

Revisions to NYAHSA's Organizational Structure



**Briefing Document
January 2007**



Influence. Information. Innovation. The benefits of NYAHSA membership.

Agenda

- A. Background
- B. Goals of Organizational Restructuring
- C. Committee Revisions
- D. Overall Governance Structure
- E. Public Policy Governance Structure
- F. Next Steps



A. Background

- ◆ The NYAHSA Board identified governance and organizational structure issues at its 2004 retreat
- ◆ The group agreed on the need to appoint a governance task force to consider the following issues:
 - ✓ *Size of the board of directors*
 - ✓ *Nominating processes*
 - ✓ *Board meetings, agendas and communications*
 - ✓ *Committee appointments and timing issues*
 - ✓ *Role of the Executive Committee*
 - ✓ *Succession planning*



A. Background

Charge of the Association Governance Task Force

- ◆ To review NYAHSAs existing governance structure, values and practices, determine potential areas of improvement, and recommend action steps and a process to promote effective board governance and otherwise enhance NYAHSAs ability to successfully execute the strategic plan. As part of its charge, the task force would consider:
 - ✓ **Structure**—board size, representation, board/executive committee relationship, number, relationships and roles of committees/subcommittees
 - ✓ **Succession**—board recruitment, skills assessments, committee appointments, CEO succession planning



A. Background

Charge (Cont'd)

✓ **Board delegation and communication**—
Relationships between NYAHSA and other boards within the Association, committees, CEO and staff, board meetings/agendas and communication practices

✓ **Board conduct**—*governance principles, values, expectations and practices*

- ◆ The task force reported its recommendations to the NYAHSA Board of Directors
- ◆ The Board endorsed the recommendations in June 2006



B. Goals of Organizational Restructuring

- ◆ Increasing opportunities for member engagement in NYAHSA and its work;
- ◆ Providing more channels for members to get information;
- ◆ Making the most effective use of members' time;
- ◆ Expanding the role of the regional structure and the professional councils;
- ◆ Streamlining, clarifying and creating more flexibility in the organizational structure;
- ◆ Enhancing reaction time on issues; and
- ◆ Making more frequent use of association task forces.



C. Committee Revisions

- ◆ **Association Finance Committee:** Formerly the Operations Committee, the group's principal focus is on NYAHSA financial issues outside of the Audit Committee's purview
- ◆ **Audit Committee:** A new committee that oversees NYAHSA's annual audit and internal accounting controls
- ◆ **Legal Services Committee:** Formerly a subcommittee, the group monitors legal developments affecting NYAHSA members, oversees existing NYAHSA litigation and makes recommendations on potential involvement
- ◆ **Membership Services Committee:** A new committee focused on developing member programs, policies and services supporting NYAHSA's mission/strategic plan



