Educational Resources – Nurses on Board Training

Introduction

The Louisiana State Nurses Association is the voice of registered nurses in Louisiana. The mission as it relates to nurses on boards is to **foster high standards for professional nursing practice for all Registered Nurses and advocate for quality healthcare of registered nurses on Boards and Commissions that relate to healthcare.** In support of that mission and the goal of the Louisiana Action Coalition to increase the presence of nurses on key boards and commissions, the following set of educational resources were developed. The information included reflects a combination of narratives as well as a listing of online and other resources essential to the development of board member expertise. Please review the written content and access the other resources that you feel are appropriate to meet your educational needs.

Board Basics

There are several types of boards, each defined by the function they serve for the organization they represent. Below is an overview of the various types of boards and organizations with which nurses could play an instrumental role.

Governance Boards are responsible and accountable for the organization's actions. This is a formal board that provides strategic advice to the organization they represent. In many cases, the Chief Executive Officer of the organization is accountable to the board for the company's performance. The board delegates to the CEO and , through that individual to other senior management, the authority and responsibility for managing the company's business.

Advisory Boards are more informal than governance boards and there is no legal responsibilities or decision-making ability. The board is involved in advising and supporting the mission of the organization including public affairs, fund-raising, and resource allocation to support the mission. As more independent hospitals become part of a larger system, local hospital boards are becoming more advisory in nature. The local boards lose their financial responsibilities and the true governance exists at the system level.

Start-up Boards are usually easier to gain membership on than corporate boards. Typically, start-ups are small entrepreneurial efforts-companies that are in a formative stage. Start-ups are often looking for independent individuals with a variety of life experience. These companies usually have a small, highly specialized group of employees and rarely have support departments such as human resources. They also often do not have clear policies in place. These companies also need to raise funds in order to develop.

There are several types of organizations that utilize boards and each function differently.

Non-profit organizations are businesses that are granted tax exempt status by the IRS. These organizations pay no income tax on the donations they receive or on any money they earn via fundraising. The goal is to have board members separate from paid staff. The function of the board is advisory in most cases. The focus of the board is on the organization's mission, strategy and goals. Typically, there are three officers: President (who heads the board), Secretary (who takes minutes and is responsible to keep up with activities and assignments) and Treasurer (who is responsible for the budget, financial reports and expenditures).

Corporate/For-profit Organizations are businesses whose primary goal is financial and making a profit. Board members in these organizations are elected and appointed by the owner or shareholders to govern the company. They are accountable to the owners or shareholders for the outcomes, usually financial, of the company.

How Corporate and Non-Profit Boards Differ

Corporate Boards	Non-profit Boards
Owned by Stockholders	Owned by the stakeholders/public
Generate money for the owners	Serve the public/constituents
Success is making a sizeable profit	Success is meeting the needs of the public
Board members are usually paid	Board members are unpaid/volunteers
Money earned over expenses is kept as profit and distributed to shareholders	Money earned over expenses is retained as surplus and spent on meeting public need

State Governmental Boards and Commissions are groups designed to give citizens a voice in their government and allow citizens to influence decisions that shape the quality of life for the residents of the state. Members are appointed by the Governor.

National level organizations are the same as non-profit, for-profit and Governmental Boards and Commissions but at the National Level.

Healthcare Facility Boards are the governance body of the Healthcare Facility. They are responsible for developing and reviewing the hospital's overall mission and strategy. They are engaged in making strategic plans and developing long term goals and policies. The board provides operational oversight including oversight of the Chief Executive Officer (CEO), organization finances/sustainability, and regulatory compliance. The board has responsibility to hire, fire and monitor the performance of the CEO. They also participate in performing a self-evaluation on themselves and their peers.

Managed Care Organizations (Insurance Carriers such as Blue Cross/Blue Shield, Aetna, United, Human and others). These organizations shave arrangements with certain physicians, hospitals and healthcare providers to serve patients who are plan members at a reduced rate. The board serves in the governance capacity in most cases similar to that of a Healthcare Facility Boards.

Members of organizational boards have a broad set of **duties and responsibilities** regardless of the type of board they represent:
- Developing policies that provide a framework for the organization's actions and decision-making
- Setting goals
- Steering the organization toward a sustainable future by adopting sound ethical and legal governance
- Developing and utilizing financial management policies
- Assuring that the organization has adequate resources to advance its mission.

