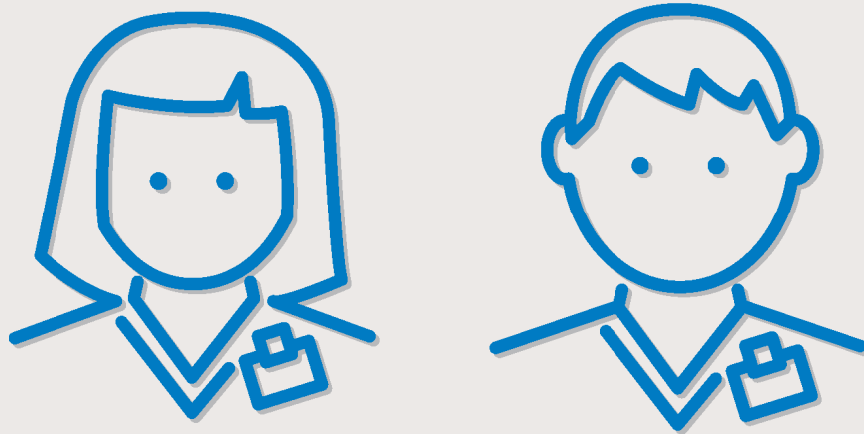


Kimberly McNally, MN, RN, BCC
Marion Spears Karr

Where will **YOU**



make a difference?

Your Step-by-Step Guide:
Empowering **Nurse Leaders** to Impact the
Community Through Board Service

Where Will You Make a Difference?

Empowering Nurse Leaders to Impact the Community Through Board Service

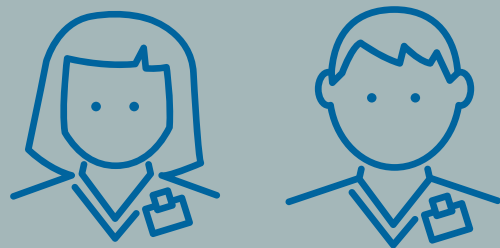


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Nurses have unique experiences and perspectives that can be of great value to boards of all types. Yet, there are limited training and resources available for nurses that empower and encourage them to pursue board service.

The Promise of Nursing program™ is an online educational module designed specifically for nurses, nursing students and nurse educators to gain an understanding of board governance and how their professional experience translates to impactful contributions in an organization's board room. The program is composed of five instructional videos, facilitated by subject matter experts Kimberly McNally and Marion Spears Karr, who co-authored this correlating workbook. The Promise of Nursing materials are available for free streaming and download on the Nurses on Boards Coalition website (<http://www.nursesonboardscoalition.org>).

As you begin your board service journey, use this workbook as your personal journal to help you identify how and where you can best use your individual passions, gifts and talents.



The Promise of Nursing for Texas Grant Program is administered by the **Foundation of the National Student Nurses' Association**. Funding for the grant program was contributed by several hospitals and health care agencies in the Texas area, by Johnson & Johnson, and by national companies with an interest in supporting nursing education. The funds were raised at a gala fundraising event sponsored by Johnson & Johnson.



