

Montana Primary Care Association:

Roles and Responsibilities of the Board in Recruiting and Orienting New Board Members

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February 5, 2019

AGENDA

- I. Define the Board's Needs
- II. Seek Out Quality Candidates
- III. Screen and Select Candidates
- IV. Conduct a Board Orientation



RECRUITMENT PROCESS OVERVIEW

- Recruitment is an ongoing process
 - Board analyzes current openings and needs
 - Nominating Committee:
 - Brainstorms possible sources of qualified candidates
 - Evaluates the qualifications of potential candidates
 - Nominates qualified candidates for selection
 - Full Board reviews nominations
- Developing a formal recruitment process:
 - How does recruitment work now?
 - What works well with this system?
 - What concerns you about the current approach?

DEVELOPING RECRUITMENT PROCEDURES

- Nominating committee should develop a formal process, specific procedures to govern recruitment process going forward
- Full Board should approve, regularly review recruitment and selection procedures:
 - Maintain compliance with Section 330 requirements
 - Ensure procedures allow for a self-perpetuating Board
 - Include periodic rotation in membership and leadership
 - Consider term limits

DEVELOP A FORMAL JOB DESCRIPTION

- Develop a formal Board member job description to share with prospective candidates:
 - Specify roles and responsibilities
 - Explain estimated time commitment:
 - Stress the importance of attending all monthly meetings in-person and actively participating
 - Reviewing reports provided ahead of time
 - Describe the time and effort involved in committee work
- What surprised you most about your role when you joined the Board?

I. Define the Board's Needs

CONDUCT A NEEDS ASSESSMENT: DEMOGRAPHICS

- Analyze demographics of the community (race, ethnicity, gender, age, socioeconomic status)
- Ensure compliance with Section 330 Board composition requirements:
 - Between 9-25 members
 - 51% consumer-majority, reasonably reflective of health center patients (demographically)
 - Non-consumers represent health center's service area
 - No more than 50% of non-consumer members derive more than 10% of annual income from the health care industry
- Use current demographics to set goals for “ideal” Board composition and use as a guide during recruitment

SAMPLE BOARD COMPOSITION NEEDS ASSESSMENT

Category		Current Composition	Current Demographics	Needed to Meet Goal
Sex	Male	10		
	Female	5		
Age	Under 30	0		
	31-44	0		
	45-60	1		
	61-75	12		
	75+	2		
Race	White	5		
	Hispanic / Latino	1		
	African American	4		
	Asian	4		
	American Indian/Alaska Native	0		
	Native Hawaiian/Pacific Islander	1		
Socio-economic status	Low	4		
	Middle	7		
	High	4		

CONDUCT A NEEDS ASSESSMENT: SKILLS

- Assess current expertise on the Board:
 - What expertise and knowledge do current Board members contribute?
 - What is missing? What kind of expertise would be helpful to have on the Board?
- Identify specific experience or skillsets that new members should bring
- HRSA does not impose quotas on skills and experience
 - A well-rounded Board can only aid decision-making
 - There is no “right” or “ideal” distribution of skills

DEVELOP A SKILL MATRIX

Skill/Expertise	Current Composition	Goal	Needed to Meet Goal
Health Care	4	2	-2
Business	3	2	-1
Education	0	1	+1
Finance	0	2	+2
Social Services	0	1	+1
Public Relations	1	1	
Planning	1	1	
Legal	3	2	-1
Personnel	1	1	
Fundraising	1	1	
Other	1	1	

II. Seek Out Quality Candidates

SOURCES OF QUALIFIED CANDIDATES

- Brainstorm possible sources of qualified candidates and solicit applications:
 - Internal recommendations from Board members and/or health center employees
 - Review lists of previous health center volunteers
 - Solicit external recommendations
 - Look to community partners
 - Advertise at community centers, churches, local schools, and with other community organizations
 - Post an announcement online on your website, through community forums
- How did you learn about the health center? The Board?

EVALUATE CANDIDATE QUALIFICATIONS

- For each potential candidate, the Nominating Committee should consider:
 - Do their skills & experience match the job description?
 - Do they fill a gap identified by the needs assessment?
 - Do they offer specialized expertise that would benefit the Board?
 - Do they have sufficient availability to make the time commitment of serving as a Board member?
- Nominate candidates for full Board consideration

III. Screen and Select Candidates

REVIEWING NOMINATIONS

- After the Nominating Committee nominates specific candidates, the full Board will review candidates
 - Read applications
 - Consider candidate profile as a whole (e.g. consumer/non-consumer, demographics, skillsets, and experience)
 - Review conflict disclosures for any concerns that could preclude a candidate
- Select candidates to interview
- Consider inviting prospective candidates to attend a Board meeting

CONFLICT OF INTEREST DISCLOSURES

- Require written disclosure of a candidate's various affiliations (and those of immediate family members) so as to identify potential conflicts before (s)he is elected to serve on the Board
 - When should a conflict preclude nomination?
 - If proceed with nomination, what precautions should be taken to manage conflicts of interest?

INTERVIEWING PROSPECTIVE CANDIDATES

- Clarify Board member roles and expectations:
 - Attending all monthly meetings in-person
 - Reviewing reports provided ahead of time
 - Time and effort involved in committee work
- Allow time for questions
 - The interview is also an opportunity for prospective Board members to learn about your mission, values, *etc.*
- Is the candidate a good fit for the Board?
- Even if they do not join the Board, non-Board members may add valuable expertise by serving on certain committees

IV. Board Orientation and Ongoing Education

BOARD MEMBER ORIENTATION AND EDUCATION

- Develop a Board member orientation manual
- Hold orientation session for new Board members:
 - Review:
 - Board member roles and responsibilities
 - HRSA Health Center Program Compliance Manual
 - Health center's strategic plan
 - Match new and seasoned Board members in a mentoring program
- Offer continuing education for all Board members:
 - Board roles and responsibilities
 - Section 330 governance requirements and governance "high risk" areas
 - Tools for effective oversight of finances, quality and compliance

BOARD COMPOSITION CHALLENGES

- Common Board composition and recruitment challenges:
 - Vacancies
 - Determining who counts as a “consumer”
 - Achieving reasonable representation, demographics-wise
 - Retaining quality Board members
 - Failing to represent special populations
 - Influence from third-party representation
- What is your Board most concerned about?

QUESTIONS?

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