



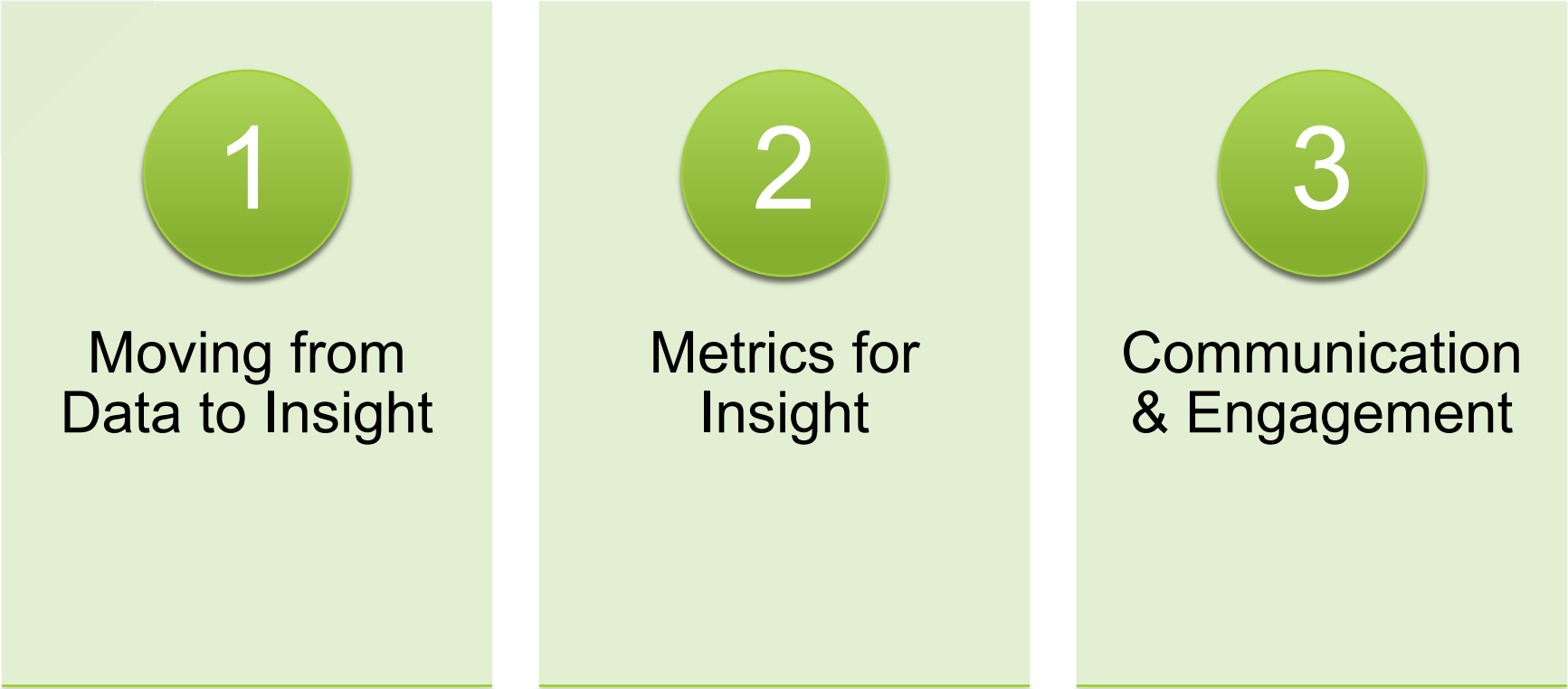
Board Engagement via Meaningful Performance Reporting



1484 Highland Avenue / Suite 2
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Where are we headed?



BOARD FUNDAMENTALS



Thinking about BOARDS



Duty of Care

Duty of Loyalty

Duty of Obedience

Purpose of the Board of an FQHC (or I-a-I)*

- 1) Define (and Preserve) the Mission of the FQHC
- 2) Make Policy
- 3) Safeguard the Assets of the FQHC
- 4) Select, Evaluate, and Support the CEO
- 5) Monitor and Evaluate Center and Board Performance
- 6) Plan for the Long Range (Strategic Planning)