Nurses on Boards: Know Your Colleagues

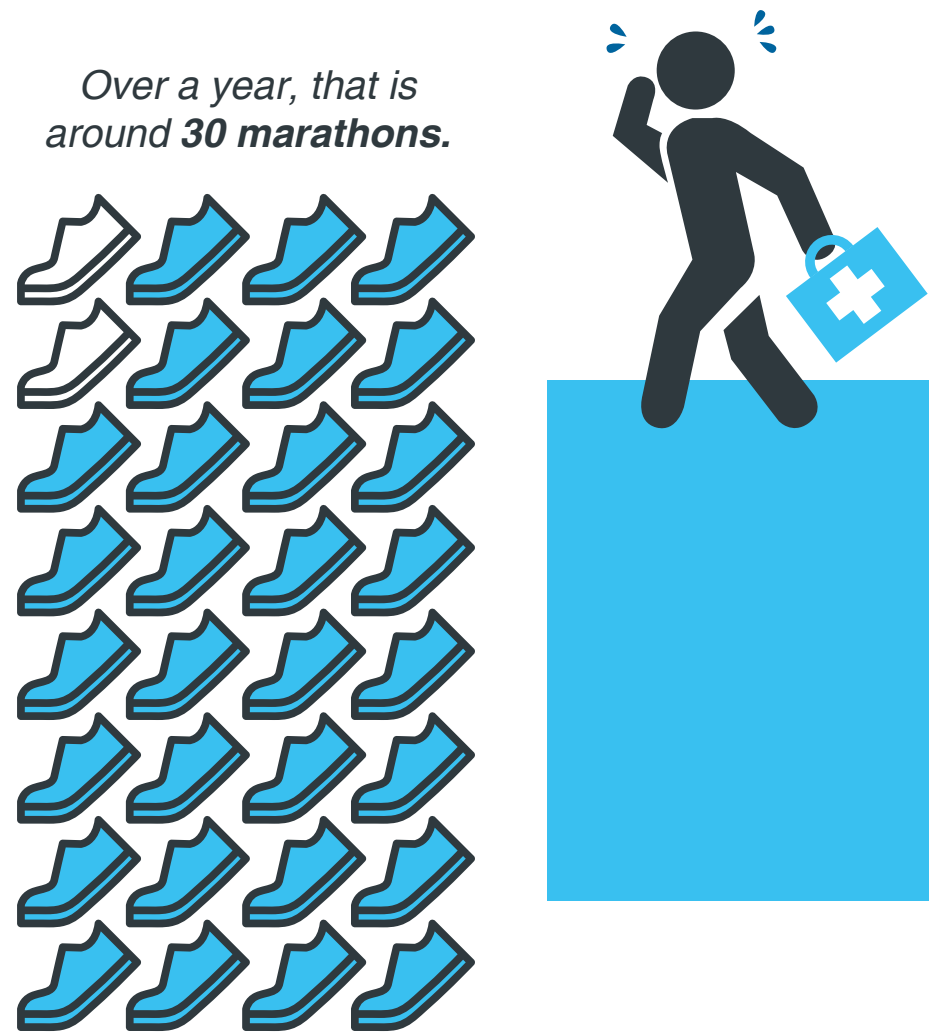
Nurse leaders possess many capabilities needed for board leadership: interpersonal skills, professionalism, collaboration, quality improvement and financial acumen - honed through years of patient care, leading teams and serving the community.

☐ Identify a nurse in your community who serves on a board.

☐ Ask him or her how their nursing experience has helped them as a board member?

☐ How has their nursing experience impacted a decision made by the board to advance the organization’s mission?

Nurses walk an average of four to **five miles** for every 12-hour shift they work.*



*Source: MEDSURGE Nursing, 2006

Nurses on Boards Coalition

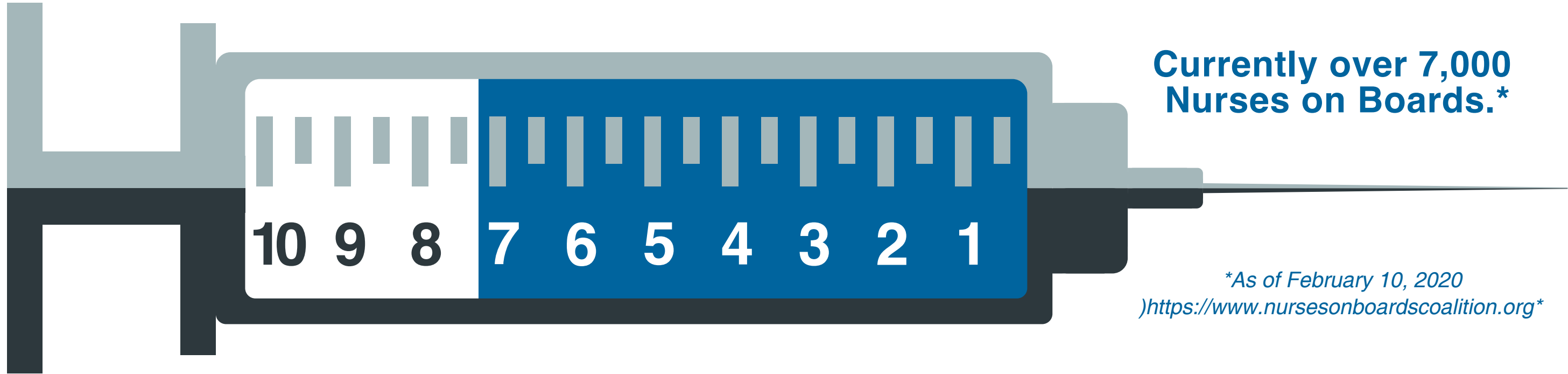
To improve the health of communities and the nation, national organizations collaborated to form the Nurses on Boards Coalition, with a goal of ensuring placement of 10,000 nurses on boards and other influential bodies by 2020. The NOBC, which includes conveners AARP, the Robert Wood Johnson Foundation and 19 nursing organizations, is a direct response to the Institute of Medicine's recommendation that nurses play a more pivotal role as decision makers on boards and commissions.