Some positions are elected while others are appointed. Not all members are voting members. Some board members are paid in the form of an annual retainer, others may be paid in stock dividends. Many non-profits require a donation to the organization which can either be a personal or corporate donation or funds raised using social media and other methods.

For hospitals, board members are expected to serve on at least one board committee. Typical committees are: Audit/Finance, Quality, Compensation, and Governance/Nominating.

Many healthcare boards use scorecards that focus on a few key metrics that are most helpful in driving organizational performance. The metrics being measured usually include financial, quality, and satisfaction indicators. Typically, a benchmark is identified for each metric being measured. The benchmark can be internally generated or based on a national database. The organization rates itself as above or below the benchmark and whether it is worse than, as or better than expected.

Some examples of metrics typically measured: average monthly ED visits, average monthly inpatient visits, Medicare length of stay, FTE's per adjusted occupied bed,

actual operating income compared budget, average monthly surgical procedure volume, surgical wound infections, and catheter associated urinary tract infections.

Reference: Curran, C. (2016). *Nurse on Board: planning your path to the boardroom.* Sigma Theta Tau International Center for Nursing Press, www.sigmamarketplace.org/nurse-on-board-planning-your-path-to-the-boardroom.

Overall Board Service Education

Online Resources

www.nursesonboardscoalition.com – Numerous resources

*Boardsource.org – multiple no cost resources on a number of topics that can be downloaded. Some books and other written resources are available to members.

*Oregoncenterfornursing.org/Oregon-action-coalition
6 podcasts/videos/articles available for download.
Topics of <u>podcasts</u> include: Do's and Don'ts of Board Service, Importance of Self-Assessment, Professional Development and Board Service, Obstacles to Board Service
<u>Videos</u> are available on these topics: Leadership and Board Service: What they have in common, Put the Trust in Trustee: How to be a great board member, Seeking Connection: An RN's perspective and experience.
Numerous articles are also available.

*www.nursingworld.org/foundation/programs/nurses-on-boards

*www.americannursetoday.com – article "From Bedside to Board Room: Are you Ready to Serve?"

* wisconsincenterfornursing/org/nursesonboards/training modules

Books

Curran, C. (2015). *Nurse on Board – planning your path to the boardroom.* Sigma Theta Tau International Center for Nursing Press. www.sigmamarketplace.org/nurse-on-board-planning-your-path-to-the-boardroom.

Pagana, K. (2008). *The Nurses Etiquette Advantage – How professional etiquette can advance your nursing career.* Sigma Theta Tau International Center for Nursing Press. www.sigmamarketplace.org/the-nurse-s-etiquette-advantage-second-edition.html

Herzy, E (Editor). (2008*). Non-profit Board Committees.* Boardsource. https://boardsource.org/product/nonprofit-board-committees

McNally, K., & Cunningham, L. (2010). *Nursing Executive Coaching Manual* Sigma Theta Tau International Center for Nursing Press. www.sigmamarketplace.org/the-nurse-executive-coaching-manual.html

Financial Aspects of Board Membership

Classroom experience

Nursing Leadership Institute sponsored by the Louisiana Action Coalition Offered annually – Day 3 addresses nursing finance. There is a fee associated with the course. Information can be found on the Louisiana Center for Nursing website www.lcn.lsbn.state.la.us

Online Resource

Finance for Board Service – Self-paced, online course with 2 year access sponsored by AME learning. Contains 6 sections. Endorsed by the National Nurses on Board Coalition. www.amelearning.com/nursesonboards/

Books

Rajni, S, & Hiro, P. (2016). *Basic Accounting*. Third Edition. PHI Learning Publisher. www.phindia.com

Longhran, M. (2011). *Financial Accounting for Dummies.* John Wiley & Sons. www.wiley.com/en.../Finacial+Accounting+For+Dummies-p-9781118063873

Robert's Rules of Order

Online Resources

robertsrules.org – quick reference and tools – free download

Books

Robert, H., Honemann, D and Balch, T (2007) *Robert's Rules of Order in brief.*
DaCapo Press, Boston, MA www.dacapopress.com

Zimmermann, D. (2005) *Robert's Rules in Plain English.* 2nd Edition, Harper
Collins Publisher, New York, New York. www.harpercollins.com

Robert, H. (2004) *Robert's Rules for Dummies* . 11th Edition. Wiley Publishing,
New Jersey, New York. www.wiley.com.en-us

