



**INDIANA
ALLIANCE
of YMCAs**

**VIRTUAL
VOLUNTEER
SUMMIT**

APRIL 26, 2023

AGENDA

High-
Functioning
Boards

The Blinding
Allure of 3rd
Party Payors

Board
Member
Feedback

HIGH FUNCTIONING BOARDS

A self assessment and
call to action

YMCA BOARD LEADERSHIP PERFORMANCE

Functional

- Meeting Basic Mandates
- CEO support
- Fiduciary/Operations
- Board Involvement
- Basic Committee Structure
- Prioritizing Fundraising
- Sustainability

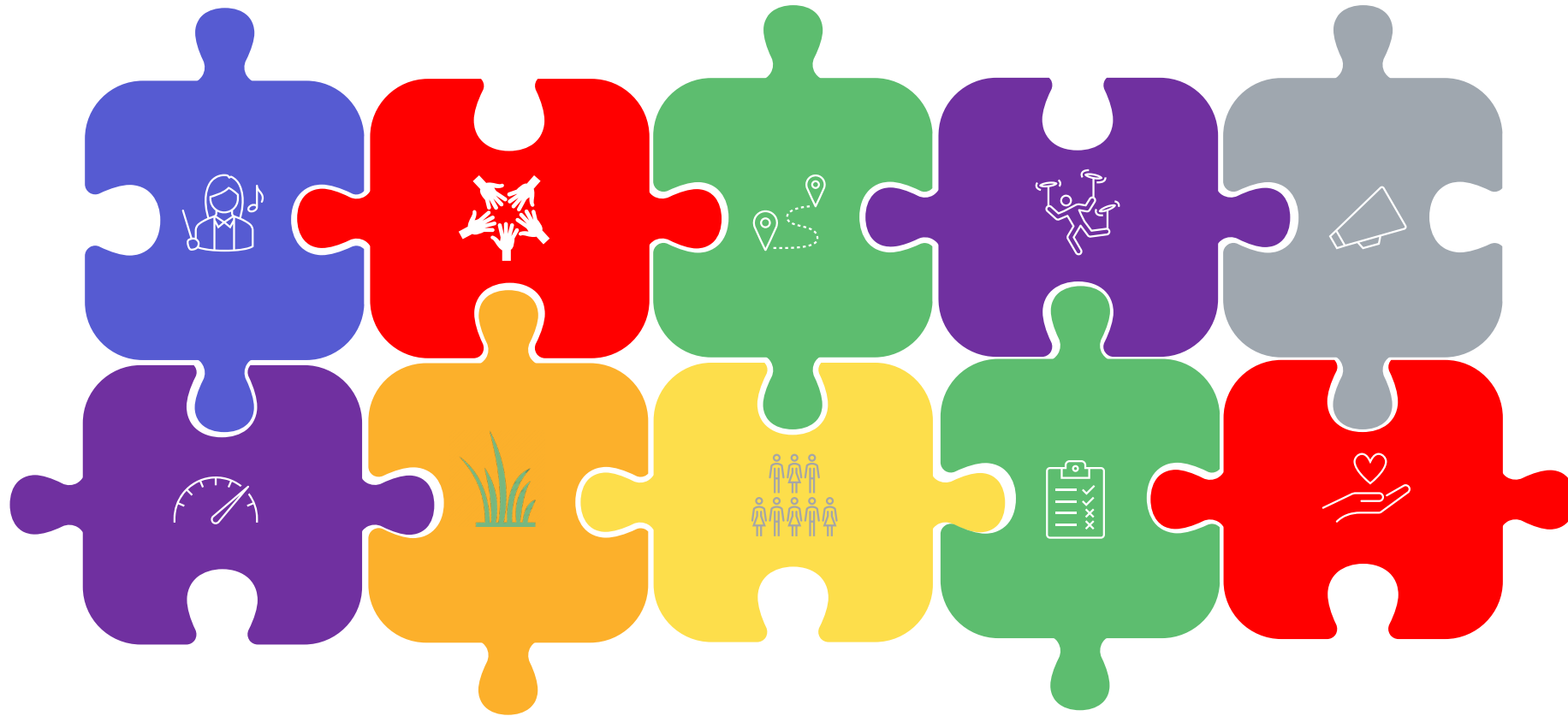
Responsible

- Strategic Planning
- CEO Partnership
- Board Engagement
- Strategic Committee Structure
- Financial Development
- Using Strategic indicators
- Developing Partnerships