☐ Go to the NOBC website! Do you recognize any of the founding member organizations? Any resources to check out?

☐ Make some notes about what you discover. What is **surprising**? What is **inspiring**?

☐ If you are currently serving on a board, **register through the NOBC website**. Be counted!



The Types of Boards

Know your options!

Find examples of each type of board in your community.
Look for what makes the boards **similar** and **different**.

Write them down!

Take notice of what sparks your curiosity and interest. Fill out
below what makes each board **interesting** or **notable** to you!

Nonprofit

Advisory

**Commissions
& Appointments**

**Private &
Public Corporate**

The **mission**, **vision** and **values** of an organization are expressed in specific statements that become the **touchstone** for making decisions.



Organizational Charters: Know Your Organization

It is important to understand the relationships between mission, vision, values, strategy, goals, bylaws and leadership. When thinking through challenges and choices at a meeting, board members should ask, “How will this action/activity/decision affect our mission and vision?” and “Is our behavior consistent with our stated values?”

☐ Look at the websites of two to three local organizations.

☐ List their mission, vision and values.

☐ What are you learning about how these organizational elements provide the focus, guidance and direction for each organization?

Board Responsibilities

It is a privilege and responsibility to serve on a board. You will work with a group of committed people to provide leadership and oversight to ensure the mission of the organization is upheld and advanced. You will address challenges and opportunities as you strive to improve the organization's contributions.

Board members often report that board service is one of the most worthwhile experiences in their personal and professional lives.

Essential Areas of Board Responsibility & Accountability

1. **Championing the Mission**
2. **Partnering with the Chief Executive Officer**
3. **Creating the Future Through Strategy**
4. **Providing Oversight**
5. **Ensuring Governance Effectiveness**

KNOW YOUR JOB.

Bylaws: Know The Rules

Bylaws are legally binding rules by which an organization is governed. They set forth structure and guide the board of directors in conduct of its business. A nonprofit's bylaws are both a legal document and a roadmap for the organization's actions. In essence, bylaws are the "operating manual" for the nonprofit.

Usually, an attorney reviews the bylaws to be sure they are compliant with state laws and other authorities. The board should review and update the bylaws periodically.

Bylaws vary according to the nature of the organization. They should address basic activities, such as:

- 1. Organization's Name, Purpose & Location
- 2. Members
- 3. Board of Directors
- 4. Committees
- 5. Officers
- 7. Meetings
- 7. Conflicts of Interest
- 8. Amending Bylaws

Below is the link to the National Student Nurses' Association Bylaws.

See if you can find the information referenced.

National Student Nurses' Association:
<https://www.nsna.org/association--chapter-resources.html>

What did you learn?

Locate a set of bylaws for an organization you belong to or are affiliated with in some way. What did you learn? If you were considering joining the board of this organization, what questions would you ask?



Board Culture: Be a Positive Force

High-performing boards have healthy board cultures. It's a mix of values, assumptions, beliefs, language, habits and norms of a group. Board members are responsible for role modeling a healthy board culture.

A healthy board culture is evident when there is an open exchange of ideas. Board members should be open and honest with each other without fear of reprisal in expressing an opinion contrary to others. The board may engage in constructive debate and respectful disagreement in board meetings and consider diverse perspectives before making a decision that is in the best interest of the organization.



Observe a board meeting in action!

- ☐ Did the agenda engage members to focus on important matters?
- ☐ Did members appear prepared for the meeting?
- ☐ Did the agenda appear to facilitate important work?
- ☐ Does the board's culture invite lots of participation?
- ☐ Was there a friendly, respectful exchange of ideas on important matters?
- ☐ Did board members ask hard and even unpopular questions?
- ☐ Was the board chair effective in facilitating the meeting?

What did you learn that you could apply to your own board meeting?



The Why Questions

As you look at becoming an active, engaged, and committed board member, ask yourself these WHY Questions to help measure which organizations to target as potential places to serve.

Pick one of the organizations you listed in the previous Mission Vision and Values exercise on page 11 and answer the following questions related that selection:

☐ Why will the organization be better because you are on its board?

☐ Why will you be better for serving on that organization’s board?

Note: There is no “Right” or “Wrong” answer. For the first Why Question, consider all the aspects of your nurse-life experience, volunteer work, passion, and other skill sets that can be used for impact and influence. For the second Why Question, consider how you may gain from the experience of serving in such a capacity (career, personal satisfaction/self-worth, growth and learning experiences).

What are **YOUR** Capabilities?

Creating a **Master Capabilities List** helps you identify where you have the greatest capacity for contribution.

These are
the things only
someone like
YOU can do.