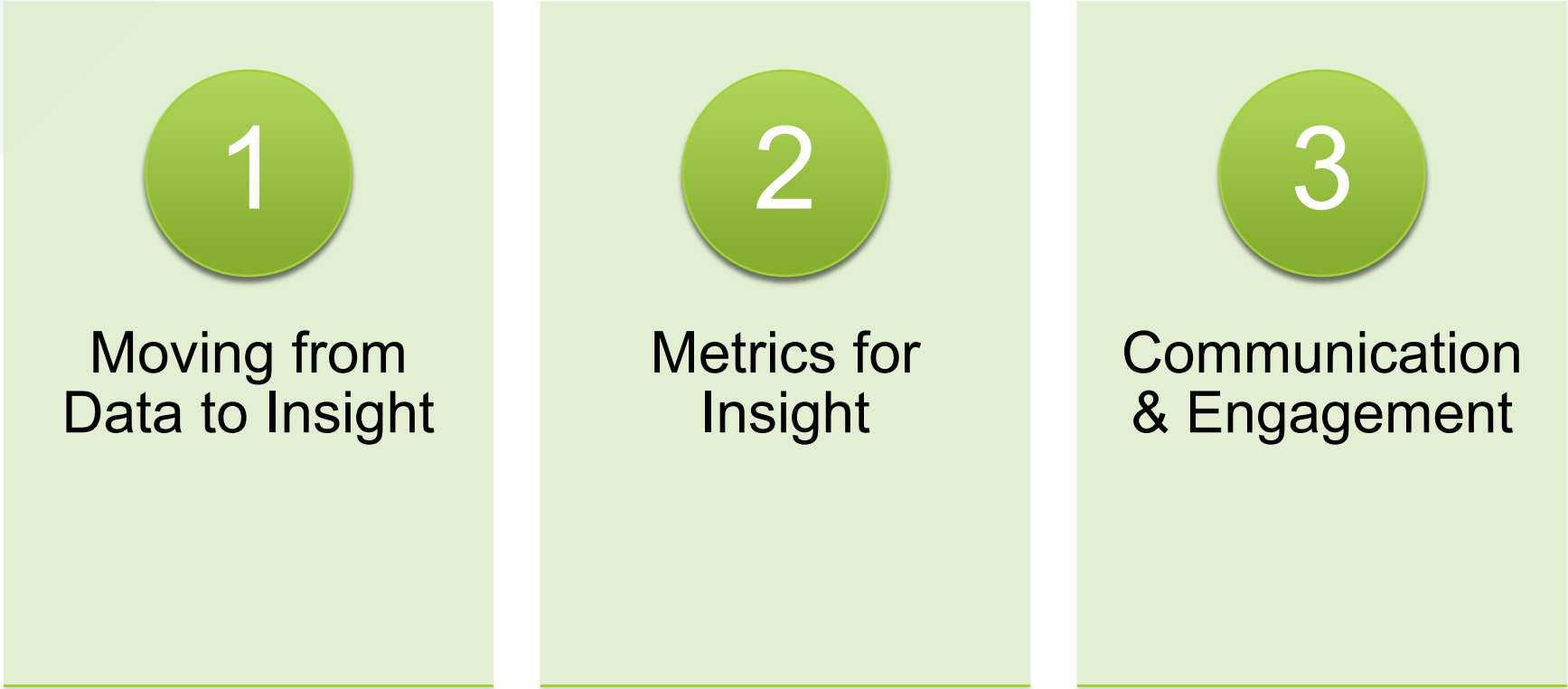
Rehearsing Health Center Board make-up?

- ▲ 51% patients of health center...
- ▲ <50% of others can derive 10% income from health care industry
- ▲ All members representative of the community served
- ▲ Selection process must be transparent and guided by regulation.
- ▲ 9 – 25 members





Where are we headed?



✓ BOARD FUNDAMENTALS





Our data problem

Society in general, healthcare in particular

DATA

DATA

DATA

DATA

DATA



Data Overload

“when the amount of input to a system exceeds its processing capacity...”

“when information overload occurs, it is likely that a reduction in decision quality will occur...”

Bertram Gross, 1964



Data Confusion

The scenario in which presented data, rather than inform and provide insight, *instead* brings confusion due to a number of factors, including but not limited to:

- Accuracy
- Level of Detail
- Timeliness
- Context
- Consistency
- Accompanying Messaging

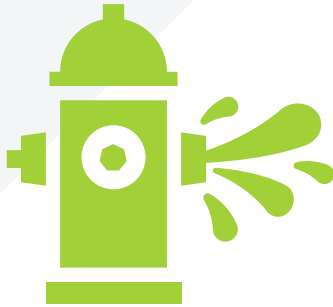


Data Isolation

...the scenario in which information is not made available to the parties who are best suited to take appropriate action.