Exceptional

- Constructive Partnership
- Pursues Relevancy in the Eco-system
- Strategic Thinking
- Generative Governance/Engagement
- Culture of Philanthropy
- Impact & Results Oriented
- Have a “Now, Near and Far” mindset

Behaviors of
High Functioning Boards



A close-up photograph of a person's hand reaching out to touch a cluster of pinkish, feathery flowers in a field. The background is a soft-focus landscape with green grass and trees under a hazy sky. The overall mood is serene and contemplative.

Stay out of the weeds

**CEOS NEED
FEEDBACK
FROM THE
BOARD**






Distribute the work



Board
recruitment is
intentional

- Based on strategic needs
- Representation of community
- Unique skill set of potential board member
- Year round focus of the governance committee – development of a pipeline



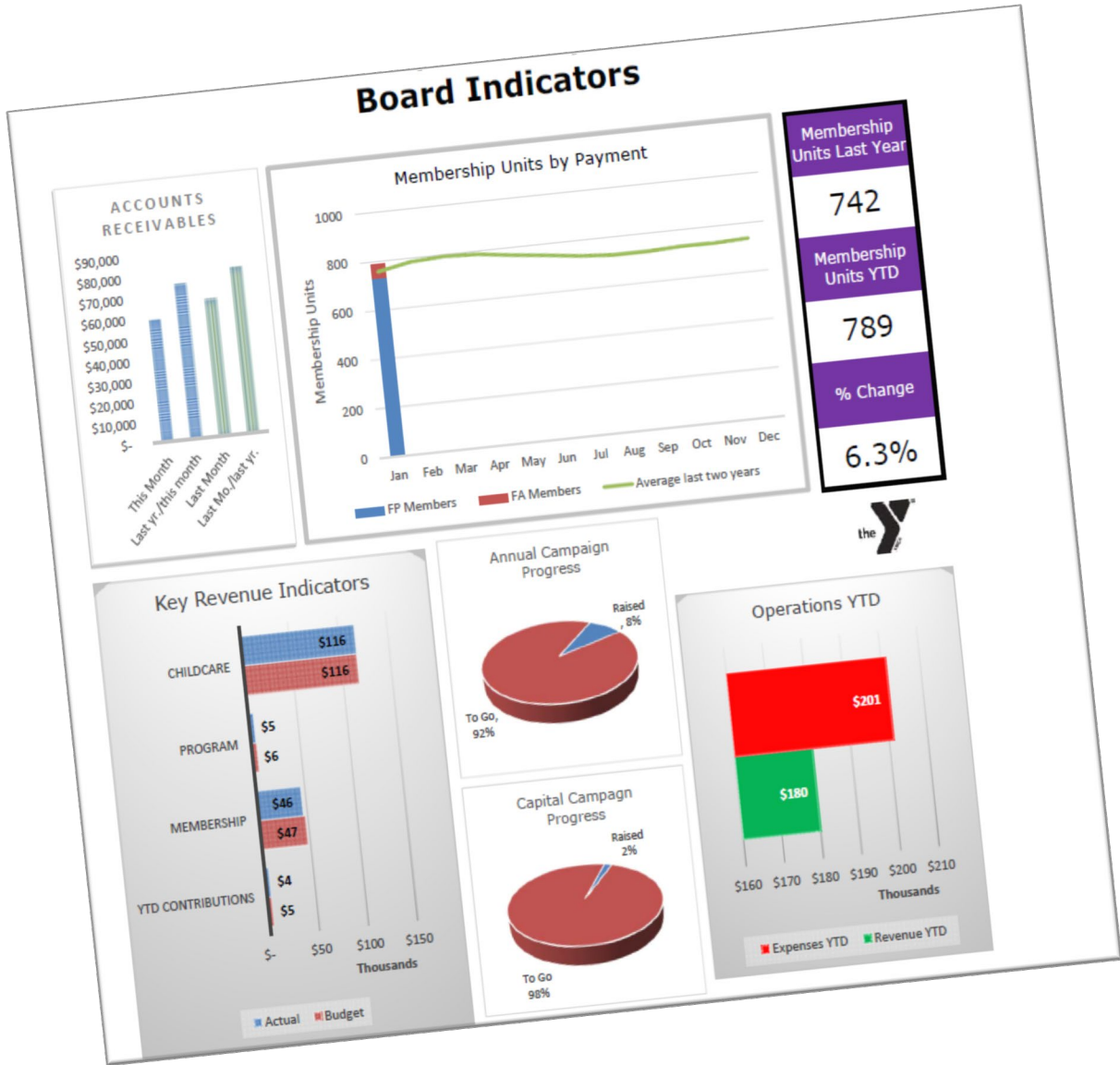
Ongoing
Evaluation of
the board

- Measure performance against expectations
- Survey about the effectiveness of meetings
- Board's performance – where key efforts are needed.
- Effectiveness of advocacy efforts



The board chair is the facilitator

Financial Dashboards



MODES OF GOVERNANCE

FIDUCIARY

Leads the board to ask, “What do we have and how do we use it?”

The fiduciary mode fosters accountability and promotes discipline. The work involves facts, figures, financials, and risks.

STRATEGIC

Leads the board to ask questions about market positioning and market share; about strategic drivers and priorities; about competition and comparative advantage; and about who the key stakeholders are.