List five capabilities that you have developed throughout your nurse-life experience that could be valuable to an organization’s board and ultimately to the stakeholders it serves.

1. _____
2. _____
3. _____
4. _____
5. _____

Choose two of the capabilities you’ve identified, and describe how they might be transferrable to the organization’s board. Refer to the duties of the board discussion in earlier sections and imagine how your capabilities position you to carry out those responsibilities.

1. _____

2. _____



Develop an Accomplishment Story

As nursing professionals, we need to become comfortable listing our accomplishments, articulating personal successes and sharing individual triumphs. Understanding your accomplishments and their impact is fundamental to the **Why Questions** and, more importantly, in positioning yourself for influence.

Think about the value you have brought to other situations that support you as being an impactful board member. It is these accomplishments that tell your Accomplishment Story. These are the things **YOU HAVE DONE!**

List five career or personal accomplishments you have achieved that provide insight into the value you bring to an organization. Match those accomplishments to the capabilities you just listed previously.

Accomplishment	Capability
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____

Choose two accomplishments from above and write a brief description of how each accomplishment experience supports your value to a board (prepares you for influence).

- 1. _____

- 2. _____



The Value Proposition Construct

The Value Proposition Construct provides a framework for telling various aspects of your **Accomplishment Story** by defining problems solved or to be solved, processes and steps you used or will use to solve them, the results or expected results of your efforts and, most importantly, why it matters. Practicing the VPC format improves how you answer interview questions, communicate your value in a meaningful and understandable way and connect what you do with why it matters **(the impact)**.

The Value Proposition Construct Model was created by Marion Spears Karr for his Accomplishment Culture © Training Model and is used for a variety of coaching experiences for job seekers, team development, and individual goal planning.

Consider an organization in which you would like to serve on the board and the mission it serves. Answer the following questions:

The Problem:

What is a problem the organization needs (or is trying) to solve?

The Process:

What ideas, capabilities and/or solutions could someone with your unique experience bring to these efforts? What are the steps you would take to solve the problem?

The Results:

What results do you expect from your engagement?

The Why:

Why will it matter to the organization and the people it serves, and why will it matter to you?

Creating a *Target List* of Organizations to Serve

You have already listed potential organizations that align with your passions and interests. Now do some research to uncover the variety of options and organizations that may exist. Keep it simple and expansive. Over time you can narrow your list entries, but as part of the learning experience, try not to limit the list.

Start Local

Considering the areas you are passionate about, and your knowledge of your local area, list at least three organizations serving your community.

- 1. _____
- 2. _____
- 3. _____

Note: Use resources such as the local newspaper, local event websites, Chamber of Commerce website or other informational sources for this exercise.

Go to **GuideStar.org** and identify nonprofits local to you. Scroll through the results and **identify at least three** that look interesting to you as potential organizations in which to serve.





Pick two people who currently serve on boards.
Go have coffee with them.

Connect with those who can help you.

Create Your Contacts

1. Ask them how their **nursing experience** has contributed to the organization’s mission.

2 .What did they say that was **most important** to their board experience?

Volunteer Opportunities

One of the most effective ways to get engaged in board service is through participating as a volunteer in the various activities, fundraisers, and community service opportunities your targeted organization hosts.

The simple act of getting involved immediately expands your network of contacts, allows you to connect with the mission, and gives you an experience for which you can evaluate if the particular organization is right for you.

*“Courage **starts with showing up** and letting ourselves be seen.”*

-Dr. Eugene Brene

☐ Go online, search for charitable fundraisers, community events, and/or community service projects. List two or three that interest you and could be a potential organization in which you could serve.

☐ Which of any of the above potentially align with your passions, and if so, how do they connect?

☐ List two ways you would like to get help with an event in the near future.

☐ Of the above, which organizations could have volunteer opportunities in the future that connect with your interests? (Search organizations that serve the same interests.)



Additional Resources

These organizations are excellent resources for information about board governance and organizations on which to serve as a board member.

The more knowledge you have of how boards of directors operate, the more equipped you will be in connecting the depth of value you bring from your nurse-life experience to the boardroom.

Click on each link and become familiar with the organization and the information it provides related to board involvement, organizations in which to serve, or other related topics.





Thank

you!



About Texas Healthcare Trustees

Texas Healthcare Trustees is a statewide association whose members are Texas hospitals and health systems and the 3,000 board members who govern those organizations. THT believes a knowledgeable board member means enhanced leadership. THT provides top-tier education, resources and leadership development opportunities to trustees.

THT is the oldest trustee organization in the country, founded in 1961, and is affiliated with the Texas Hospital Association.

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