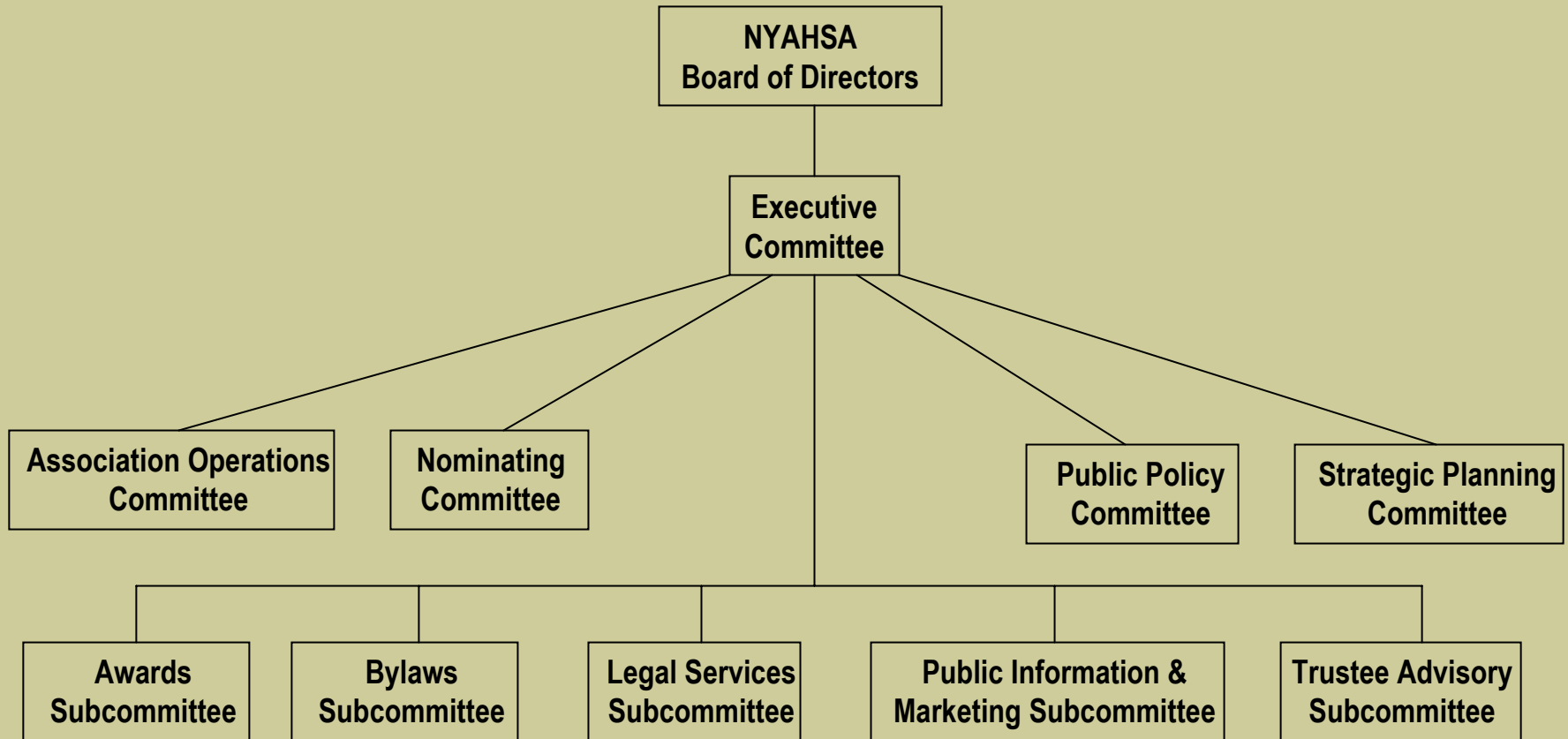
C. Committee Revisions

- ◆ ***Nominating Committee:*** An existing committee with expanded responsibilities for overseeing recruitment and selection of candidates for the NYAHSAs Board of Directors and Board officer positions
- ◆ ***Public Policy Committee:*** A reconstituted committee overseeing a new public policy structure. Previous subcommittees have been replaced by: (1) *statewide coordinating councils* (with representatives from NYAHSAs regions and professional councils); and (2) *issue forums* that provide a flexible “structure” within which to convey information and seek member input
- ◆ ***Strategic Planning Committee:*** A previous committee that was disbanded, with the Board assuming direct responsibility for developing and overseeing the plan