Strategies are developed by looking at what is going on now, thinking about a desired future, and exploring ways to close the gap between the two.

GENERATIVE

Leads the board to ask the questions that come before the fiduciary and strategic questions such as:

- Have we framed this issue correctly?
- How else might we look at this?
- What else should we consider?

Generative thinking can lead to a reconsideration of how the current state may best be understood.



**What's
Generative?**

AMBIGUITY

There could be multiple interpretations of what is really going on, requires attention and resolution.

IMPORTANT

The issues – however defined- means a great deal to a large number of stakeholders.

HIGH STAKES

The stakes are high because the discussion does or could invoke questions of core values and organizational identity.

IRREVERSIBILITY

The decisions or actions cannot be easily reversed or revised (psychologically or financially).

**High
Functioning
Board's
Mindset**



NOW

Annual Campaign
Annual budget
Meet annual objectives



NEAR

Adapt to trends
Generate margin to tackle
emerging challenges and
opportunities
Planning strategically



FAR

Endowment
Capital Campaigns
Bold commitment to driving
organizational change
proactively

**Advocacy is
the work of
the board**

Why Advocate?

“Unless someone like you cares
a whole awful lot, Nothing is
going to get better. It's not.”
- Dr. Seuss, The Lorax



**Relevancy
supports
Sustainability**

What
services
and
programs
your YMCA
provides.



