



Expectations of Individual Trustees

The Group Health Cooperative Board of Trustees functions as a collective body in conducting its deliberations and making decisions. However, each trustee is elected by the membership to make decisions on behalf of the organization and to represent the organization in a professional manner.

Each trustee should:

- Be committed to the Cooperative's purpose, mission, and values.
- Understand and honor the respective roles and responsibilities of the board, the president and CEO, and Group Health Permanente.
- Avoid conflicts of interest. When unavoidable, trustees must disclose actual, perceived, and potential conflicts and follow board policies for abstaining from discussion and vote.
- Respect the confidentiality of board deliberations and information provided to the board.
- Publicly support decisions made by the board.
- Understand and fulfill the board's legal responsibilities and be alert to the legal implications of board actions.
- Know the organization and its external environment well enough to assess the impact of board decisions on the organization's overall well-being.
- Fulfill the commitment of regular attendance and participation in meetings and assignments.
- Share knowledge with board colleagues.
- Direct requests of management and Group Health Permanente through the president and CEO, executive vice presidents, the board Officers' Group, or all of the above.
- Be encouraged to contribute financially to the Group Health Foundation as able.
- Communicate board and Cooperative policies to Group Health advisory groups and key external constituencies when appropriate.
- Represent the Cooperative at special events, to key external groups, and to the media.

Trustees should also be willing to meet the expectations outlined below related to meeting attendance and participation, board operations, and board orientation and education.

Meeting Attendance and Participation

Spend an average of 20 hours per month fulfilling Board service responsibilities, which includes regular attendance and preparation time for:

- Board meetings, retreats, study sessions, and committee meetings
- Annual membership meeting
- Task forces and other ad hoc or special assignments as designated by the chair of the Cooperative.

Review advance meeting materials and come well-informed and prepared to ask discerning questions and to discuss possible consequences of board actions.

If unable to attend a meeting, notify the group chair and designated staff person in advance and raise any concerns or issues that may be germane to the agenda.

Board Operations

Notify Governance Services staff of vacation dates, out-of-town travel dates, and other periods of unavailability as soon as they are known.

Request timely (at least quarterly) reimbursement of travel and business-related expenses.

Use the trustee photo ID badge to enter Group Health facilities.

Participate in the annual board self-evaluation and the president/CEO's annual performance evaluation.

Board Orientation and Education

Participate in trustee orientation and background briefing sessions.

Work with the chair of the Cooperative to identify individual needs and to design a plan that provides appropriate orientation and continuing education.

Take advantage of and seek out opportunities to learn about the Cooperative and the health care environment.