

# Defining the Staff-Volunteer Relationship & Roles

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Nancy MacRae, ENA Chief Executive Officer

# Meet the Presenters



Chris Dellinger, 2024 ENA  
President



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Executive Officer

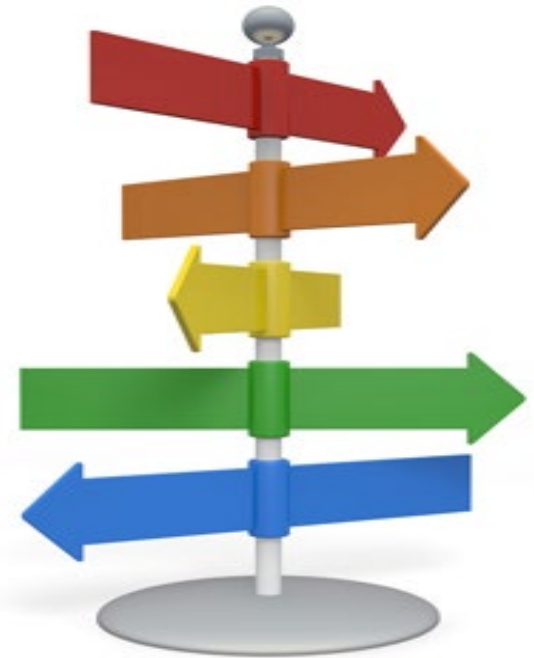
# Today's Agenda

- Key Role of Association Boards
- Characteristics of Great Boards
- Successful President/Chief Staff Officer Relationship
- Case Studies
- Wrap-Up

o  
key  
learning

# Key Roles of Association Boards

- Set organization **direction**
- Engage in **outreach**
- Provide **oversight**
- Ensure necessary **resources**
- Fiduciary Duties
  - Duty of Care
  - Duty of Loyalty
  - Duty of Obedience



Source: ASAE

# Characteristics of Great Boards

- Culture of Candor, Respect and Inquiry
- Appetite for Continuous Learning and Improvement
- Capacity to Think and Act Strategically

*Source: ASAE*

# Characteristics in Action: ENA's Journey

**-Intentional Culture**

**-Focus on the “why,” create  
a clear vision**

*ENA--Advance excellence in emergency  
nursing*



# Continuous Learning - Innovation

FICCO-And we are not talking about your credit score...

- **F**ailure is an option-not afraid to fail
- **I**ntentional culture
- **C**ontinual development/learning
- **C**ontinued focus on the “why”-your purpose
- **O**ptimistic/positive intent mindset/openness



# Characteristics in Action: Think and Act Strategically

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# Successful President & CSO Relationship

- Clarity of Roles
- Build an Authentic Partnership
- Collaborate on a Shared Vision



# Role of the President and CSO

- President
  - Lead the Board, represent the organization externally, oversee/support CST
- Chief Staff Officer
  - Administrative and day-to-day operations of the organization employed by and responsible to, the Board of Directors.

# President's Role: ENA's approach

- Represent the organization externally/publicly
- Lead the Board
- Oversee and Support the CEO

# Chief Staff Officer Role: ENA's approach

- Chief execution officer
- Lead day to day operations of staff and organization
- Board and Staff relations – culture champion
- Governance
- Financial Management
- Communication and Advocacy

# Tips to Building An Authentic Partnership

- Shared learning- ASAE/NOA
- Weekly Touch Base Calls
- Mutual Support – Sounding Board

# Collaborate on a Shared Vision

- Keep Mission and Culture at the forefront



2024 ENA Board of Directors  
June Board Meeting  
Wednesday, June 19, 2024

## ENA'S MISSION STATEMENT

The mission of the Emergency Nurses Association is to advance excellence in emergency nursing.

## ENA'S VISION STATEMENT

The Emergency Nurses Association is to be the premier organization for the emergency nursing community worldwide.

## BOARD CULTURE STATEMENT

We, the ENA Board of Directors, will seek at all times to demonstrate:

- Excellence through collaboration, engagement, and accountability
- Integrity through respect, compassion, and mindfulness,
- A culture of inquiry while being inclusive, strategic, and visionary.

Strategic Plan Key:

- Practice Environment
- Education
- Community
- Culture

2024 ENA Board of Directors Meeting Agenda



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# Case Studies





# Case Study

- Staff has been reaching out to Board member Kelly on multiple occasions with many reminders regarding challenges with attendance and engagement on the Clinical Practice Guidelines Committee. Staff continues to see a pattern with Kelly in that she is very delayed in responding back to emails and requires multiple reminders and follow up often missing group meetings. The group has had a challenging year with member engagement and the chair is really struggling leading the group, so the presence of the Board liaison is very needed.

# Case Study

- Joe is considering running for President-Elect in the upcoming cycle. While he has strong potential there is some concern about his readiness to run and full understanding of what is required in the role. During his term he has not always been responsive or engaged in Board discussions.

# Summary

- Clarity of roles
- Commitment to culture
- Be strategic
- Be authentic
- Stay connected





# Contact Us

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