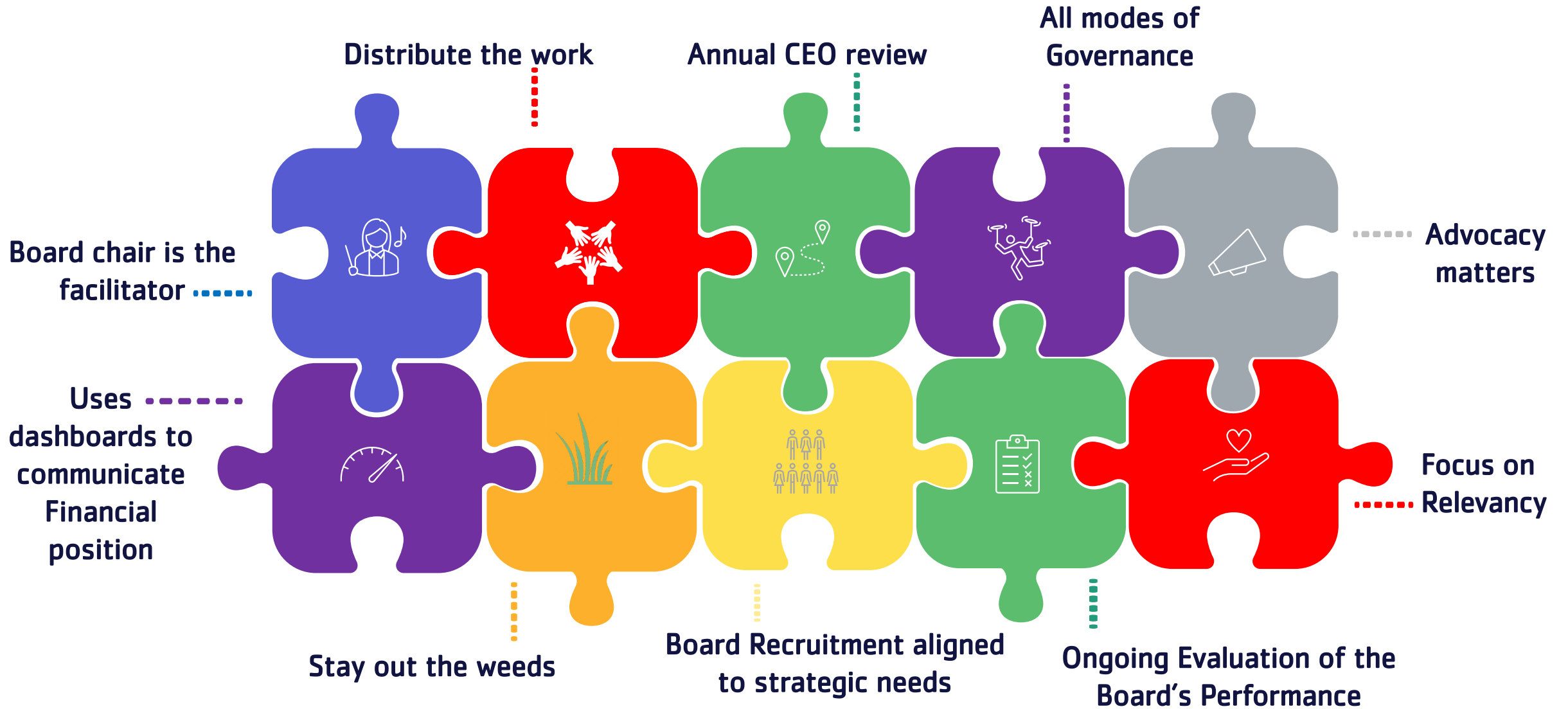
What
they're
interested
in and need,
now and
into the
future.