Negotiation Skills

Articles

11 Ways to Negotiate Better with Anyone
https://www.inc.com/.../11-ways-to-negotiate-better-with-anyone-even-if-you-don-t-like-it

The Art of Negotiating
https://www.entrepreneur.com/article/203168

5 Things Most People Don't Know About Negotiating
https://www.forbes.com/sites/.../5-things-most-people-don't-know-about-negotiating

Books

Fisher, R., Ury, W. & Patton, B. (2009). *Getting to Yes.* Penguin Publishing Group, New York, New York. www.penquin.com

Ury, W. (1993). *Getting Past No- Negotiating in difficult situations.* Random House, New York, New York. www.randomhousebooks.com

Malhatra, D., Baseman, M (2008). *Negotiation Genius: How to overcome obstacles and achieve brilliant results.*, Bantam Books, New York, New York. www.randomhousebooks.com

YouTube Videos

*Getting to Yes' by William Ury

*Negotiation Genius" – free book summary by Deepak Malhatra

*Conducting Effective Negotiations" Stanford Graduate School of Business

*Negotiation Tactics 101" Kellogg School of Management/Northwestern University

Regulatory Compliance

Healthcare regulations and standards are necessary to ensure compliance and to provide safe healthcare to every individual who accesses the system. Federal, state and local regulatory agencies often establish rules and regulations for the healthcare industry and their oversight is mandatory. Listed below are the major regulatory agencies impacting healthcare.
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Centers for Disease Control and Prevention (www.cdc.gov).

The basic function of the CDC is to protect America from health, safety and security threats, both foreign and within the US.

Centers for Medicare and Medicaid Services (www.cms.gov). Federal agency responsible for the management of Medicare and Medicaid across the United States.

Medicare is the federal program that provides health coverage if you are 65 years or older or have a severe disability, no matter your income.

Medicaid , also known as Children's Health Insurance Program (CHIP) , is the state and federal programs that provide free or low cost insurance coverage to millions of Americans, including some low income people, families and children, pregnant women, the elderly and people with disabilities. For an understanding of the differences between Medicare and Medicaid go to https://www.medicareinteractive.org/get.../differences_between_medicare_and_medicaid.

Louisiana Department of Health (LDH)(www.ldh.la.gov) was established to provide quality services, protect and promote health and utilize resources in the most effective manner possible. This Department has oversight of citizens with developmental disabilities, aging, behavioral health and overall public health. LDH also has direct oversight of the Medicaid program.

For additional information on these agencies refer to the following:

Gasper, P. M. (2010). The Impact of Federal Regulations on Health Care Organizations. 19 (1). Special Edition Article 44. P.249-252.

Healthcare regulations: Who does what? Nancy Grimm 12/1/04
Yourtrainingprovider.com

Accreditation

Accreditation is a self-assessment and external peer assessment process used by healthcare organizations to accurately assess their level of performance in relation to established standards and to implement ways to continuously improve.

Joint Commission on the Accreditation of Healthcare Organizations (JCAHO)
www.jointcommission.org

www.actionforbetterhealthcare.com/staying-top-accreditation-regulatory-surveys

CARF
 - Commission for the Accreditation of Rehabilitation Facilities (www.carf.org)

Change Management

Board members are often involved with facilitating change in the organizations they represent. Change Management is a broad discipline that involves ensuring that change is implemented smoothly and with lasting benefits, by considering its wider impact on the organization and the people within it. Listed below are some resources related to the change management process. Some of the books are dated yet remain relevant to current day.

Articles

10 Principles of Change Management
https://www.strategy-business.com/article/rr00006?gko=643dO

The 8 Step Process for Leading Change
www.kotterinc.com/8-step-process-for-leading-change

Books

Kotter, J., Kim, W., and Mauborgre, R. (2011) *Harvard Business Review 10 Must Reads on Change Management.* Harvard Business Review Press, New York, New York
www.harvardbusiness.org/harvard-business-review-press

Kotter, J. P. (2012) *Leading Change* 3rd Edition. Harvard Business Review Press, New York, New York. www.harvardbusiness.org/harvard-business-review-press

Kotter, J. P. (2006). *Our Iceberg is Melting - Changing and Succeeding Under any Conditions.* 10th Anniversary Edition, Kotter Inc, Cambridge, MA
www.kotterinc.com/book/our-iceberg-is-melting

