Objectives

1. Describe the fundamentals of boards and board service.
2. Define the needed competencies and preparation tactics for board service by nurses.
3. Identify strategies to become a board member.

Challenge for Nursing

- Nursing Profession challenged to:
  - Achieve leadership roles including board service (IOM, 2011)
    - Healthcare
    - Community organizations
    - Business
    - Local, state, federal policy teams
  - Have the skills, knowledge and competencies to be an effective board member (IOM, 2011)
Significance for Nursing

- Seeks leadership positions in practice, organizations, policy, and politics (Porter-O’Grady, 2011).
- Assumes responsibility for education and skill sets (IOM, 2011).
- Supports Nurses on Boards Coalition’s goal of having 10,000 nurses on boards by 2020 (FNCA, 2014).
- Contributes to the knowledge and understanding of needs of nurses for board service.

Representation of Nurses in Healthcare

- In studies from 2005-2015
  - 2-6% of boards - nurses
  - 14-26% - physicians
  (Prybil, 2016)
- 2013 Governance Institute study
  - 63 systems and 478 hospitals
  - 3% nurses
  - 19% physicians
  - 72% boards no nurses (The Governance Institute, 2013)

Lack of Acknowledgement?

Gallup survey of 2010 of 1500 leaders ranked nursing profession as least influential in healthcare

- Viewed as non-decision makers
- Physicians driving revenue
- Should influence planning, policy management (Khoury, Blizzard, Moore, Hassmiller, 2011)
Board Diversity

- Broad composition
- Different perspectives

Lead to greater governance effectiveness (Sundean & McGrath, 2016)

Why Nurses on Boards?

- Experience and Expertise
- Acute Care Knowledge
- System Operations
- Facility Awareness
- Continuum of Care
- Care Coordination
- Population Health
- Health Promotion and Wellness
  (Brown, 2015)

Health Care Now BORDERLESS

Nurse leaders bring to the board table unique skills that match with strategic needs to improve the health of the community.
The Reformation of Health Care Needs Nurses

- Nursing needs to see "vision" of the future
- Greater need for nursing leadership
- Passage of federal health care laws
  - ACOs
  - Care management
  - Community collaboratives

Why Now?

Support Nurses on Boards Coalition

Goals:
- 10,000 Nurses on boards by 2020 (FNCA, 2014)
- Development of strategies to support nurses to serve on boards
- http://www.nursesonboardscoalition.org/
- State Action Coalitions (example: Texas Team)

My Board Perspective

- Local Mental Health Association Board (Member & President)
- Formed 501(c)3 organization (President)
- Women’s organizations (Altrusa & Junior League)
- Professional Association/Advisory Boards
- Federal Credit Union (Member & President)
- TONE Board (Member & President)
- Hospital Board
- Health System Board
We Know “Why” We Need to Serve

What are the fundamentals of board service?

Why Do Boards Exist?
American corporation statutes provide, with minor variations in language, that a corporation shall be managed by or under the direction of its board of directors (Cantu, 2014).

Types of Boards
- For-Profit boards
- Not-For Profit boards
- Public Boards, Advisory Councils (local, state, national)
Three Underlying Concepts

1. Relationship of directors to the shareholders (stakeholders)
2. Relationship of the directors to each other
3. Relationship of the directors to organization’s executives

Three Legal Duties:

1. Duty of Care
2. Duty of Loyalty
3. Duty of Obedience

Duty of Care

- Consistently attending board and committee meetings
- Being informed by obtaining and reviewing appropriate data and information
- Participating in board discussions and decisions
- Exercising independent judgment
- Periodically examining the performance of executive and trustees (Cantu, 2014).
Duty of Loyalty

- Disclosing fully any potential conflicts of interest
- Complying with the organization's conflict of interest
- Maintaining confidentiality as required
- Avoiding using organizational opportunities for personal interest or gain (Cantu, 2014)

Duty of Obedience

- Adhering to the organization's mission and bylaws
- Ensuring that all applicable laws and regulations are obeyed by individuals as well as organization
- Understanding all documents governing the board and operation
- Ensuring that board decisions further the organization's mission and comply with the scope of governing documents

Key Roles of Health Boards

- Operational Oversight
- Quality Oversight
- Fiduciary Responsibility
- Advocacy

What Competencies Should Nurses Possess for Board Service?

Our Journey to Board Service

Nurses Need to:
- Take responsibility for our professional and personal growth
- Continue our education
- Seek opportunities to develop skills
- Acquire the skills, knowledge, and competencies to be an effective board member (IOM, 2011).