Failing the data equation

Eroding engagement and frustrating board members since 1954



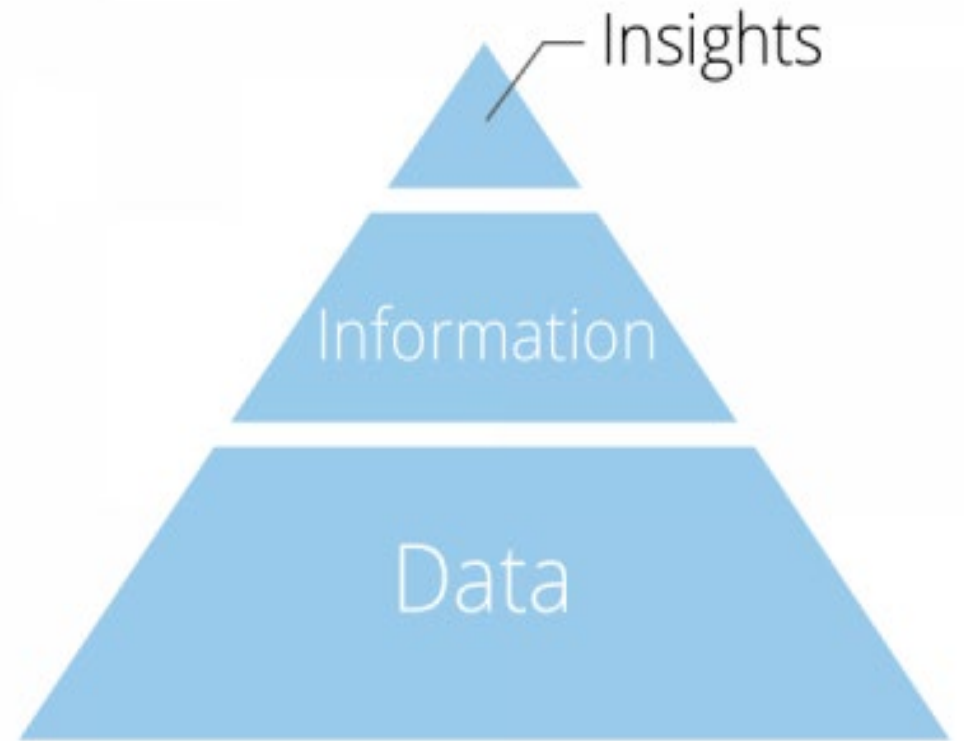
Data Overload

Data Confusion

Data Isolation



Finding Insight



Our data *INSIGHT* problem
