| **#** | **Questions** | **Answers** |
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|  | *How would you advise an executive director who sees the importance of organizational restructuring but is working with a risk-averse board?* | You really have to educate them. People have to understand that there is more to lose by not changing than there is to gain by staying the same, and clients are the ones that will lose. I think it’s also really helpful to have them look at examples of other organizations that have been so risk-averse that they wound up not doing anything and closing their doors. Also, maybe having someone come from an organization that has successfully done some sort of restructuring, ideally in the kind of process and form that you want to take, would be helpful. |
|  | *How do you ensure that your board spends an adequate amount of time on resource development?* | Clear communication up front about what the expectations are going to be for board members around resource development, and what individual board members are expected to provide. Part of that is to have a very clear “Give/Get Policy.” In some cases the expectation can be to write a check, in some cases it’s to provide a contribution from the organization they represent, in some cases it’s going to be a connection or cache. The second thing is training on fundraising for board members. It’s also important to remember that boards bring relationships. Everyone knows someone, and people give money because you’ve sold them on the fact that you are making a difference in the lives of individuals. |
|  | *What has been your experience working with ASO leaders around developing a business model? What have been facilitators and barriers in this process?* | One of the biggest barriers is not having a business background. ASO leaders come from diverse backgrounds and do not always possess an MBA. Programs like the J and J UCLA Health Care Executive Program are helpful because they explain the importance of marketing and introduce concepts like clinic flow which affect your bottom line. |
|  | *We are considering a strategic alliance vs. a merger. Are there documents that can help with forming a strategic alliance?* | The processes are the same between a strategic alliance and a merger. The fundamental difference in a strategic alliance is that you are not changing your incorporation status. Your business model does not necessarily change. A merger means two entities cease to exist in the way they used to and now have a new way of being incorporated. Strategic alliance is that you recognize value in each other’s work and decide to work together, sometimes as a precursor to a merger as a way for each entity to get to know one another.  |
|  | *From the board member's perspective - how do you find a balance between involvement and not monitoring/supervising too much (allowing the staff to do their jobs without micromanagement)? Is there an identifiable tipping point?* | There is no magic percentage of time or attention. At the end of the day the board has to have a level of trust in the executive. The board’s job is really to set the big picture vision, hire a good executive, and then support fundraising, policy, finance oversight, etc. It’s really the executive’s job to deliver those reports in a clear, precise way. Boards should be governing and doing high level strategy and policy. Management and execution of those policies is what the staff should be involved in.  |