

AAFP Chapter Leader Forum: Governance Essentials II

Tools & Techniques for Planning & Executing Effective Board Meetings

Steve Smith, MS CAE

Account Executive, Association Management Center
CEO, American Academy of Hospice & Palliative Medicine



Today's Objectives

Consider ways to ensure chapter board meetings are:

- ✓ Strategic
- ✓ Focused
- ✓ Engaging
- ✓ Efficient
- ✓ Informative
- ✓ Productive
- ✓ Fun



2

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Before the Meeting

Clarify Roles and Responsibilities

- Board Orientation
- Board Handbook
- Board Meeting Calendar
- Board Participation
- Board Agenda Setting
- Board Material Distribution
- Board Assessments



3

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Board Orientation: What to Include

- Welcome and Introductions
- Governance & Management Structures, Responsibilities
- Membership Profile and Stats
- Strategic Plan
- Academy Bylaws, Policies & Budget
- Transparency vs. Confidentiality
- Conflict of Interest
- Decision Making Processes
- Board Meeting Expectations
- Board Mentors/Buddies



Board Handbook

What is something successful your chapter has done to help orient new board members?

Board Meeting Calendar

Schedule:

- Well in advance; annual calendar is best
- 60-90 minutes (phone); 2-4 hour increments (in person)
- Quarterly, bi-monthly

You are meeting too often when:

- Most of meeting spent receiving updates
- Going over the same ground
- People stop showing up
- Not prepared to make decisions



Board Participation & Engagement

- Structure your agenda into defined areas to ensure emphasis is on strategy: generative, strategic, operational
- Allow adequate time for consequential decision making (dialogue, deliberation, decision)
- Use consent agenda for reports and less controversial items
- Provide enough information in advance for knowledge-based decision making
- Assess post meeting (evaluation) how you did

Board Participation & Engagement

Also keep in mind:

- Framing a discussion vs. influencing conversation
- Establishing ground rules
- Allocation of ample time
- Identification of a symbol or tool that serves as indicator a conversation has gone from strategic to tactical ... or ventured into sensitive territory

Board Agenda Setting



10

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Board Meeting: Planning & Preparation



11

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Expect a Few Hiccups



12

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Agenda Structure & Time Allocation

Consent Agenda No decisions required	Fiduciary Board obligated items	Strategic Decisions/Action Items	Generative Unframed
<input type="checkbox"/> Meeting Minutes	<input type="checkbox"/> Governmental Actions	<input type="checkbox"/> Generally well-framed	<input type="checkbox"/> Unframed & Trend Seeking
<input type="checkbox"/> Committee Reports	<input type="checkbox"/> Financial Requirements	<input type="checkbox"/> May be crisis or contentious	<input type="checkbox"/> Unfiltered
<input type="checkbox"/> Staff Updates	<input type="checkbox"/> Nominations & Appointments	<input type="checkbox"/> Issues regarding the Strategic Plan and Corporate Objective	<input type="checkbox"/> Limited Boundaries
<input type="checkbox"/> Financial Reports	<input type="checkbox"/> Governance Items	<input type="checkbox"/> Issues challenging the core of the association or profession	<input type="checkbox"/> Directional, not Decisional
<input type="checkbox"/> Performance Dashboard			<input type="checkbox"/> Environmental Scanning

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AAIFPM Board of Directors Meeting Vancouver, BC Canada Tuesday, February 15 - Wednesday February 16, 2011

GOAL PURPOSE
To improve the care of patients with serious life-threatening conditions through advancement of language and palliative medicine.

AGENDA

TUESDAY, FEBRUARY 15 6:00 pm PT - Marriott Executive Hotel, 1125 W Hastings St, Vancouver, BC / Shangri-La Hotel, 3 rd Floor		
I. Welcome/Introduction (30 min)	Meeting	
II. WBE Strategic and Palliative Medicine as a Leader or a Follower (45 min) Followed by "The Health Care Business" - Association of American Medical Colleges	Workshop	
III. International Perspectives on Palliative Medicine (1hr) 7:00 pm PT - Dinner, Transportation to The Fish House in Stanley Park	Workshop	
WEDNESDAY, FEBRUARY 16 - Marriott Plaza in Vancouver, Shangri-La Hotel, 3 rd Floor 8:00 am PT - Continental Breakfast 8:30 am PT - Board Meeting/Call to Order		
I. CALL TO ORDER	Meeting	
II. CONFLICT OF INTEREST DISCLOSURES	Meeting	
III. MINUTES A. Approve minutes of October 21 Board call, December 18 Executive Committee call, and review minutes of 2010-2011 Executive Committee Electronic Voting	Meeting	Feedback
IV. CONSENT AGENDA (Note: Items on the consent agenda require no specific action by the Board and can be approved in one motion unless a board member requires discussion. These items are discussed under "I" item (I).) A. Guidance Enhancement Policy & Procedure B. Meeting Code of Conduct Policy & Procedure	Meeting	
V. STRATEGY AND POLICY A. Journal Update (8:45 - 9:15) Action: Discuss progress report from Publications Committee; no action required B. Development Initiative (9:15-9:45) Action: Discuss progress report from Development Task Force	Meeting	Themes
9:45 am PT - Break		Quill