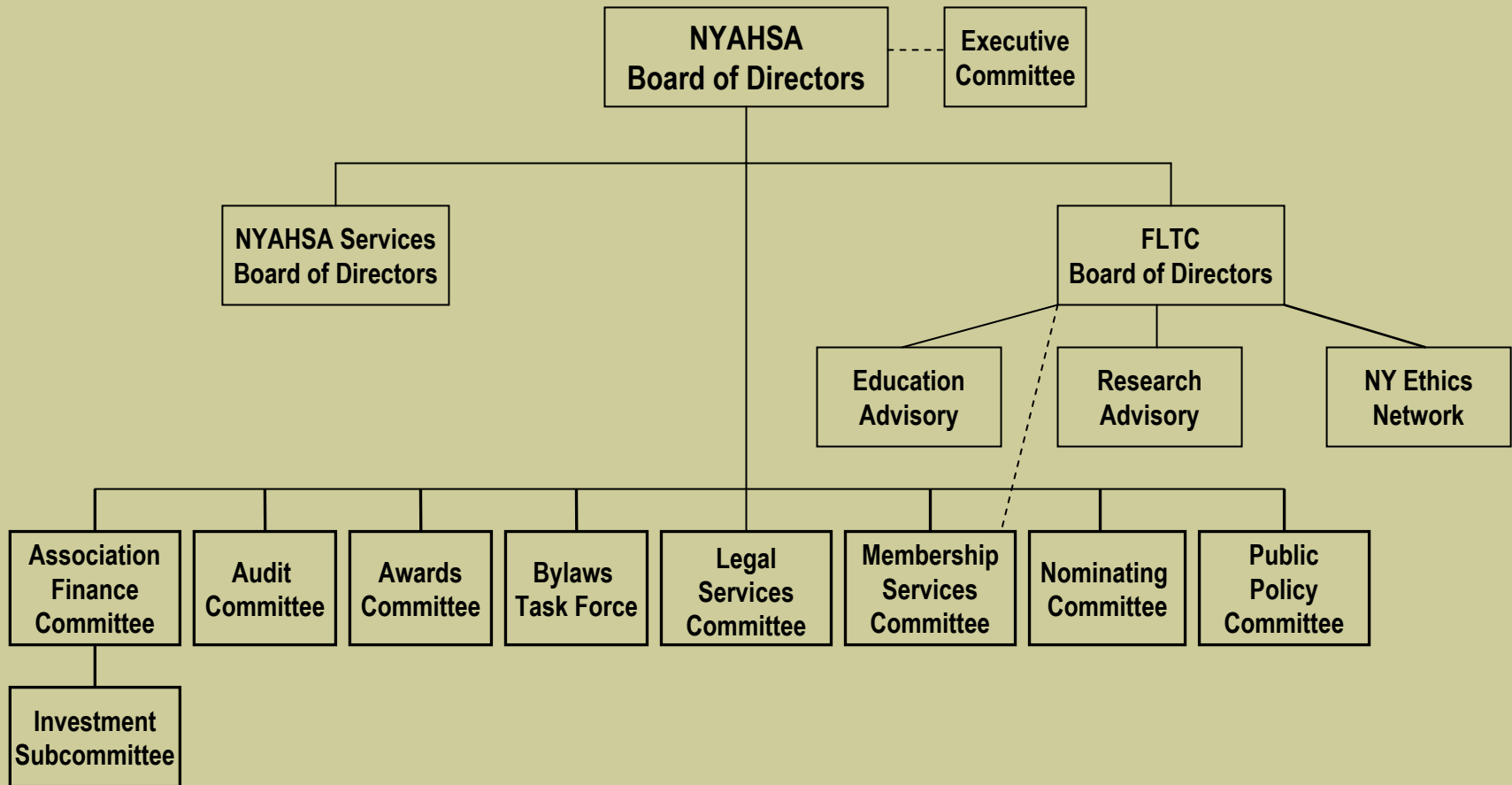
D. Overall Governance Structure

Previous



D. Overall Governance Structure

Current



E. Public Policy Governance Structure

- ◆ ***Public Policy Committee:*** Comprised of representatives of each region and major membership segment, the committee oversees the public policy governance structure.



E. Public Policy Governance Structure

- ◆ ***RHCF Statewide Coordinating Council:*** This 16-member group is made up of two representatives from each of the eight NYAHSAs regions, focused on issues of importance to NYAHSAs's nursing home members.
- ◆ ***Senior Living and Community Services Statewide Coordinating Council:*** This 12-member group includes three representatives from each of four regions, focusing on housing, intermediate care (ACF/assisted living) and community services member issues.
- ◆ ***Professional Councils Statewide Coordinating Council:*** This 9-member group is made up of one representative from each professional council (CFO, DNS, DSW) in each region, focusing on financial, clinical and social work issues.