RELEVANCY



High Functioning Boards

Behaviors





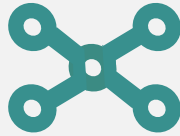
The Blinding Allure of 3rd Party Payers

Third Party Payers

Health Plans

Employers

Aggregators



Medicare
Medicaid
Commercial/ Private

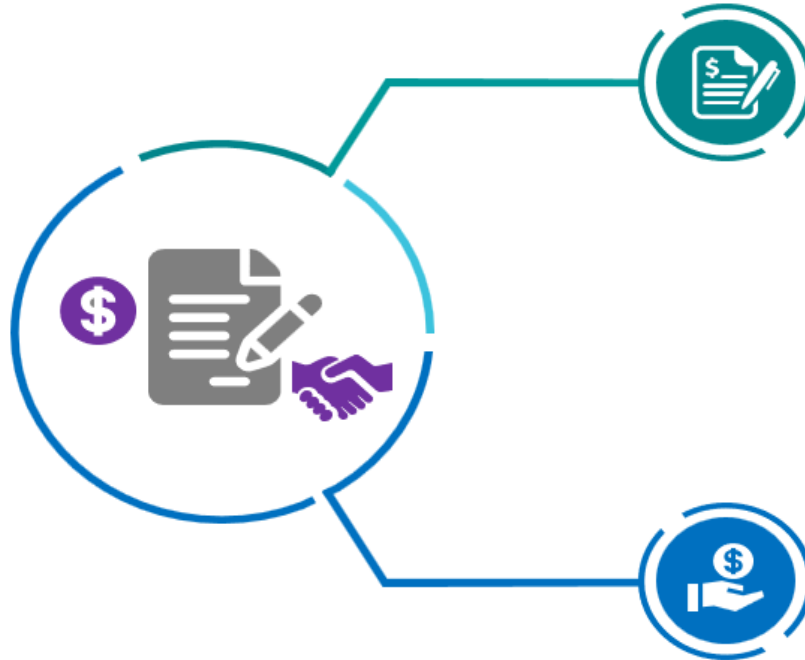


Corporations
Private Business



Optum
Peerfit
Ash
Tivity

THIRD PARTY PAYER PATHWAYS



Improve Current Third-Party Payer Contracts

Direct Contract with Health Plans for Membership and Programs

MEMBERSHIP AND PROGRAMS TO ADDRESS PAYER NEEDS

Y Membership



Programs

Healthy Living and Youth Development Programs

Personal Training/
Wellness Coaching

Health Coaching

Mindfulness

Swim Lessons/Water Safety

Youth Sports/E-sports

Teen Programs

Child Care

Virtual Programs

Health Interventions

Chronic Disease Prevention or Management Programs

LIVESTRONG at the YMCA

YMCA's Blood Pressure Self-Monitoring

Healthy Weight and Your Child

Moving For Better Balance

Weight Loss Program

YMCA's Diabetes Prevention Program

Fall Prevention

Other - Parkinson's, MS Programs, etc.

Meeting Social Needs

Services Addressing Social Determinates of Health

Physical Environment

Community Garden, Transportation, Trail Access, Housing, etc.

Education

Achievement Gap, Workforce Development, Out of School Time Education/Programming, etc.

Food

Food Distribution, Healthy Eating and Physical Activity Practices, etc.

Community & Social Context

Trauma-Informed Practices and Approaches, Safety Around Water/Swim Lessons, Immunization, Covid Testing/Vaccination

AGGREGATORS

Optum
(Renew Active)

Typically, one swipe model

FitOn
(Former Peerfit)

Typically, one swipe model

ASH
(Silver & Fit)

One swipe model

Tivity
(Silver Sneakers)

Per swipe model

What We Know

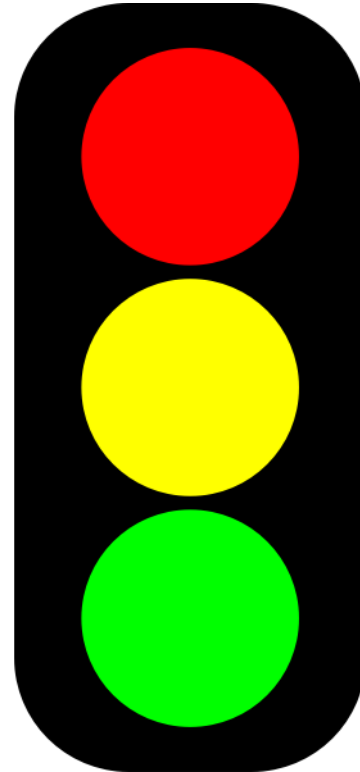
- Ys are the #1 fitness provider in all aggregator plans in the nation.
- Health Plans value our offerings above all other fitness benefit offerings.
- If Tivity lost the Y, they would likely lose their health plans.
- Health plans would leave Tivity and partner with an aggregator who had the Ys in their network.



