



Nurses on Boards
Coalition

10K Nurses by 2020

Get on Board: Session 2

Susan A. Seibert, DNP, RN, CNE

Kimberly Harper, MS, RN



Board Service

Board members bring skills, experience, and expertise that increase the **organization's impact** and **advance its mission**.

Obligations of Board Members

Joining a board is like joining a club but with one key difference-- board members have a higher level of commitment.

- Duty of Oversight
- Duty of Care
- Duty of Loyalty
- Duty of Obedience

Duty of Loyalty

A board member must believe in the organization's mission.

- Be an ambassador.
- Maintain confidentiality.
- Prevent conflict of interest.

Duty of Obedience – Legal Obligation

A board member must assure that the organization complies with applicable laws.

- Non-profit is a legal status. The board is the protector of that status.
- Compliance with tax laws and regulations.

Duty of Obedience – Personnel Policies

Board members maintain oversight of organizational personnel.

- Formulate personnel policies.
- Select the top-level executive.
 - Set the administrative compensation for the top-level executive.
 - Evaluate the performance of the top-level executive.

Duty of Obedience – Financial Due Diligence

The board must ensure the viability and stability of the organization.

- Assure adequate finances to effectively carry out the strategic plan.
- Appropriately use resources (money, grants, investments).
- Identify risks to the financial stability of the organization.

Source: Curran, C. (2016). *Nurse on Board: Planning Your Path to the Boardroom*. Sigma Theta Tau.

Duty of Obedience – Financial Oversight

The board must demonstrate transparent ethical conduct to the stakeholders.

- Annual reports, budgets, and monthly balances (analysis of trends and variances)
- Performance reports (Benchmarks, scorecards, and metrics to compare with past performance)
- Periodic audits by an independent party to prevent misconduct
- Procedures to prevent mismanagement, fraud, or bankruptcy

Source: Curran, C. (2016). *Nurse on Board: Planning Your Path to the Boardroom*.
Sigma Theta Tau.

Financial Documents to Examine

1. Income Statement
2. Balance Sheet
3. Budget
4. Assets/ Equity

Income Statement – The Past

Provides information about **PAST** expenses and sources of income

- May help board members highlight gaps in income and need for fundraising

Balance Sheet – The Present

Describes what the organization owns and owes **RIGHT NOW**

- A snapshot of the organization's financial status **TODAY**
 - Reflects the stability of the organization
 - Helps board to determine if the organization is presently strong and healthy or in difficulty

Budget – The Future

A **projected** Profit and Loss Statement

- Set annually or biannually and reviewed regularly
- Primary thing the board can control – the **FUTURE**
 - Reflects priorities set by the board

Assets: Reserves, Endowments, Grants

The board also has oversight of savings, investments, grant moneys, and endowments.

- Savings (reserves) are accumulated surpluses.
- Investments are monies invested in stocks and bonds.
- Endowments are a pool of money donated by a benefactor.
- Grants are contributions with strings.

Financial Statements Recap

Past is **gone**

- Use Income Statement data to evaluate what happened.

Present is a **blip**

- Use Balance Sheet data to be proactive.

Future is **yet to come**

- Use Budget planning and review of assets as opportunities to uphold/advance the mission.

Questions to ask as new board member

- Are there financial reporting systems that provide information in a clear and timely way?
- Are systems in place to evaluate progress?
- How is the board involved in monitoring the organization's financial position?
- Has there been a recent external audit?

Questions to ask as new board member

- Are most costs covered by dependable (reliable) funders?
- What types of funding are used by the organization (government, individuals, foundations)?
- Are there restrictions on funding sources such as grants or endowments?

Questions to ask as new board member

- Does the organization have sufficient cash to cover expenses?
- Does the organization have sufficient reserve funds to cover contingencies?

Financial Obligations- a spectrum

The board's fiduciary role depends on the size and "newness" of the organization.

- If the organization is large and established – keep it on track; help it expand
- If the organization is small or a start-up – help it adhere to sound policies/practices to insure financial stability



“Beyond the duties of care, loyalty, and obedience, there is, I suggest, a fourth board duty: the duty of imagination.”