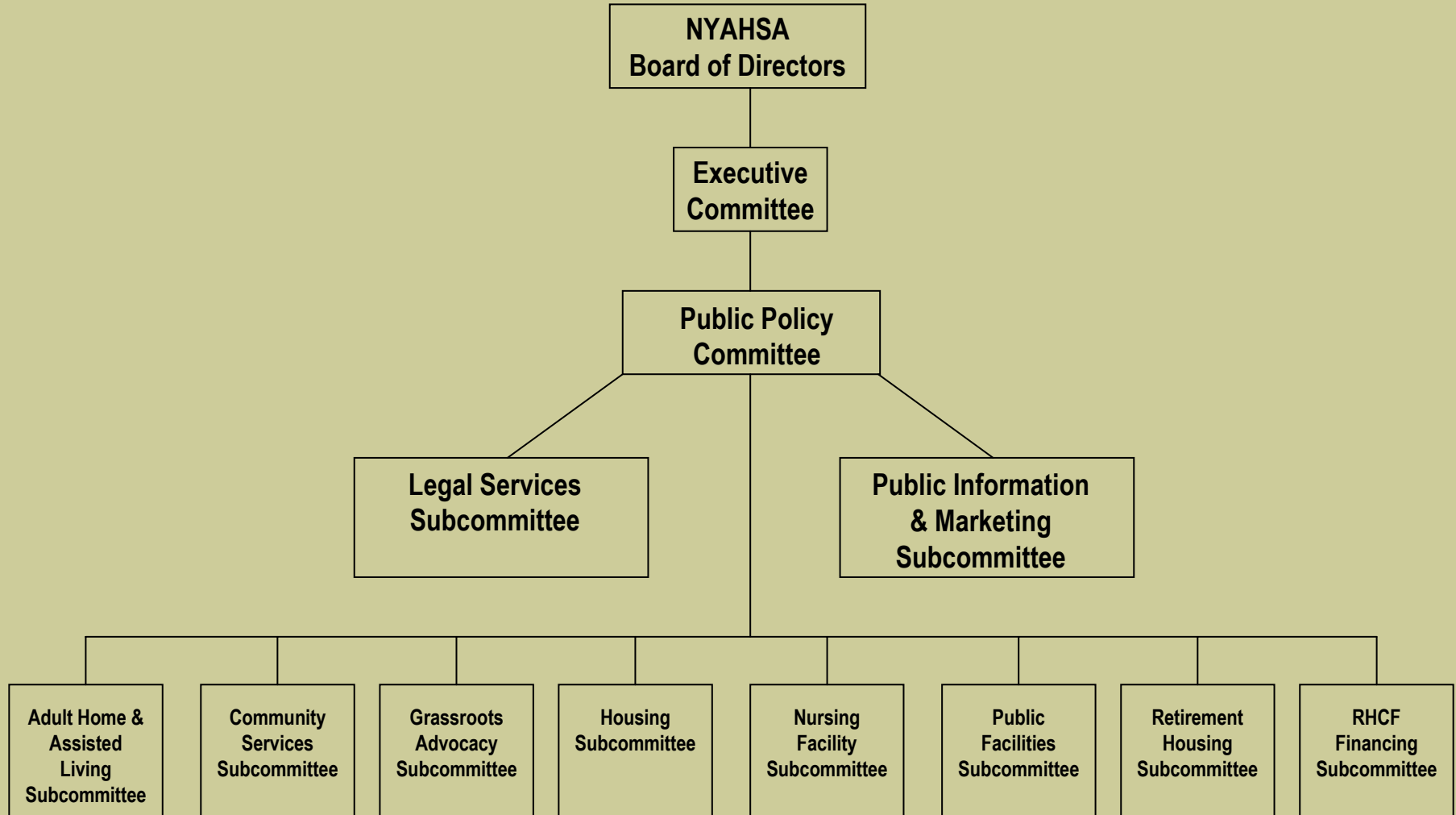
E. Public Policy Governance Structure

- ◆ **Public Policy Summit:** The three statewide coordinating councils will be convened annually at a statewide public policy summit to develop a draft public policy agenda for NYAHSAs for the coming year.
- ◆ **Issue Forums:** These forums provide a flexible “structure” to deliver information, obtain feedback and promote member networking. Forums will be added or modified as needed, and will “meet” via teleconference, e-mail and occasionally in-person.
- ◆ **Task Forces:** The Public Policy Committee will be empowered to convene task forces as needed to advance proactive initiatives or to react to vital issues. Task forces typically address, in a time-limited way, high profile areas that affect multiple member segments.



