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Roundtable III Presentation

Governance Reorganization of the Arizona Public Health Association

by

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## **Governance Reorganization of the Arizona Public Health Association (AZPHA)**

**APHA Session Number: 4311**

**Session: Health Administration Roundtable III-More policy and Program Evaluation**

**Tuesday, November 5, 2013: 2:30 PM-4:00 PM**

**Presenters: George J. Graham, Ph.D., University of Phoenix & Patti Taylor, CHES, President AZPHA**

**Learning Objectives:** 1. Describe the governance reorganization processes identified and implemented by the Arizona Public Health Association. 2. Name and discuss the change management model that guided the reorganization of the Arizona Public Health Association. 3. Describe the lessons learned from the reorganization processes.

### **Abstract (#275428)**

Non-profit professional associations, such as the Arizona Public Health Association, are advocates for their profession and they serve the interests of their members. As associations grow in membership and as greater demands are made on its governing body, efficiency of operations and responsiveness to members' needs may become sluggish. Such was the case of the Arizona Public Health Association. The board of directors expanded to meet various needs but the efficiency and effectiveness of the board suffered. The election of a new executive board in 2010 prompted the board to take action. The actions proposed were to revise the mission and vision statements and to reorganize the governance of the association. Using the Kurt Lewin (1947) Change Management Model as a guide, a plan for the reorganization was written. The staged 3 year plan allowed the membership to approve/disapprove at the association's annual meetings each stage of the reorganization. Stage 1: Unfreezing. During the year 1 stage, executive board members articulated the rationale for the change process. A communication process was designed to inform members what reorganization might mean, to gather input from members, and to prepare a motion for approval at the annual meeting. Stage 2: Change (or Transition). During the year 2 stage, the executive board members and the executive director of the association planned out what changes would be made and how to implement them. Policies and procedures were rewritten and changes to the by-laws were prepared for membership approval. Stage 3: Freezing (or Refreezing). During the year 3 stage, the changes were fully implemented. An evaluation of the changes will take place prior to the association's annual meeting in September 2013 along with discussion of lessons learned.

## **Discussion**

### **AZPHA Governance Revision**

The election of new Arizona Public Health Association (AZPHA) officers at its Annual Meeting in September 2010 provided the opportunity for the new executive board to propose to the full board possible projects for the Association. Two significant proposals came forward at the November 2010 meeting. One proposal suggested a revision of the Association's mission and vision statements. The board agreed and the Mission Statement was revised to read: A non-profit professional organization working to improve the health of Arizona's communities through advocacy, education, and professional development. The Vision Statement revision read Healthy Communities for all Arizonans.

The second proposal suggested a revision of the structure of the board of directors and of the executive committee. The rationale for the revision was to create a more efficient and effective board toward the accomplishment of the mission and vision. Board members had various reactions to the bold proposal. The current board structure had been in place for many years and the value of changing it brought some doubts from some board members. However, the consensus was for additional information from the executive committee by the January 2011 meeting.

A former president of the Association who was an advocate for board revision and a facilitator for the executive committee discussions presented additional information. The first major change was the election of board members in lieu of appointment by the president. The rationale given was the opportunity for members of the association to nominate and vote for board members. The positions affected would be the secretary, treasurer, and legislative liaison. The second major change would be a reduction in the number of board members. The reduction included removing all section chairs from the board, grouping sections into similar groupings, and by asking each grouping to elect a board member as their board member representative. Additionally, two public members who are not employed in public health would be nominated and voted on as board members. The subsequent discussion was lively with many additional concerns expressed. The motion to approve the reorganization concept put was tabled. The president appointed an ad hoc committee composed of board members and members at large to develop additional details answering the concerns expressed by board members for presentation at a future meeting.

The ad hoc committee chair reported to the board at the May 2011 meeting. Proposed organization charts of the executive committee and the full board were used to direct the ad hoc committee's report. Questions and concerns raised at the board meeting in January were addressed. The consensus was that not all questions could be addressed; however, board members were more positive about the overall concept of the board revision. The board voted to proceed with the revisions and tasked the ad hoc committee to continue filling in the details of

implementing the revisions. The president encouraged additional membership participation. The vote to continue concluded part one of the board revision processes. Part 2 involved creating the implementation phase. This phase had a completion objective of August 2012 because the completed implementation plan would be on the agenda for the Annual Meeting in September 2012.