Society in general, healthcare in particular

INFORMATION

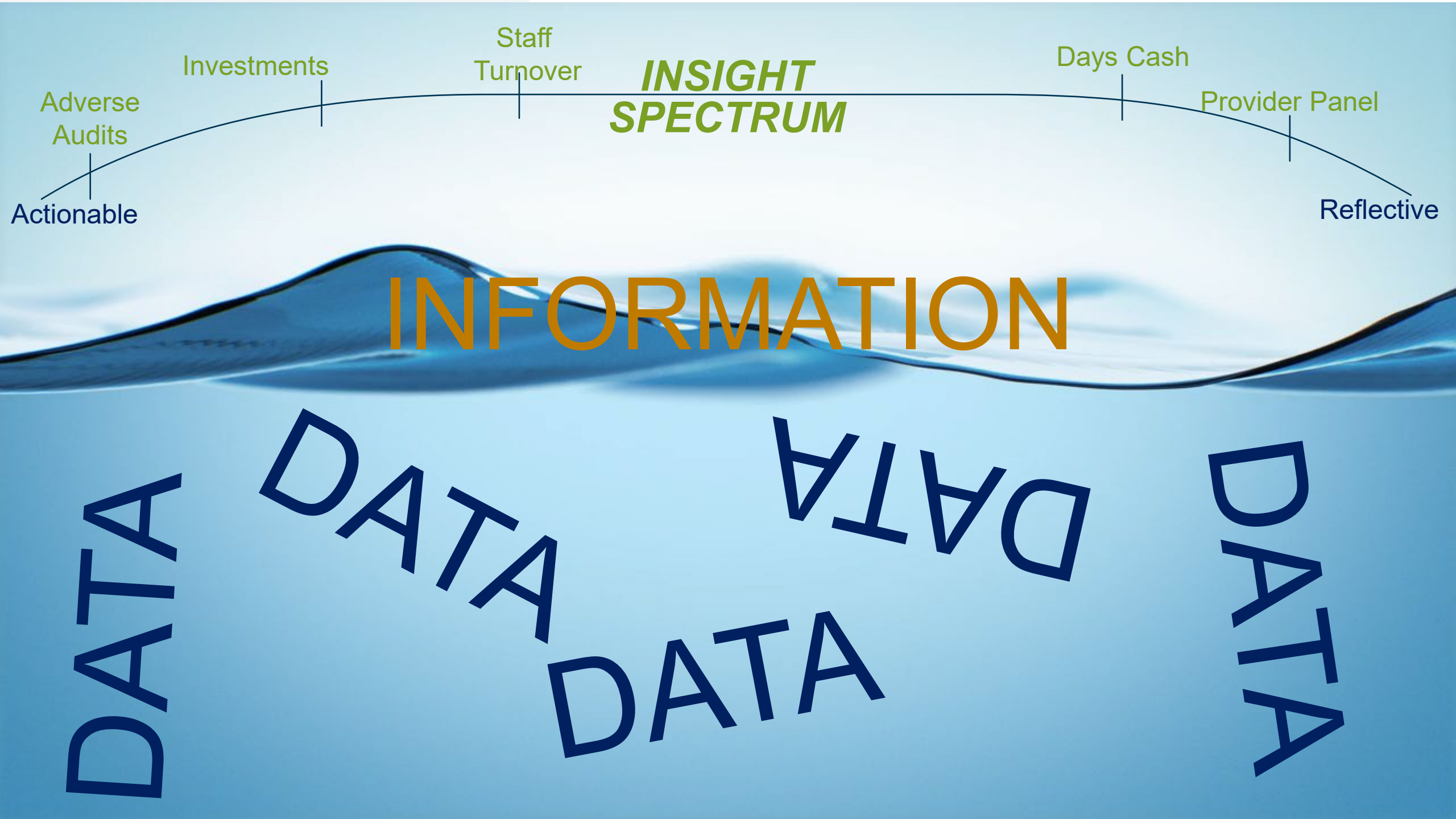
DATA

DATA

DATA

DATA

DATA



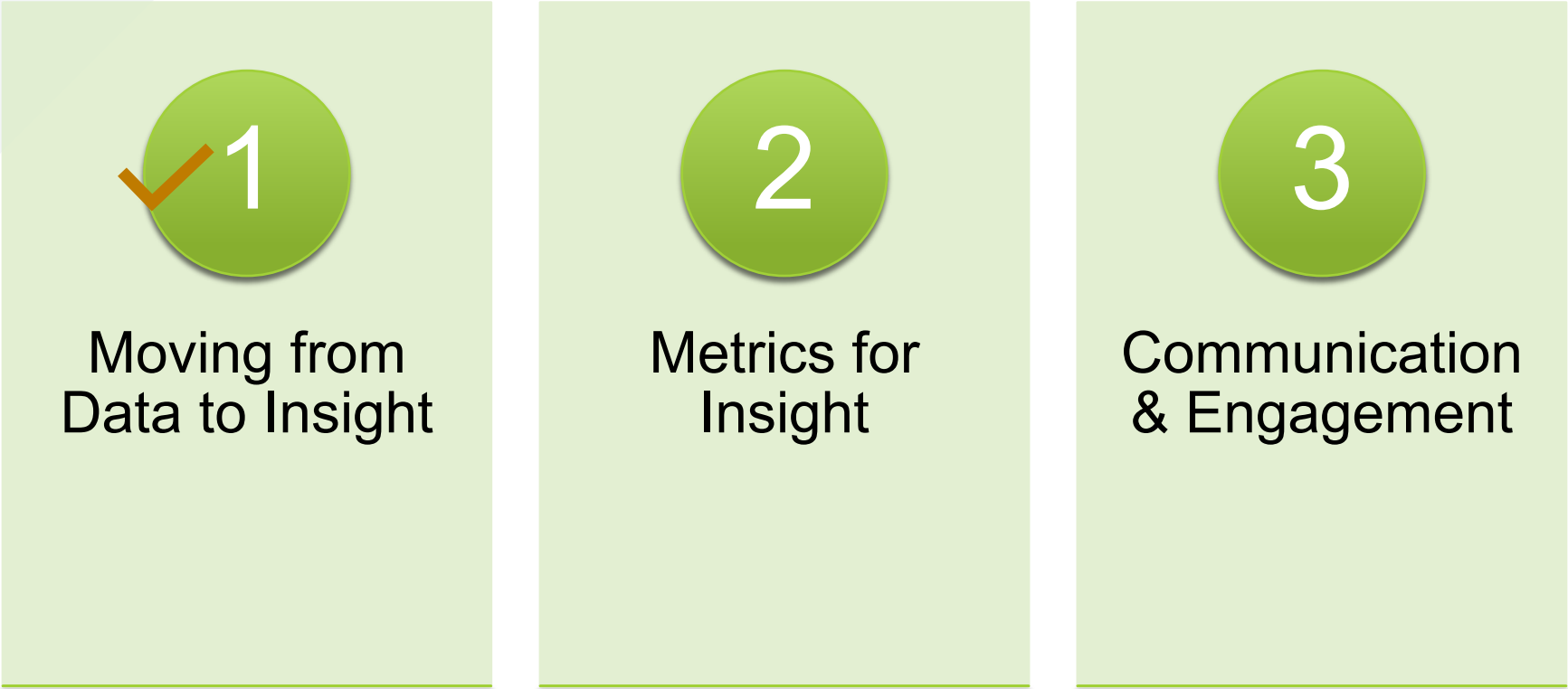
**INSIGHT
SPECTRUM**



INFORMATION

DATA
DATA
DATA
DATA

Where are we headed?