Conner, D. (1996). *Managing at the Speed of Change-How Resilient Managers Succeed and Prosper Where Others Fail.* 1st Edition. Random House, LLC., New York, New York. www.randomhousebooks.com

Smith, R., King, D., Siahu, R and Skelsey, D (2015). *The Effective Change Managers Handbook: Essential guidance to the change management body of knowledge.* Kogan Page, London, UK. www.kogan.page.com

Drucker, P. (2009). *Managing in a Time of Great Change.* Dutton-Penquin Books, New York, New York. www.pwnquin.com/publishers/dutton

Evard, B. & Gipple, C. (2006). *Managing Business Change for Dummies.* John Wiley & Sons, New Jersey, New York. www.wiley.com/en-us

Johnson, S (1998). *Who Moved My Cheese?,* G. P. Putnam and Sons, New York, New York. www.penquin.com/publishers/gpputnamssons

YouTube Videos
1. What is Change Management
2. How to Lead Change Management?
3. Successful Change Management – 10 steps
4. Organizational Change Management

Strategic Planning

Often boards are involved in the development or approval of the organization's strategic plan. Below are some resources that will be helpful in leaerning aobut the strategic planning process.

Articles

Forbes, Five Steps to a Strategic P
www.forbers.com/sites/aileron/2011/10/25/five-steps-to-a-strategic-plan

The Basics of Strategic Planning, Strategic Management and Strategy
www.balancedscorecard.org/BSC-Basics/Strategic/Planning/Basics

Strategic Planning for Nonprofits/National Council of Non-Profits
www.councilofnonprofits.org/tools-resources/strategic-planning-nonprofits

YouTube Videos

The Top Six Steps of Strategic Planning – Forbes

Books

Collins, J. (2005). Good to Great: Why Some Companies Make the Leap and Others Don't. Harper-Collins Press, New York, New York.
www.harpercollins.com/corporate/customer-service

Public Speaking

Effective board membership requires the ability to communicate in a clear, concise, confident manner. Listed below are resources that are focused on public speaking and presentation skills. These skills are helpful in developing the requisite communication expertise.

Articles

Tracy, B. 27 Useful Tips to Overcome Your Fear of Public Speaking. Briantracy.com (webinar by Brian Tracy is also available at this website).

10 Tips for Improving Your Public Speaking Skills
www.extension.harvard.edu/.../10-tips-improving-your-public-speaking-skills

27 Useful Tips to Overcome Your Fear of Public Speaking
www.briantracy.com/.../public-speaking/27-useful-tips-to-overcome-your-fear-of-public-speaking

Better Public Speaking...Becoming a Confident, Compelling Speaker
www.mindtools.com/communicationskills/presentations/BetterPublicSpeaking

YouTube Videos

Five Basic Public Speaking Tips   Toastmasters 5/7/12

Five Basic Public Speaking Tips. May 7, 2012

Be a More Confident Public Speaker December 14, 2012

Public Speaking For Beginners February 12, 2018

Books

Anderson, C. (2016). *TED Talks: The Official TED Guide to Public Speaking*.
www.ted.com/ted-talks-the-official-guide-to-public-speaking

Lucas, S. (2014). The Art of Public Speaking 12th Edition. McGraw-Hill Education Publisher, New York, New York. www.mheducation.com/highered/.../art-public-speaking/...m007352917.html

www.dalecarnegie.com Numerous resources available on this website.

Emotional Intelligence

Emotional Intelligence is a term created by two researchers, Peter Salavoy and John Mayer and popularized by Dan Goleman in his book "Emotional Intelligence". Emotional Intelligence is defined as the ability to recognize, understand and manage our own emotions as well as the ability to recognize, understand and influence the emotions of others. Listed below are several resources available on this topic.

YouTube Videos

What is Emotional Intelligence?
Daniel Goldman introduces Emotional Intelligence
6 Steps to Improve Your Emotional Intelligence

Books

Goleman, D. (1995). *Emotional Intelligence*. Bantam Books, New York, New York. www.randomhousebooks.com

Bradberry, T., & Graves, J. (2009). *Emotional Intelligence 2.0.* Talent Smart Publisher, San Diego, CA. www.talentsmart.com

Bradberry T., & Greaves, J. (2003). *Emotional Intelligence Quick book.* Simon & Schuster, New York, New York. www.simonandschuster.com