Problem Statement
- No study identified the needed skills, knowledge, and competencies of nurses for board service
- Key attributes in literature based upon experiences and opinions of authors and subject matter experts
Literature Synthesis

- Common themes of key attributes
  - collaboration, finance, strategy, planning, visionary skills, communication (ANF, 2015; CHCG, 2009; Peregrine et al., 2012; Westphal & McNeil, 2014).

- Competencies from AACN on Governance Leadership

Study of Texas Nurses

- Quantitative descriptive pilot study
- Survey tool incorporated from ANF Survey, AACN Governance competencies, national Nurses on Boards Coalition Workgroup #5 (ANF, 2015; AACN, 2006; NOBC, 2015)
- Exclusion criteria
  - RNs licensed outside of Texas
  - Board service external to nursing
- National comparisons possible due to common language in survey

Study Results

Total # of participants = 191
RNs in Texas = 187
Serving or have served on a board external to our outside profession = 125
58 of the 187 did not qualify (31%)
### Skills and Knowledge (n=respondents)

#### Wished Prior to Board Service

<table>
<thead>
<tr>
<th>Skill</th>
<th>Finance</th>
<th>Strategic Planning</th>
<th>Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>53.8% (67)</td>
<td>47.2% (59)</td>
<td>41.6% (52)</td>
</tr>
<tr>
<td>Importance</td>
<td>Communication</td>
<td>Strategic Planning</td>
<td>QI</td>
</tr>
<tr>
<td></td>
<td>70.4% (88)</td>
<td>66.4% (83)</td>
<td>38.4% (48)</td>
</tr>
<tr>
<td>Active Use</td>
<td>Communication</td>
<td>Strategic Planning</td>
<td>Content Expertise</td>
</tr>
<tr>
<td></td>
<td>89.5% (112)</td>
<td>80.8% (100)</td>
<td>73.5% (91)</td>
</tr>
<tr>
<td>Frequency</td>
<td>Communication</td>
<td>Strategic Planning</td>
<td>Content Expertise</td>
</tr>
<tr>
<td></td>
<td>86.4% (108)</td>
<td>56.0% (70)</td>
<td>39.2% (49)</td>
</tr>
</tbody>
</table>

#### Skills Highest Ranked to All Wished for Prior to Board Service

<table>
<thead>
<tr>
<th>Skill</th>
<th>Mean Rank – Yes (N)</th>
<th>Mean Rank – No (N)</th>
<th>U</th>
<th>Asymptomatic Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Improvement</td>
<td>102.99 (34)</td>
<td>48.06 (91)</td>
<td>2,906.5</td>
<td>.000</td>
</tr>
<tr>
<td>Human Resources</td>
<td>101.87 (27)</td>
<td>52.29 (98)</td>
<td>2,372.0</td>
<td>.000</td>
</tr>
<tr>
<td>Management</td>
<td>101.36 (33)</td>
<td>49.24 (92)</td>
<td>2,740.0</td>
<td>.000</td>
</tr>
<tr>
<td>Communication</td>
<td>96.29 (35)</td>
<td>50.06 (90)</td>
<td>2,740.0</td>
<td>.000</td>
</tr>
</tbody>
</table>

### Competencies (n=respondents)

#### Not Developed Prior to Board Service

<table>
<thead>
<tr>
<th>Competency</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-leadership</td>
<td>72.6% (91)</td>
</tr>
<tr>
<td>Delivering Effective Message</td>
<td>62.4% (78)</td>
</tr>
<tr>
<td>Consensus Building</td>
<td>61.6% (77)</td>
</tr>
<tr>
<td>Visioning</td>
<td>56.0% (70)</td>
</tr>
<tr>
<td>Global Thinking</td>
<td>55.2% (69)</td>
</tr>
</tbody>
</table>
What about Presence?

• Inspiring trust and confidence in others
• Being confident, poised, authentic
• Includes communication and social awareness (Yoder-Wise & Benton, 2017)
• “Creating an impression on others” (Hodges, 2012)

A Formula for Executive Presence

Appearance + Behavior / Gravitas + Communication = Presence

(As per Yoder-Wise & Benton, 2017)

ABCs of Presence

• Appearance
  - Professional attire with manners

• Behavior
  - Acting with integrity
  - Keeping promises

• Communication
  - Being with others
  - Listening genuinely (Yoder-Wise & Benton, 2017)
What avenues exist for nurses to gain the required skills and attributes?