E. Public Policy Governance Structure

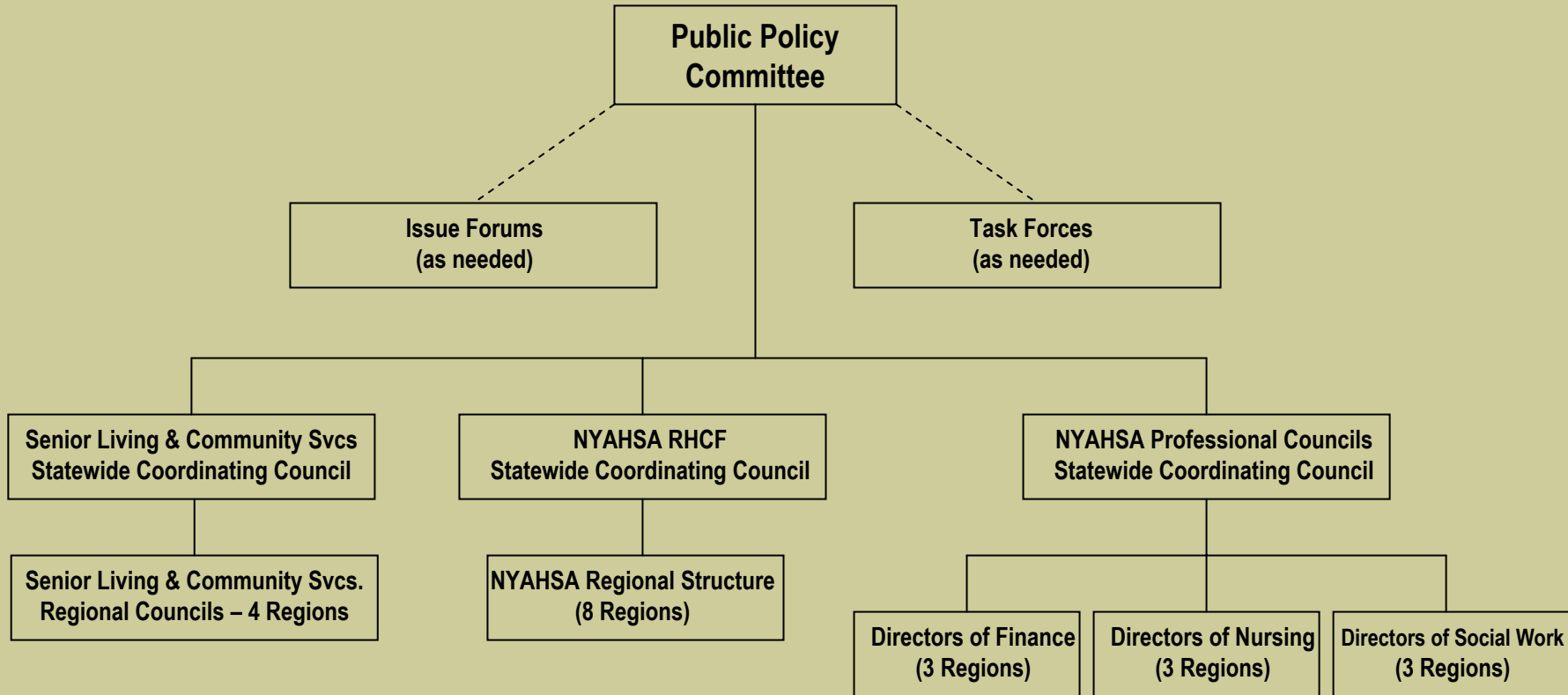
Previous



Influence. Information. Innovation. The benefits of NYAHSA membership.

E. Public Policy Governance Structure

Current



F. Progress to Date¹

- ◆ **Summer 2006-onward:** Communicating new structure to NYAHSAs regions, professional councils, committee/subcommittee members and members-at-large
- ◆ **Fall 2006:** Recruited members for new and reformatted NYAHSAs committees/subcommittees and statewide coordinating councils
- ◆ **Fall 2006-onward:** Launched NYAHSAs issue forums
- ◆ **January 2007:** Made 2007 appointments to NYAHSAs committees/subcommittees and statewide coordinating councils
- ◆ **January 2007:** Convened statewide coordinating councils

¹ Current as of 2/1/07



Influence. Information. Innovation. The benefits of NYAHSAs membership.