Montana Primary Care Association:
Roles and Responsibilities of the Board in Recruiting and Orienting New Board Members

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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

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<th>Category</th>
<th>Current Composition</th>
<th>Current Demographics</th>
<th>Needed to Meet Goal</th>
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<td>High</td>
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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

<table>
<thead>
<tr>
<th>Skill/Expertise</th>
<th>Current Composition</th>
<th>Goal</th>
<th>Needed to Meet Goal</th>
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<tr>
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<tr>
<td>Other</td>
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</table>
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
• 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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