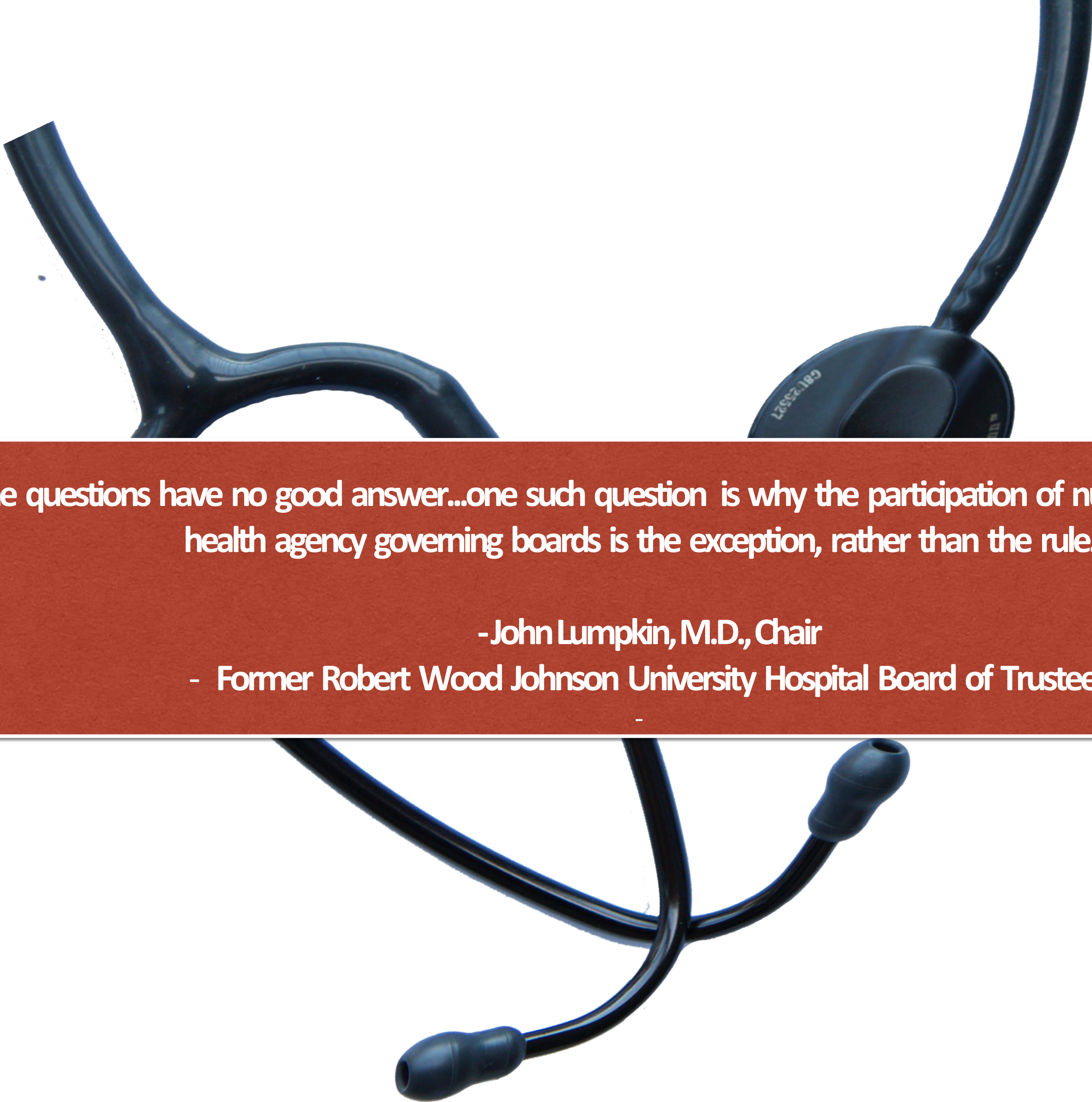
-- Alice Korngold

Leader to Leader Journal, Spring 2006

<http://tinyurl.com/kk782sb>

Group Activity

**Based on “homework”
assignment, determine
positive and negative
examples of board function
and oversight**



“Some questions have no good answer...one such question is why the participation of nurses on hospital and health agency governing boards is the exception, rather than the rule.”

- John Lumpkin, M.D., Chair

- Former Robert Wood Johnson University Hospital Board of Trustees

Nurses Bring a Special Set of Skills

- Leadership
- Quality and Process Improvement
- Communication
- Human Resources
- Strategic Planning
- Finance
- Teamwork.....any many more

Source: *Board Core Competencies*, Nurses on Boards Coalition
Board Preparation Work Group.

Board Service Testimonials

Dr. Karen Clark, EdD, RN

Dr. Jennifer Embree, DNP, RN, NE-BC, CCNS, FAAN



What/where will YOUR impact be?