From July 2011 to March 2012 at quarterly section meetings, members worked on the restructuring of sections according to the board-restructuring plan. The sections were grouped as **Section I:** a) Administration (HARP), b) Health Education, c) Managed Care, d) Maternal/Child Health, e) School Health

**Section II:** a) Behavioral Health, b) Oral Health, c) Nursing, d) Sexual Health

**Section III:** a) EMS & Trauma, b) Environmental Health, c) Health Disparities, d) Indigenous Health, e) Injury Prevention. Members of each new section would nominate one representative to the Association's Board of Directors.

The new organization charts for the Executive Committee and Board of Directors were developed along with the position descriptions for each elective office. Another ad hoc committee performed these tasks. The board approved at its 83<sup>rd</sup> Annual Meeting on September 22, 2012. The position descriptions are found on the Association's webpage, members section.

During July-August 2012, Association members submitted nominations for positions on the Association's Board of Directors. Outcome of the election was announced at the Annual Meeting in September 2012.

### **Follow-up Board Survey**

See the 2013 Board Evaluation materials in Appendix A and the pre and post organizational charts in Appendix B.

### **Conclusion**

The reorganization of the Board of Directors and Executive committee required commitment and leadership of the Executive Director, the Board, and very importantly membership. Membership participation was very important so that members could feel part of the process to improve their association.

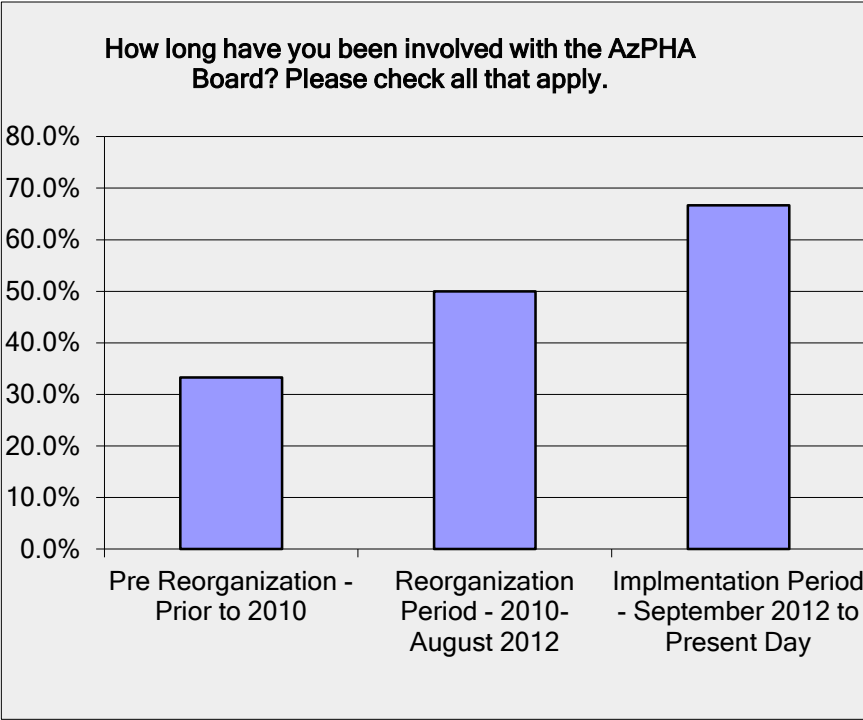
### **References**

1. Lewin, K. (1947). Frontiers in group dynamics: I. Concepts, method and reality in social Sciences; social equilibria and social change. *Human Relations*, 1, 5-41
2. BoardSource, 12 Principles of Governance that Power Exceptional Boards