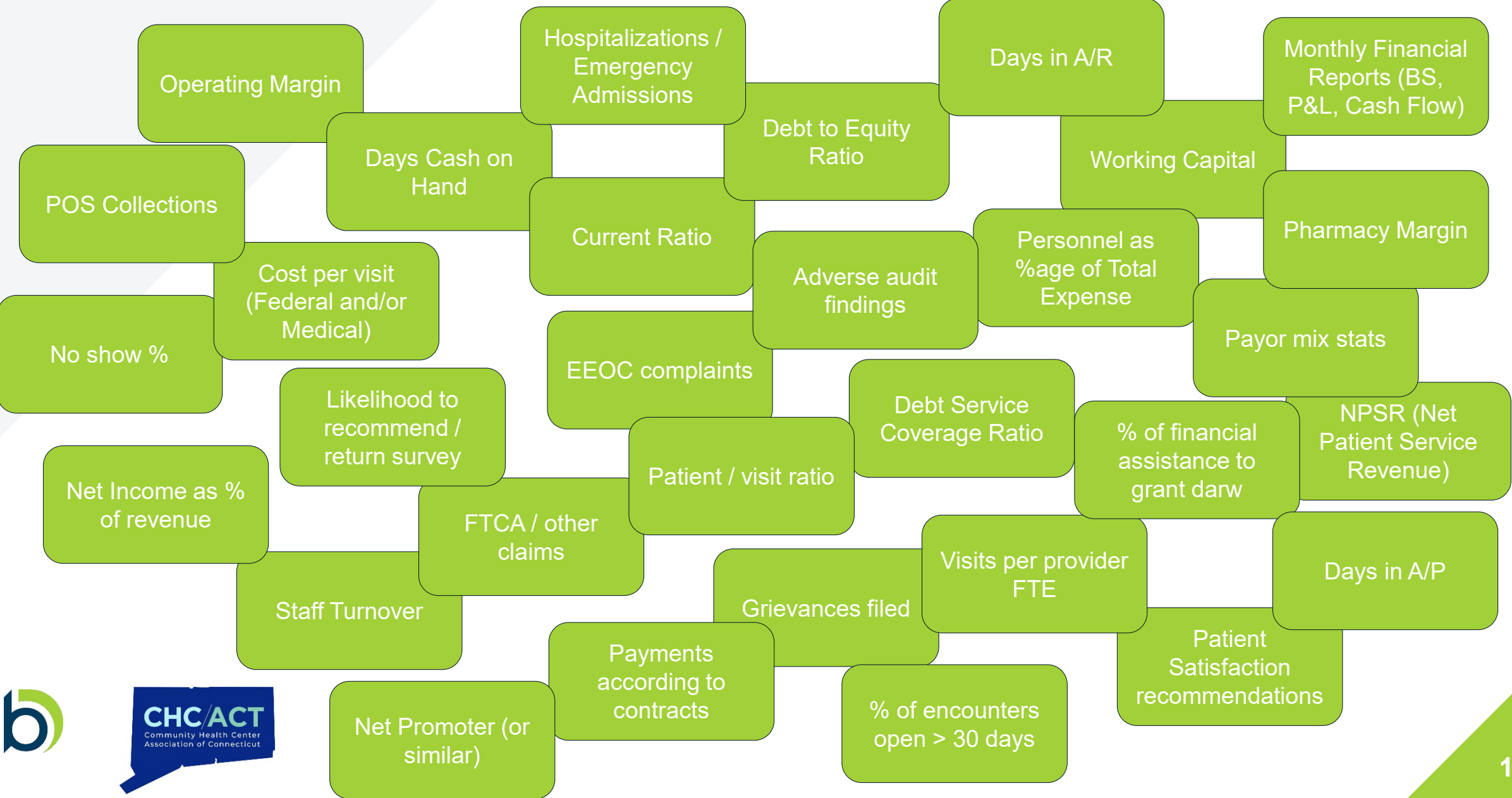
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Thinking about Metrics



Sample KPIs / Key Metrics for Boards



How to Decide What Metrics to Share with the Board?

- 1) Insight vs Information
- 2) Actionable & Reflective
- 3) Center-specific
- 4) Static, Short-term, & Long-term



How to Decide What Metrics to Share with the Board?

- 1) Insight vs Information



How to Decide What Metrics to Share with the Board?

- 1) Insight vs Information
- 2) Actionable / Reflective balance
 - a) Both kinds of Insights are important
 - b) Actionable Insights should call board members to engage in immediate problem-solving with the leadership team / CEO
 - c) Reflective Insights are important for board members to know and understand the overall health of the organization, often telling the story to assist in making judgments about what needs to be done



How to Decide What Metrics to Share with the Board?

- 1) Insight vs Information
- 2) Actionable & Reflective
- 3) Center-specific
 - a) Obvious (Pharmacy Margin – do we have a pharmacy?)
 - b) Relevant – impacting current operations or setting
 - c) Correlative – some choices of metrics are more relevant because of other metrics chosen, producing a focus that is purposeful and necessary for the center based on internal and mission-driven efforts



How to Decide What Metrics to Share with the Board?

- 1) Insight vs Information
- 2) Actionable & Reflective
- 3) Center-specific
- 4) Static, Short-term, Long-term
 - a) Dashboard metrics – focused on current health, an important but limited scope



Did the dashboard help them?



- ▲ Flight Attendants
- ▲ Luggage Handlers
- ▲ TSA staff
- ▲ Air Traffic Controllers
- ▲ Reservation Agents




How to Decide What Metrics to Share with the Board?