Knowledge and Skills Needed by Board Member Competencies = Nurse Leader Competencies

- Strategic Orientation
- Organizational Awareness
- Systems Thinking
- Personal Effectiveness
- Community Focus
- Innovative Thinking
- Collaboration
- Advocacy

Core Competencies

- Mission Driven
- Financial Knowledge
- Communication
- **Cultural Awareness/Competence**
- Leadership

Source: *Board Core Competencies*, Nurses on Boards Coalition
Board Preparation Work Group.

NOBC Models

NOBC Board Competencies

NOBC Board Readiness

NOBC Support Roles for Success

Board Competencies



© 2019 Nurses on Boards Coalition
www.nursesonboardscoalition.org

NOBC BOARD READINESS MODEL

FROM NOVICE TO EXPERT

www.nursesonboardscoalition.org



NOBC BOARD READINESS MODEL

FROM NOVICE TO EXPERT

www.nursesonboardscoalition.org



COMPLEXITY
LEVELS OF
BOARDS/APPOINTMENTS

COMPETENCIES
BY LEVEL

ARENAS OF
PERFORMANCE

Path to Board Readiness

EXPERT

Corporate Governance
Boards at the Professional
Association or Healthcare
System Level and Political
/Regulatory or Policy
Appointments

- High Level Influencer
- Innovative Thinker
- Political Prowess
- Legal/Regulatory and Policy Knowledge and Skill
- Leadership in Governance/Management
- Generative Communication Skills
- Community, Regional and/or National Orientation
- Governance Knowledge and Skill
- Knowledge of How Influence is Accessed and Applied
- Knowledge and Skill in Advocacy

Civic and Professional
Leadership

Organizational Governance Boards

- Complexity Management
- Complexity Theory Knowledge
- Strategic Orientation Planning
- Human Resource Knowledge and Skill
- Talent Development
- Change Management/Leadership
- Customer/Client Satisfaction
- Knowledge and Skill in Process/Performance Improvement, Quality and Safety, and Appropriate Application in Organizational Processes and Metrics
- Fiscal Acumen
- Organizational Awareness
- Team Leadership
- Building Effective Relationships
- Knowledge of Marketing, Mergers, and Acquisitions
- Knowledge and Effective Application of Self-Knowledge and Personal Style Preferences
- Skill and Effective Application of Self-Assessment and Self-Regulation
- Knowledge of Regulatory Compliance and Relevance to Organizational Types
- Knowledge of Customer Satisfaction Principles
- Advanced Skill and Ability in Conflict Management
- Advanced Meeting Management and Team Leadership Principles

Organizational Management and Leadership

Advisory and Community Boards

- Achievement Orientation
- Lifelong Learning/Information Seeking
- Emotional Intelligence
- Knowledge and Skill in Relationship Building
- Effective Communication
- Conflict Management Knowledge and Skill
- Personal /Professional Accountability
- Demonstrated Ability in Giving and Receiving Feedback
- Basic Knowledge of Principles of Governance and Management
- Personal Style Preference "Testing"
- Understanding of Reflective Practices
- Understanding of Mindfulness Practices
- Understanding of Theory of Systems Thinking and Mental Models
- Basic Understanding of Political Context and Landscape

Self-Leadership

© Nurses on Boards Coalition 2019

NOVICE

NOBC Support Roles for Board Success



Copyright Pending 2021 Nurses on Boards Coalition

Individual Activity

Self Assessment Readiness Tool

Nurses on Boards Coalition Resources

Log onto

www.nursesonboardscoalition.org

Locate resources and enter your service or interest in serving!!

Source: Nurses on Boards Coalition Website

How Do I Find the Right Spot for Me?

- Start with an open mind
- Understand YOUR mission
- Perform an assessment
- Prepare your bio(one page)
- Contact the Organization
- Register with the NOBC
- Never underestimate your value!

Source: AORN Enews, Serving on a board: eight steps for nurse leaders to take. Benson, L., Harper, K., February 2017.

Individual Activity

Create Your Personal Plan for Board Service



Program Review and Questions???



Program Evaluation

REMEMBER: Our Goal is Simple...But Not Easy

The goal of the NOBC is to improve the health of communities and the nation through the service of nurses on boards on boards and other bodies.



THANK YOU!!

Kimberly Harper kharper@ic4n.org

Susan Seibert, saseibert@usi.edu

Karen Clark, krclark@iue.edu

Jennifer Embree, jembree8@iu.edu