<https://www.boardsource.org/eweb/>

# 2013 Board Evaluation

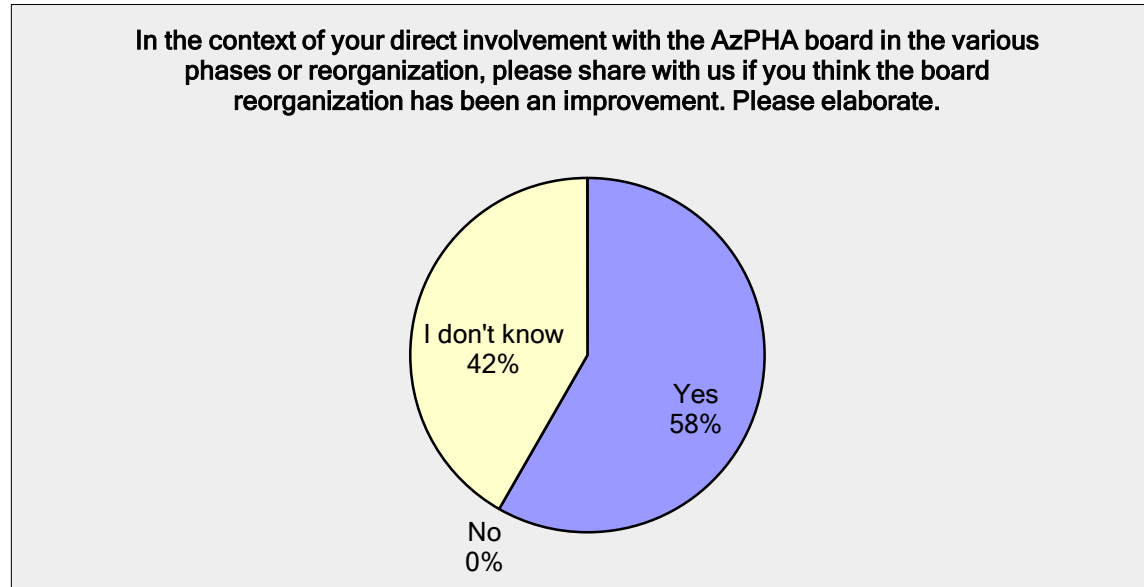
## Length of Board Participation with Restructure



# 2013 Board Evaluation

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## Overall Impression of Restructure:



### COMMENTS:

- Since I had not been previously involved with AzPHA I am not able to judge whether there has been an improvement or not.
- I was not a part of the board prior to reorganization.
- there have been a lot of changes, but I think we have a strong team put together. We will miss Tim, but Tracy is a terrific addition!
- It has helped to make the board more agile and quicker to respond to requests from the association
- The work seems more focused and the board is able to work at a higher level than before. The roles seemly clearly laid out and the general good of the organization seems to be the top consideration, where previously, it seemed that the special interest areas carried more allegiance than the organization.

# 2013 Board Evaluation

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Using BoardSource's *12 Principles of Governance that Power Exceptional Boards* as the standard, please measure on the scale for effectiveness of each principle for the following two questions.

**CONSTRUCTIVE PARTNERSHIP:** Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive is interdependent. They build this partnership through trust, candor, respect, and honest communication.

**MISSION DRIVEN:** Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure the congruence between decisions and organizational values. They treat questions of mission, vision, and core values not as exercises to be done once, but, as statements of crucial importance to be drilled down and folded into deliberations.

**STRATEGIC THINKING:** Exceptional boards allocate time to what matters most and ensure the congruence between decisions and core values/

**CULTURAL OF INQUIRY:** Exceptional boards institutionalize a culture of inquiry, constructive debate, and engaged teamwork that leads to sound and shared decision-making.

**INDEPENDENT-MINDEDNESS:** Exceptional boards are independent-minded. When making decisions on behalf of the organization, board members put the interests of the organization above those of the chief executive, themselves, or other interested parties.

**ETHOS OF TRANSPARENCY:** Exceptional boards promote an ethos of transparency and ethical behavior by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding finances and operations.

**COMPLIANCE WITH INTEGRITY:** Exceptional boards govern with full recognition of the importance of their fiduciary responsibilities, developing a culture of compliance through appropriate mechanisms for active oversight.

**SUSTAINING RESOURCES:** Exceptional boards ensure that the organization's resources are balanced with its strategic priorities and capacities. Individual board members extend the reach of the organization by actively using their own reputations and networks to secure funds, expertise, and access.

**RESULTS ORIENTED:** Exceptional boards track the organization's advancement towards mission and evaluate the performance of major programs and services.