- 1) Insight vs Information
- 2) Actionable & Reflective
- 3) Center-specific
- 4) Static, Short-term, Long-range
 - a) Dashboard metrics – focused on current health, an important but limited scope
 - b) Long-range – by design, the interest of the Board

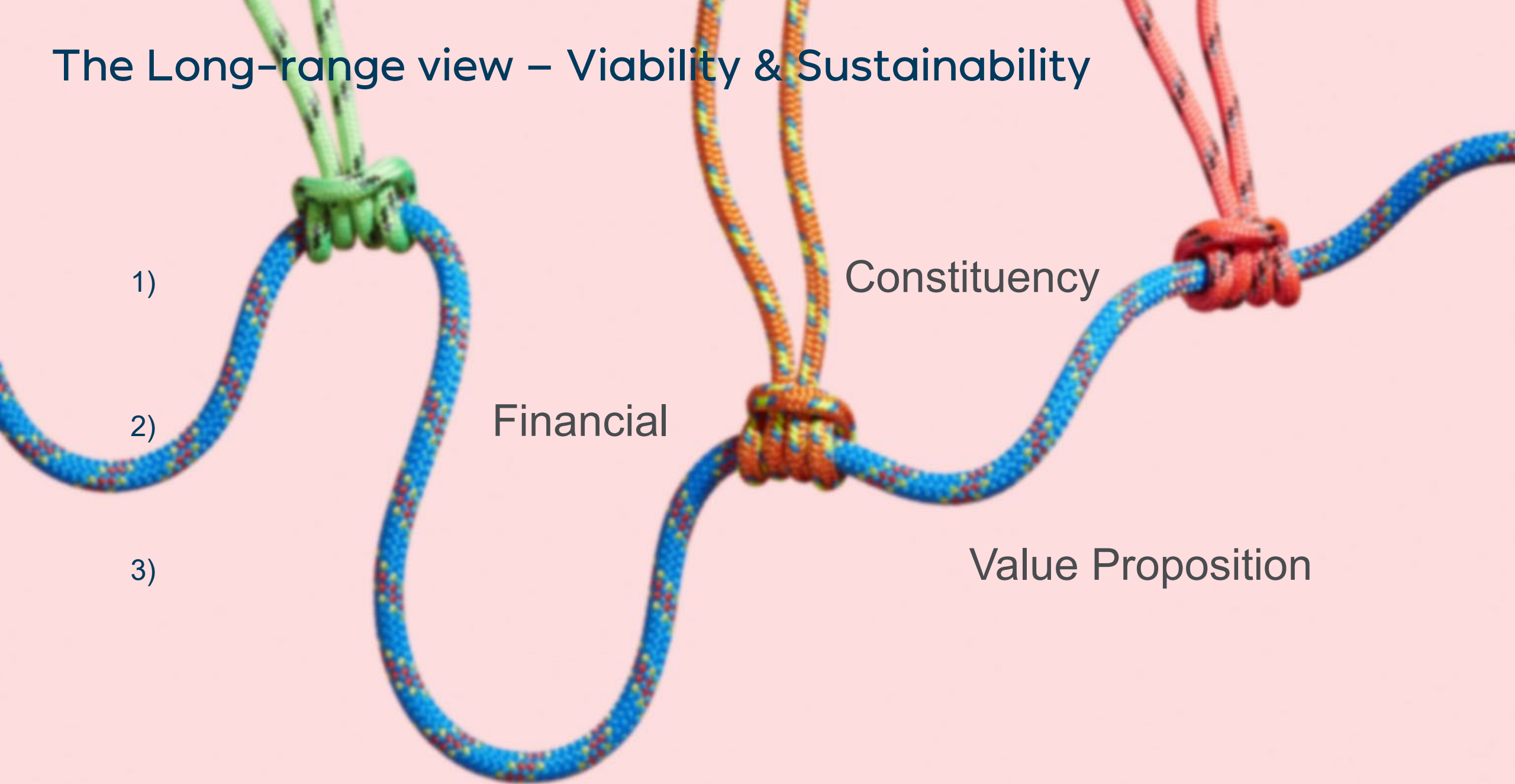


Purpose of the Board (of an FQHC)*

- 1) ✓ Define (and Preserve) the Mission of the FQHC
 - 2) Make Policy
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 - 5) ✓ Monitor and Evaluate Center and Board Performance
 - 6) ✓ Plan for the Long Range (Strategic Planning)
- 



The Long-range view – Viability & Sustainability



1)

2)

3)

Constituency

Financial

Value Proposition

Where are we headed?