Traditional Routes

- Formal curricula (Lacasse, 2013)
- Experiences in one’s career (Pate, 2013; Westphal & McNeill)

Nurse Board Training

- Sigma Theta Tau International Annual Board Leadership Institute (Sigma Theta Tau Institute, 2016)
- Nurses on Boards Coalition (Heaps, 2013)
  www.nursesonboardscoalition.org
- State Organizations of Nurse Executives Texas, Virginia (Brown, 2015; Hassmiller & Quinn, 2015)
- BoardSource Governance Series Kit (www.boardsource.org)
Reading/Online Tutorials

- Trustee Magazine  
  (www.trusteemag.com)
- Board Leadership Magazine  
  (www.onlinelibrary.wiley.com)
- BoardSource  
  (www.boardsource.org)
- Center for Health Care Governance  
  (www.americangovernance.com)
- The Governance Institute  
  (www.governance.institute.com)

The Acquired and Preferred Methods for Learning

<table>
<thead>
<tr>
<th>Preferred Methods of Learning</th>
<th>Overall %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring</td>
<td>54%</td>
</tr>
<tr>
<td>Networking</td>
<td>46%</td>
</tr>
<tr>
<td>Coaching</td>
<td>43%</td>
</tr>
<tr>
<td>Conferences</td>
<td>31%</td>
</tr>
<tr>
<td>Continuing Education</td>
<td>20%</td>
</tr>
<tr>
<td>Readings</td>
<td>14%</td>
</tr>
<tr>
<td>Webinars</td>
<td>14%</td>
</tr>
<tr>
<td>Blogs</td>
<td>14%</td>
</tr>
</tbody>
</table>

Routes to Skills & Competencies

- Mentors/Coaches
  - Nurse Leaders
  - CFO or Finance Department
  - Strategic Planners
  - Other Contacts
How to Become a Board Member?

Gaining Board Appointments

Need...
- Strategic Thought
- Planning
- Groundwork (Sundean & Palifroni, 2016)

Strategies to Become a Board Member
- Preparation
- Expertise
- Relationships
- Networking (Sundean & Palifroni, 2016)
Preparation

Create A Personal Strategic Plan
With Action Steps

Remember...
– it’s formal and informal
– refine, refine your skills
– consider boards that nurture
  novice board members (Sundean & Palfroni, 2016)

Look Locally!
• Literature supporting healthcare systems and hospitals
• Healthcare reform and population health strategies focusing on community health
• Think about other organizations
  - Churches
  - Health organizations
  - Public health department
  - Housing authority
  - Serve West Dallas
  - Chamber of Commerce
  - School Boards
  - Governmental Boards
### Expertise

- **Self-promotion plan**
  - Nursing organizations
  - LinkedIn
  - Speaking engagements
  - Schedule time with CEO, Chair of Board

### Relationships

- **Volunteering**  
  - Serve on councils, committees or advisory boards
  - Seek out key influencers
  - Develop relationships outside of nursing  
    (Sundeen & Palifroni, 2016)
  - “Roll up your sleeves and get the work done”  
    (Sundeen & McGrath, p.457, 2016)

### Networking

- **Intentional Process**  
  - Positive leadership presence
    - In person
    - Online

- Social and professional events
- Make your intentions known  
  (Sundeen & Palifroni, 2016)
- Mentoring as a facilitator to service  
  (McDonald & Westphal, 2013)
You’re On A Board!

Once on a Board...

- **Orientation**
  - Structured orientation program
  - Budget
  - Job description for CEO
  - Compensation policies
  - Board charter, by-laws
  - Legal and organizational obligations
  - Annual strategic goals
  - Timelines; time commitments
  - Financial contribution

- **Mentoring**
  - Further orient new members
  - Promote individual & organizational learning
  - Leadership succession

Personal Plan of Action

Creating your own personal plan of action to become a board member or becoming a better board member....
What Better Way to...

- Achieve greater leadership
- Gain new knowledge
- Get to know your own worth
- Impact health care delivery
- Obtain new skills
- Meet new people
- Expand your network
- Be inspired (Cantu, 2014).

Thank you for your interest in Board Service!

QUESTIONS?

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(cell) 254-744-8472
Support Nurses on Boards Coalition

- Be counted for board service!
- Go to Nurses on Boards Coalition
  www.nursesonboardscoalition.org

References


References (continued)


References (continued)


