

## **National Hospice and Palliative Care Organization**

### **Board of Directors General Expectations**

#### Service

- To advance the vision, mission, values, and goals of NHPCO in concert with NHPCO's staff leadership.
- To adequately prepare for, and attend, all board meetings and functions four in-person meetings and one year-end conference call.
- To actively engage in respectful, thoughtful and meaningful discussions.
- To serve in leadership positions, both in a representational capacity (where appropriate), as well as through committee or council assignments.
- To partner with the NHPCO staff team in setting the strategic direction of the organization.
- To provide and leverage financial support for the efforts of NHPCO and its affiliate organizations.
- To respect the confidential and sensitive nature of Board discussions and interactions.
- To represent NHPCO at other membership forums in concert with NHPCO's staff leadership.
- To serve until the expiration of the term.
- To engage in the CEO evaluation process
- To serve on NHPCO committee or council

#### Policy

- To actively participate in the development and establishment of policies through which the work of NHPCO is accomplished.
- To proactively suggest appropriate policy-related agenda items for meetings and ask timely and substantive questions.
- To engage in thorough and respectful discussions where there is a difference of opinion or perspective.
- To actively support Board positions, once they are reached, with outside constituencies.
- Preferably, to bring the experience of service on other successful Boards and with growing organizations.

#### Planning

- To help ensure effective organizational planning by reviewing, critiquing, and approving budgets and work plans, as well as long-range plans.
- To be knowledgeable about the environment in which NHPCO functions.
- To assist NHPCO in interpreting the community it serves by following trends in the field.
- To identify changing stakeholder interests and build stakeholder investment.
- To actively engage in and support NHPCO's Strategic Planning process and work with staff, when requested, in its implementation.

#### Finances

- To help ensure NHPCO's long-term financial stability and integrity.
- To adopt an annual budget for NHPCO.
- To ensure that periodic audits of NHPCO's finances are conducted.
- To read and understand NHPCO's financial statements and otherwise assist the Board to fulfill its fiduciary responsibility.

### Development

- To make an annual financial contribution/gift to the organization.
- To contribute to ensuring the adequacy of resources to meet effectively NHPCO's current needs and its long-term financial solvency.
- To identify and cultivate diverse sources of potential funding, and other needed resources.
- To encourage and support management to take calculated risks and apply appropriate controls when investing NHPCO's assets wisely in development activities.
- To respect that responsibility for containing costs must be balanced with adequate long-term commitment to revenue-enhancing development efforts.
- To assist in efforts to identify and recruit new NHPCO members and to retain current dues-paying NHPCO members.
- To participate actively in fundraising events undertaken by NHPCO and such activities approved by the Board for the purpose of enhancing NHPCO's income base.
- To work with the board of HAN in support of their work (as an affiliate of NHPCO).
- To open doors for fund development opportunities in your areas.

### Programming

- To participate in recommending, among competing priorities, NHPCO's programs and services and monitor them for quality and cost-effectiveness.
- To contribute to ensuring that current and proposed programs and services are consistent with NHPCO's stated mission, goals and financial means.
- To focus on NHPCO's vision, mission and goals.
- To encourage participation in programs and use of services.
- To recommend program priorities, provide fiscal oversight, and ensure that adequate resources are available and directed to priorities.

### Evaluation

- To participate in appointing, supporting and monitoring the performance of the President/CEO.
- To offer counsel to the President/CEO, as appropriate.
- To provide authorization, parameters and review that empowers the President/CEO to provide necessary leadership direction.
- To complete the CEO evaluation when it is administered.

### Integrity

- To maintain independence and objectivity and serve with a strong sense of ethics and personal integrity.
- To maintain an active awareness of situations that pose a conflict of interest, a breach of confidentiality, or an ethical or legal impropriety, and to bring them to the attention of the NHPCO Chair and President/CEO.
- To disclose any possible conflicts to the Board of Directors in a timely and appropriate manner.

### Recruitment

- To actively recruit and suggest possible nominees to the Board, through the Governance Committee, who are individuals of achievement and distinction and who can make significant contributions to the work of the Board and NHPCO.
- To assist in efforts to identify and recruit new NHPCO members.
- To recommend HAN Board of Directors members.

### Self-Assessment

- To participate in the Board's periodic assessment of its own performance, and recommend improvements in such areas as composition, organization, tenure, retention and responsibilities.