Moving from
Data to Insight



Metrics for
Insight



Communication
& Engagement

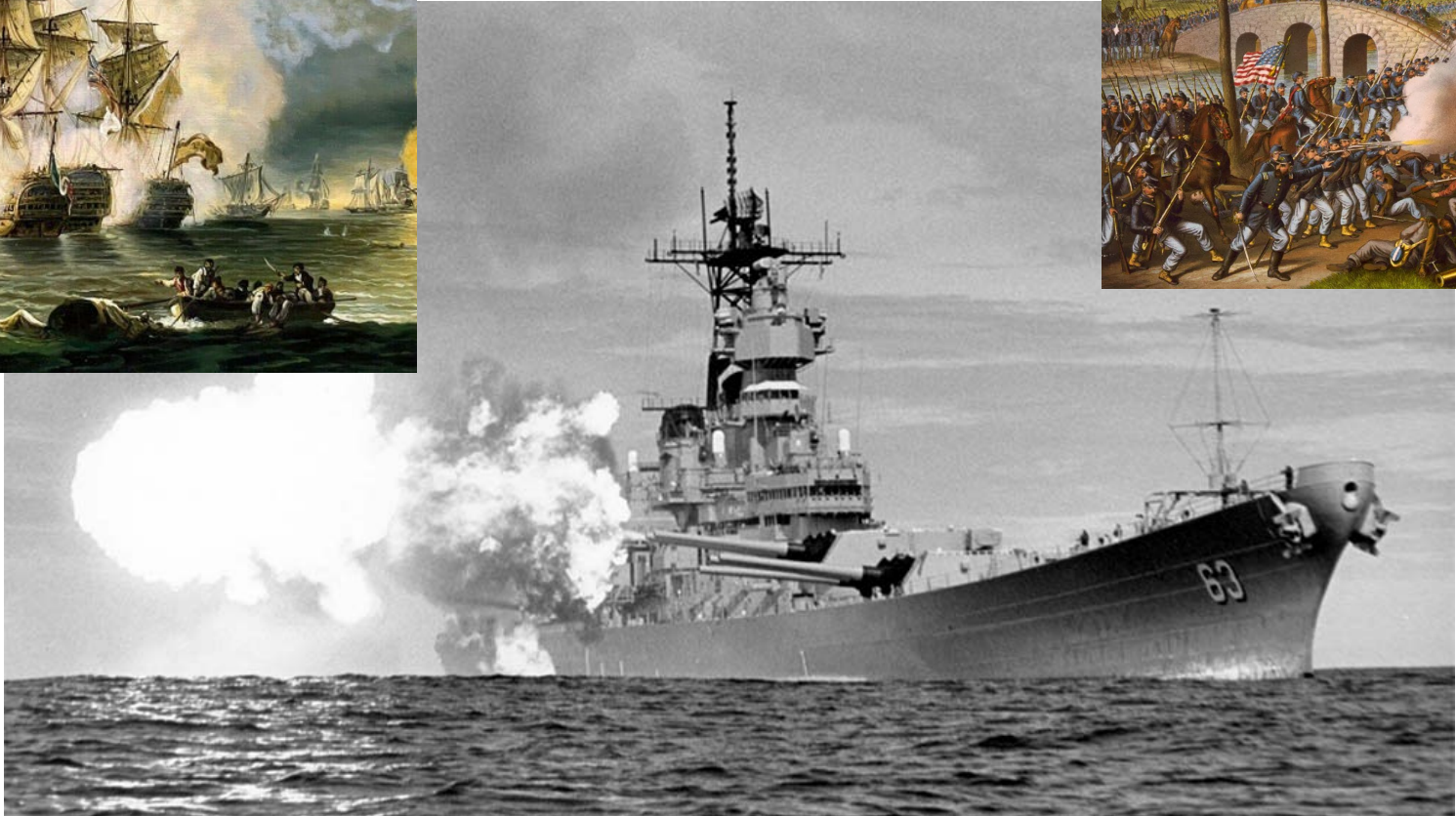
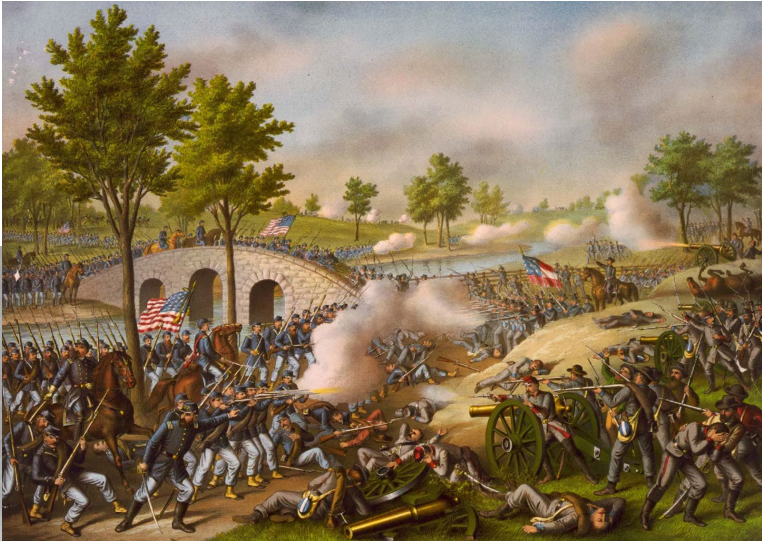
✓ BOARD FUNDAMENTALS



