

LeadingAge MA 2026 Annual Conference

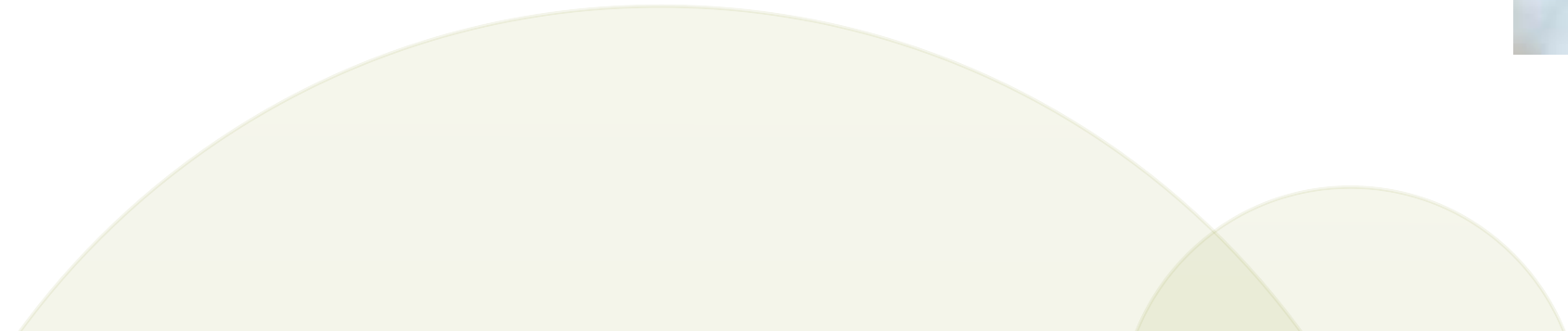
# Building a Culture of Board Leadership and Accountability



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What is

# Intentional Governance?



# Intentional Governance



Without Intentional Governance, an organization risks becoming stagnant and the Board disengaged.

is the practice of regularly assessing and refining Board structure and culture to ensure they align with and promote an organization's mission and objectives.

# What are indicators of Intentional Governance?



Board Members and Chief Executive share **understanding of their roles** in creating a **healthy Board culture**.



Board meetings include reports containing **impact analysis and discussion**, not just required metrics.



Board members have the **information needed** to engage in **strategic discussions**.



Board members **agree upon and regularly review** the skill sets necessary for effective governance.



**Board Self Assessment** is completed and analyzed annually to promote effective governance.



What is a  
**healthy Board  
Culture** and  
why is it so  
important?

# How can a Board meeting **agenda** support a healthy Board culture?

**Clear Objectives as Determined by CEO and Board Chair**

**Identified Realistic Timeframe**

**Plus/Delta Input from ALL members**



What worked well in today's meeting?

What should we consider changing for next meeting?

THE BOARD MEETING AGENDA:

# Strategic Conversations or Operational Reports?

 Operational Reports address current and anticipated status.

 Strategic Conversations look at opportunities for growth.

 *What is the needed balance for YOUR organization?*

# Board Composition



Do the **skill sets and commitment** of Board members align with the **evolving needs** of the organization?

# Board Skills Analysis

unlocks the talents of existing Board members and identifies gaps in expertise.



Member 1



Member 2



Member 3



Member 4



Member 5

# Board Self- Assessment

The BSA tool elicits comments from each Board Member regarding both the efficacy of the entire Board and their own role in effective governance.



## BOARD MEETINGS

Do the **frequency**,  
**duration**, **agenda**, and  
**overall structure** of  
meetings support the  
Board's objectives?



## COMMITTEES



Are existing committees an **effective means** of addressing key areas and initiatives?

# Strategic Mindset

Do Board meetings maintain needed balance between strategy and operations?

TARGET!



Idea

TARGET



Plan

# Mission & Vision



Is the Organization's mission **clearly articulated**, and in **alignment** with vision for future growth?

## FIDUCIARY RESPONSIBILITY

Does the Board  
have a comprehensive  
understanding of  
**financial status** and  
**industry trends**?



A background image showing two people in business attire shaking hands. The person on the left is wearing a light-colored shirt, and the person on the right is wearing a dark suit jacket. The handshake is the central focus of the image. There are also some light green circular shapes in the top left corner.

# New Board Members

Do all Board members play a role in proposing new Board members?

Are new Board Members **onboarded** in a manner that **supports** success?

# Chief Executive Oversight



Does Board structure support **consistent evaluation of the CEO**, and clear **understanding of the partnership** between Executive and Board?

A culture of Board leadership and accountability is the result of

# **strategic partnership between Governance and C-Suite**

and requires ongoing, thoughtful assessment  
and analysis to maintain.

# Thank You!

ANY QUESTIONS?



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