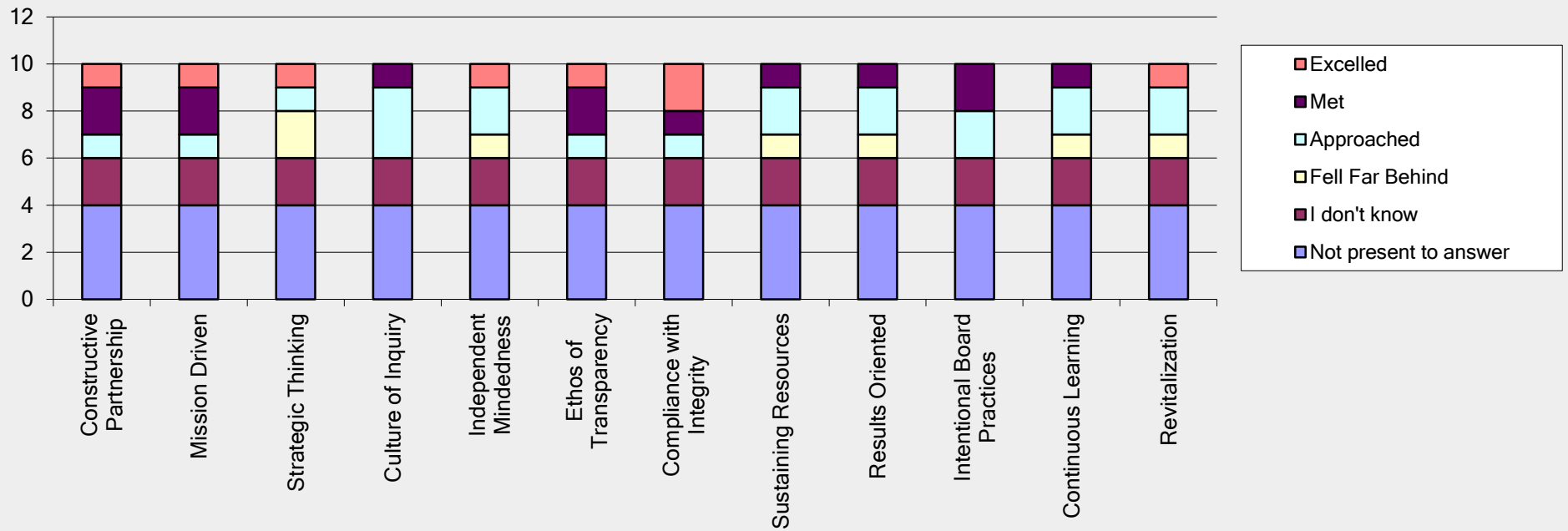
**INTENTIONAL BOARD PRACTICES:** Exceptional boards make form follow function when it comes to their own operations. To provide stable leadership to the organization they invest in structures and practices that transcend individuals and thoughtfully adjust them to suit changing circumstances.

**CONTINUOUS LEARNING:** Exceptional boards embrace the qualities of continuous learning organization, evaluating their own performance and assessing the value that they add to the organization.

**REVITALIZATION:** Exceptional boards revitalize themselves through planned turnover, thoughtful recruitment, and intentional cultivation of future officers.

# 2013 Board Evaluation

Using BoardSource's "12 Principles of Governance that Power Exceptional Boards" as the standard, please measure on the scale for effectiveness of each principle for the board PRIOR TO IMPLEMENTATION OF THE BOARD RESTRUCTURE (PRIOR to SEPTEMBER 2012.)