15 AMERICAN ACADEMY OF FAMILY PHYSICIANS

Board of Directors Meeting
Vancouver, BC Canada
 Thursday, February 15 - Wednesday February 16, 2011

► HMO Certification Recommendations (10 - 14) Flathberg
 Action: Discuss/prepare recommendations from the Education & Training SCC
► Advocacy Review, Future Priorities (Discussion to be joined 2:00ET - 3:10) Ridgway
 Action: Discuss/prepare recommendations for 2011
Annual Assembly Welcome & Preview (11:30 - 12:45) Tucker
 12:45 pm PT - Lunch
► Board Self Assessment (12:45-1:30) Crosman/Saith
 Action: Review results of 2010 Board Self Assessment
I. BOARD ACTION ITEMS
A. Development Initiative (1:30 - 1:45) Quill
 Action: Discuss/prepare recommendation from Development Task Force
B. HMO Certification Recommendations (1:45-2) Morrison/Brown
 Action: Discuss/prepare recommendations from the Education & Training SCC
C. Advocacy Priorities for 2011 (2-2:15) Morrison
 Action: Discuss/prepare advocacy priorities from Ethics, Advocacy & External Affairians SCC
D. ► Pediatric Competencies (2:15-3:00) Iberstar/ky
 Action: Discuss/prepare recommendations from the Education & Training SCC
 (1:45 - 2:00) - Discussion of the 2010-2011 Strategic Plan
E. Ethics and Risk Management (2:00-2:45) Stokier
 Action: Discuss/prepare recommendations from the Ethics, Advocacy & External Affairians SCC
F. Other New Business Morrison
MANAGEMENT AND OPERATIONS
A. ► Financial Report (3:00-3:15) Quill
 Action: Review 2010 preliminary year-end financial statement
 Action: Review AMC Incentive Fee Calculation
B. ► Investment Report (3:15-3:30) Quill
 Action: Review 2010 4th Quarter Report
 Action: Review Financial Group Performance
C. ► Strategic Plan Preview (3:30-3:45) Saith
 Action: Review strategic objectives and planning process
D. Recognition of Outgoing Board Members Morrison




Strategy

Strategy

Operational

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Use Cues & Prompts

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New & Expanding Program Requests

<p>Program Overview</p> <p>Title</p> <p>New or Expanding (+\$10,000 or 10% increase)</p> <p>Description</p> <p>Objectives</p> <p>Link to Strategic Plan</p> <p>Timeline/Project Milestones</p> <p>Deliverable</p> <p>Weeks Required</p>	<p>Financial Implications</p> <p>Estimated Revenues</p> <p>Estimated Expenses</p> <p>Estimated Net Income (Loss)</p> <p>Volunteer/Staffing Requirements</p> <p>Estimated Total Staff Hours</p> <p>Estimated Volunteer Hours</p> <p>Risks vs. Rewards</p>
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Promoting Strategic Dialogue

Ideas → **Filtering Mechanism** → **Vision**

- On Mission
- Potential Consequences
- Precedent Setting
- Strategic vs. Operational
- Potential for Failure/Risk
- Course Setting/changing
- Magnitude

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Promoting Strategic Dialogue

Operational, **Strategy**, **Generative** → **Sweet Spot**

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Decision-Making Process

First, dialogue to inform and understand

- Ensure common understanding of information, knowledge
- Promotes thoughtful consideration and inquiry
- Surfaces beliefs, assumptions, values view of an issue
- Opportunity to qualifying comments as I think, I know, I feel

Then, use deliberation to evaluate and decide

- Persuade, to advocate or to enlist
- Justify a position
- Come to conclusion; consensus if possible

Once complete, decision can be made (vote)

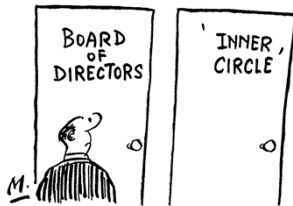
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Board Material Distribution

- Send meeting reminder (4 weeks out)
- Send/post meeting agenda, materials (7-10 days out)
- Invite comments, questions, feedback (2 days out)
 - Summarize, share comments with presenter
 - Post comments, questions, feedback at meeting
- Follow up with short meeting satisfaction survey
- Offer periodic “check in” calls with Exec and President

22

Communication to Members



23

Communication to Stakeholders



24

How do you communicate the work of your chapter board to members and other key stakeholders?

25

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Oh, And Don't Forget to Have Fun!



26

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**Questions?
Comments?
Concerns?**

27

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