee effectiveness.

Post-Boarding: Children's Nebraska

- **Feedback is a gift**
 - Formal board/committee evaluations
 - Informal “meeting after the meeting”
- **Agenda planning and design**
 - Hot topics
 - Include thought-provoking questions

Tools

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



“Where do we start ?!?”

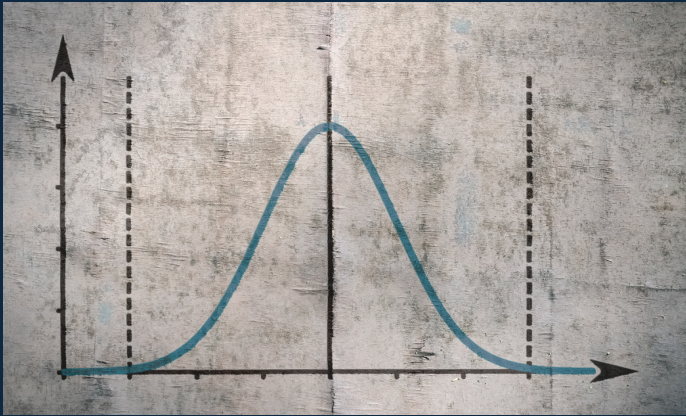


“We don’t have enough resources”

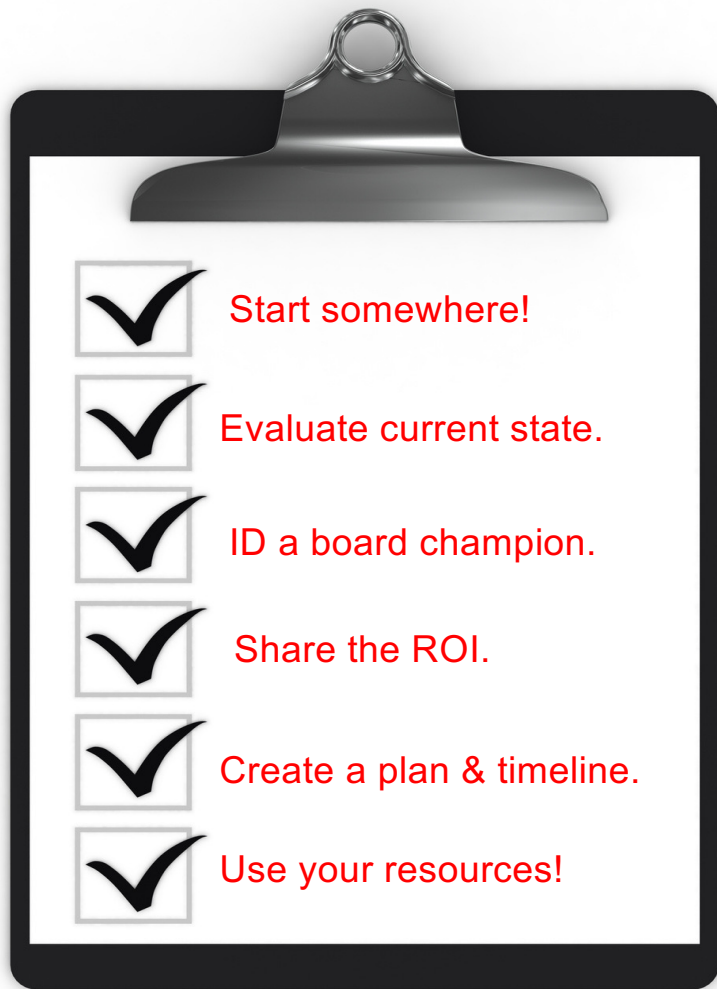
“It’s just too much”

“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.



Final Thoughts

*The best time to plant
a tree was 20 years
ago; the second-best
time is now.*



Questions

Contact Us...

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