Defining Engagement



Defining Engagement





MGMT

BOARD



INTERESTED

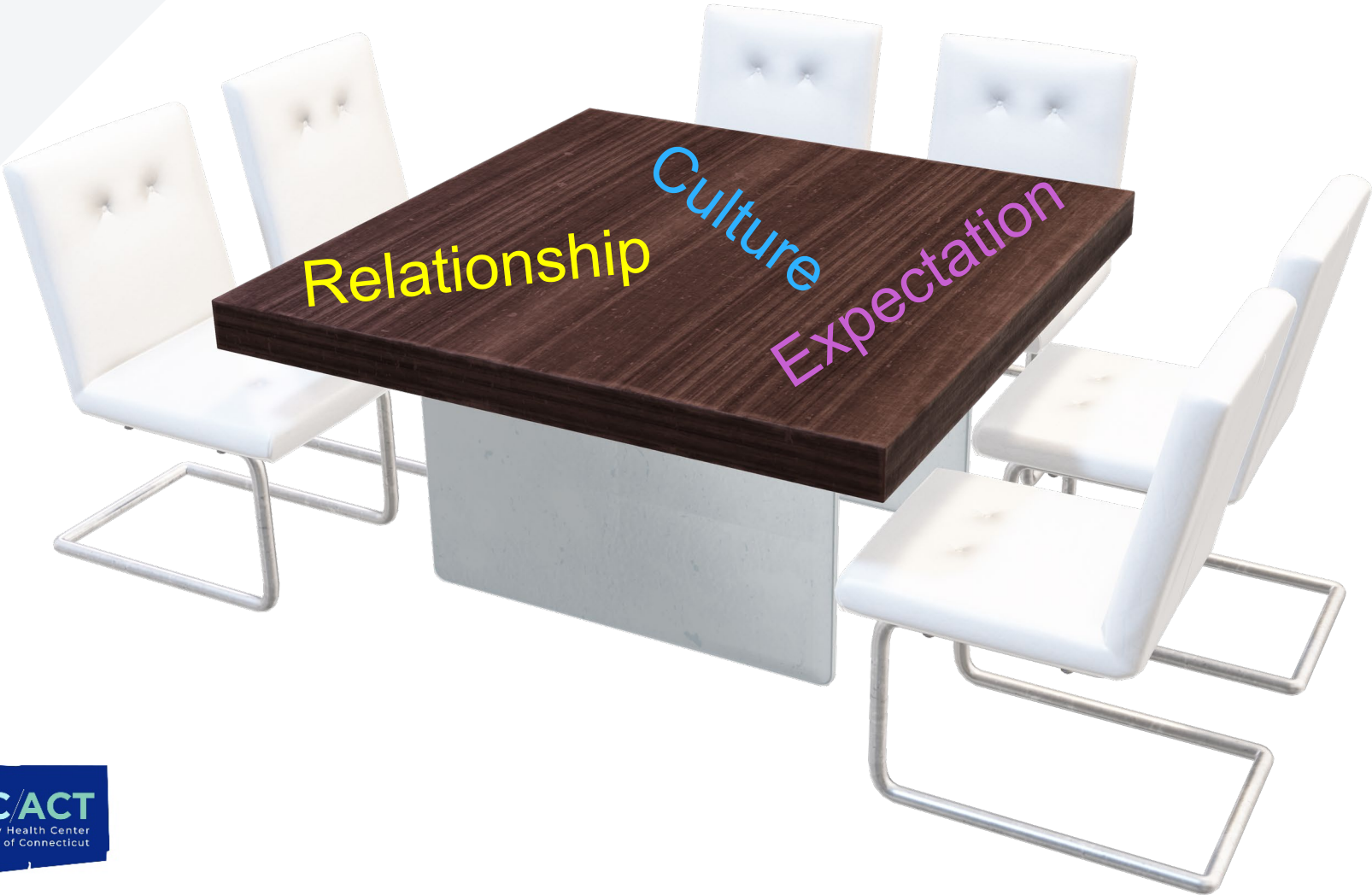
INVOLVED

BOARD

...AND IN THEIR OWN LANE



On the Table



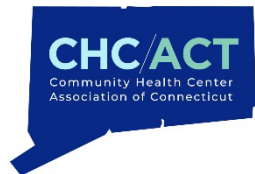
Culture Matters



Relationship Matters



Expectation Matters





Presentation & Story – What’s Wrong?

▲ Coffee w/ Pizza?

- Looks good, but...

DOESN'T REPRESENT REALITY

▲ Upside down pizza?

- Missing important details, proving...

FUNDAMENTAL
MISUNDERSTANDING

■ RESPECTFUL ?

■ PURPOSEFUL ?

■ CREDIBLE ?





▲ The Presentation & The Story

- ASSURE RESPECT

- DRIVE PURPOSE

- BUILD CREDIBILITY

Where are we headed?



Moving from
Data to Insight



Metrics for
Insight



Communication
& Engagement

✓ BOARD FUNDAMENTALS



Questions?

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References, Articles, & Toolkits: Board Engagement via Meaningful Performance Reporting

- [Board Roles and Responsibilities | National Council of Nonprofits](#)
- [What are the Legal Duties of Nonprofit Board Members? - BoardSource](#)
- [Fixing Data Overload in Health Care \(hbr.org\)](#)
- [Metrics That Matter: Is Your Board Tracking the Right Things?](#)
- [Actionable Insights: The Missing Link Between Data And Business Value \(forbes.com\)](#)
- DHHS HRSABPHC Governing Board Handbook