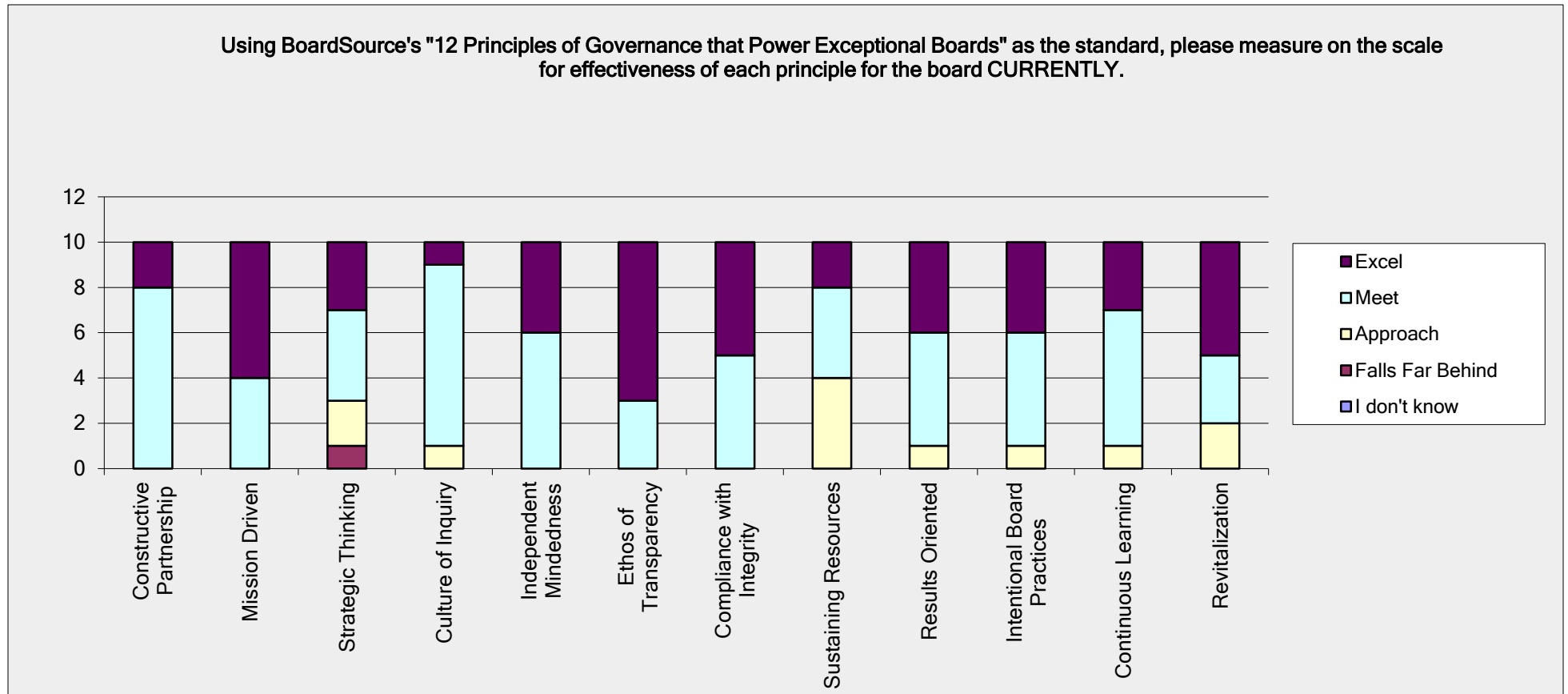


## COMMENTS:

- With so many co-chair, chairs linked to the sections that did not turn over, the board was a bit stagnant with less direction and less ability to address sustainability



# 2013 Board Evaluation



## COMMENTS:

- Still working toward sustaining the work; committees established but not quite on target. Sections still a week area. Need to be removed and ad hoc committees used as a mechanism for members to meet and address topical issues. Strategic Plan very focused and a great tool to direct the activities. Fund development continues to need attention.

# 2013 Board Evaluation

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## WHAT WOULD YOU LIKE TO SEE NEXT WITH REGARD TO BOARD STRUCTURE?

- Being that I was completely new to AzPHA and participating in a Board, I would have appreciated more guidance/ideas on activities I could have done to meet the goals of my position.
- Continue to use the strategic plan as a tool to direct action and evaluate impact. Strengthen the committee structure by engaging more members in the work. Remove sections and allow members to engage through the forums and ad hoc committees. Strengthen the sustaining member involvement. Fund developments need a new look as it has not been fully addressed and the budget remains flat.
- Will propose adding a position for Funding, marketing and PR, Resource Committee functions.
- Continue with this board structure and focus on the objectives outlined in the Fall of last year.
- Revising role of section representatives
- Lets get this structure fully implemented before making additional changes
- I think we have the right people in the right positions and now we have a stable board and can continue to meet all of AzPHA's needs
- Possibly identify measures that would help us see the new structure is doing what we intend.
- I would like to see the section get structured into a way that is meaningful for those that participate in them and for them to be successful. If that is only in an online forum, I think that will be fine.
- Less prescription in the bylaws and more in the policies.
- Review what board member commitments we would like to require. It may be time to require every board member donate some amount to AzPHA, to reach the 100% goal.

## FINAL THOUGHTS OR COMMENTS:

- I very much appreciate the opportunity to participate in the AzPHA Board and to be given the freedom to express my views and opinions openly.
- The organization is headed in the right direction, it is a challenge to engage membership but we need to continue to try.
- We are making progress. Sustainability during this economic challenging times and reframing and adapting. I believe next Board year will see great advancements through lessons learned and we will be getting ahead of the funding needs to sustain the organizations. Season for sharing is upon us and we need to leverage this time of year for the association. More ideas and action to come from my involvement.
- I think the board became much more efficient with the reorganization, and enjoyed the strategic planning process last year.
- Some of the discussions we have at meetings seem to be more Committee-level discussions and not requiring vote at the Board meeting. Maybe more focus on making agendas that force us to operate more like a Board?
- I think that we have been moving in the right direction. The board composition has changed quite a lot since 2010. It is leaner and able to move more efficiently and effectively. In the next few years, we will want to be very deliberate with board recruitment to ensure that we maintain momentum.