



### Compass Care Inc. Board Development

#### **The Client:**

Compass Care's flagship product provides an adult day services program which delays or prevents costly nursing home placement for frail seniors and those suffering from Alzheimer's disease and other related dementias. In 2002 they had the capacity to serve 30 elders in the Portsmouth, a city with 3,400 seniors.

#### **Problem:**

ESC was engaged to do a strategic plan for Compass Care. As a part of the plan Board leadership decided the Board needed a better definition of its role and responsibilities. It needed to become more effective in fundraising and in the governance of the organization. It needed to recruit new board members to replace those retiring. It needed a stronger board to carry out a Strategic Plan which had been recently completed with ESC's help.

#### **Engagement Description:**

ESC consultants identified issues needing attention through document review, attendance at board and committee meetings, and personal interviews with all board members and key staff. Recommendations were made in a Diagnostic Report presented to the board. The board approved an action plan. The consultants worked with the board to implement the action plan by attending meetings, providing board and committee job descriptions, conducting a board training session, developing a board manual and a process for board self evaluation. Recommendations were made to improve the financial reporting and management of the endowment. Working with the Nominating Committee, a process was designed to recruit new board members with needed skills not available from the board.

#### **Outcomes:**

The board was energized. A committee structure was developed with job descriptions and work plans. New By Laws were drafted and approved by the board. New board members were recruited and given committee assignments. ESC assisted in the Executive Director's transition, including developing a job description for the new Executive Director. Implementation of the strategic plan was successful. The service area more than doubled adding 7 towns with 10,000 seniors. Families served rose from 30 to 70 over 3 years. The Development Committee was particularly effective. Giving was increased by 240% to \$234,000 in two years, effectively eliminating a deficit. The board was expanded from 12 to 18 over 3 years.

#### **Consultants:**

The ESC Lead Consultant had over 40 years of business experience in general management, financial management and banking and had served as a Board Development consultant for ESC for 12 years. He was assisted by a corporate attorney with over 25 years of business, legal and governance experience.