Tivity



Image: Shutterstock



Tivity Data Uncovered

Collective Tivity Members = 44,476

Collective Revenue = \$ 1,671,804.96

Tivity Revenue Re-Capture = 8%



A YMCA in Indiana

January 2023

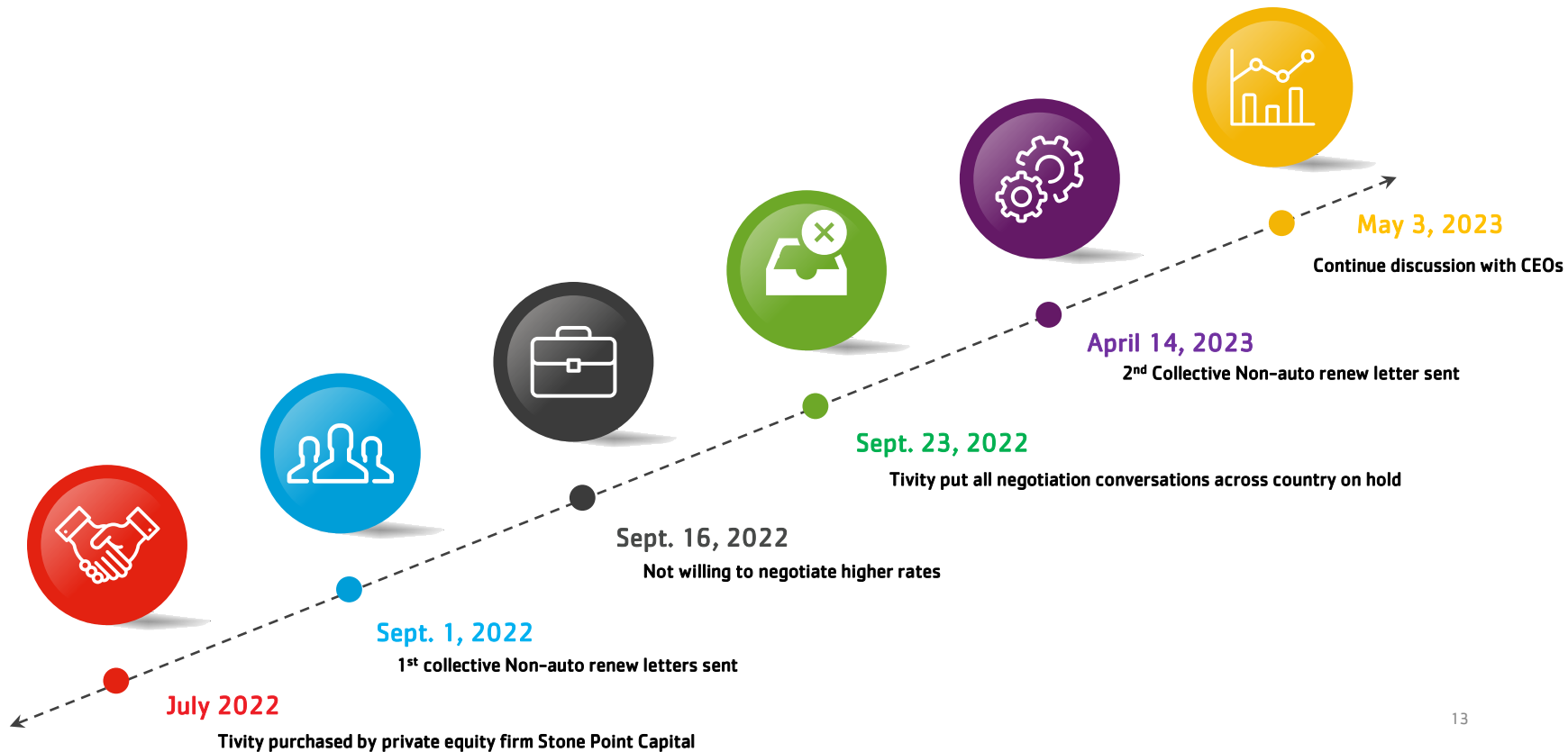
Activity Revenue Received: \$3,800

Potential Full Rate Revenue: \$15,000

One Month Subsidy = **\$11,200**



Timeline: Tivity Negotiations



Questions:

1. How does 3rd party payers connect with the Y's mission?
2. What are the opportunities or threats regarding 3rd party payers?
3. What information do you need to guide your board's discussion?





Board Member Feedback

Discussion Questions

1. What one thing works very well with your Y board?
2. What burning question do you have for other Y board members?
3. What's the top 3 priorities for your YMCA in the next 12 months?



THE INDIANA ALLIANCE OF YMCAS STANDS READY TO SUPPORT YOUR BOARD

- Strategic planning
- CEO onboarding
- Governance consulting
- Support CEO evaluations
- Statewide events
- CVO onboarding, consulting



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THE

PETER GREER &
DAVID WEEKLEY
Foreword by Tiger Dawson

BOARD

AND THE

CEO

Seven practices to protect your organization's
MOST IMPORTANT RELATIONSHIP

A GIFT FOR YOU FOR YOUR ATTENDANCE



**INDIANA
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of YMCAs**

THANK YOU!

317-715-2145

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