



MaryCatherine Jones
CONSULTING

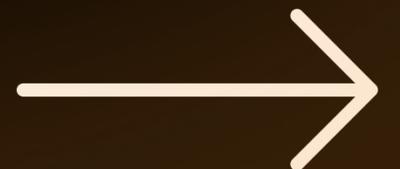
2026

FAFCC LEARNING
LAB

Strong Boards, Stronger Safety Net

Effective Board Orientation for Florida's Free &
Charitable Clinics and Pharmacies

MaryCatherine Jones, MPH





Find out

Why board orientation matters now

Common governance challenges in Free & Charitable Clinics

Tools you can use immediately

Free & Charitable Clinic Landscape



Rising Number of Uninsured or Underinsured

Federal Funding Loss & Restrictions

Decreasing Access to Food, Housing and Education

Changes in Philanthropy

Evolving Community Expectations



Let's Check In: POLL

abc NEWS Live Video Shows Shop

Florida Department of Health cuts to HIV, AIDS program enacted as thousands risk losing access

Health officials blamed rising health care costs and lack of federal funding.

By [Mary Kekatos](#)
March 1, 2026, 4:09 PM

OPINION **FIRST OPINION**

Medicaid cuts will further strain free and charitable health clinics

These crucial clinics need more support than ever

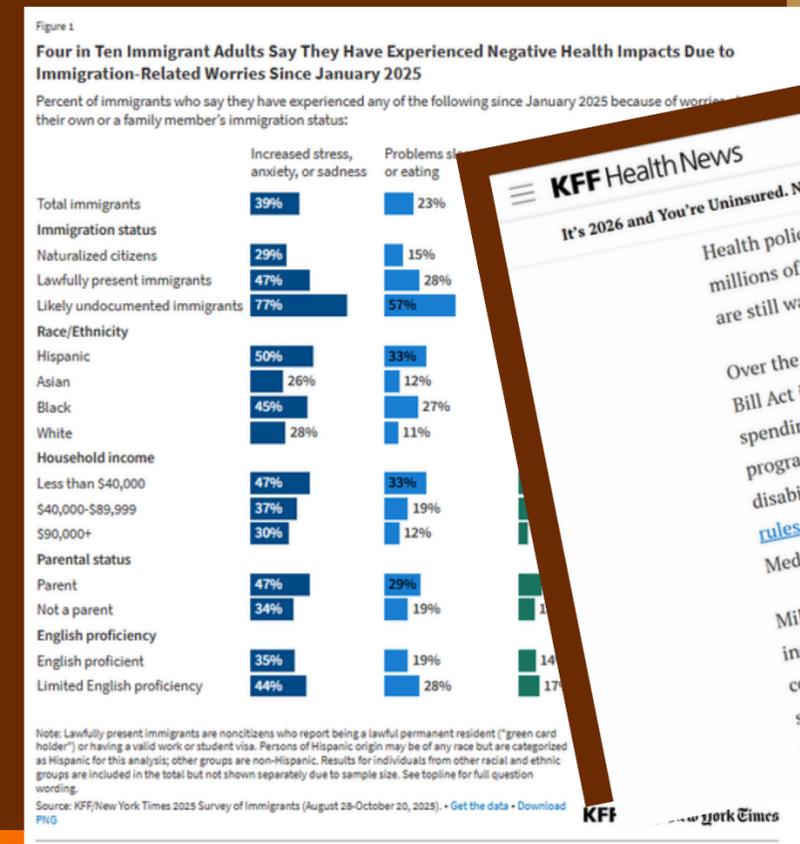
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FIRST OPINION NEWSLETTER

The smartest thinkers in science on what's happening and what's to come

[SIGN UP](#)

MASSBIO STATE OF MASSACHUSETTS



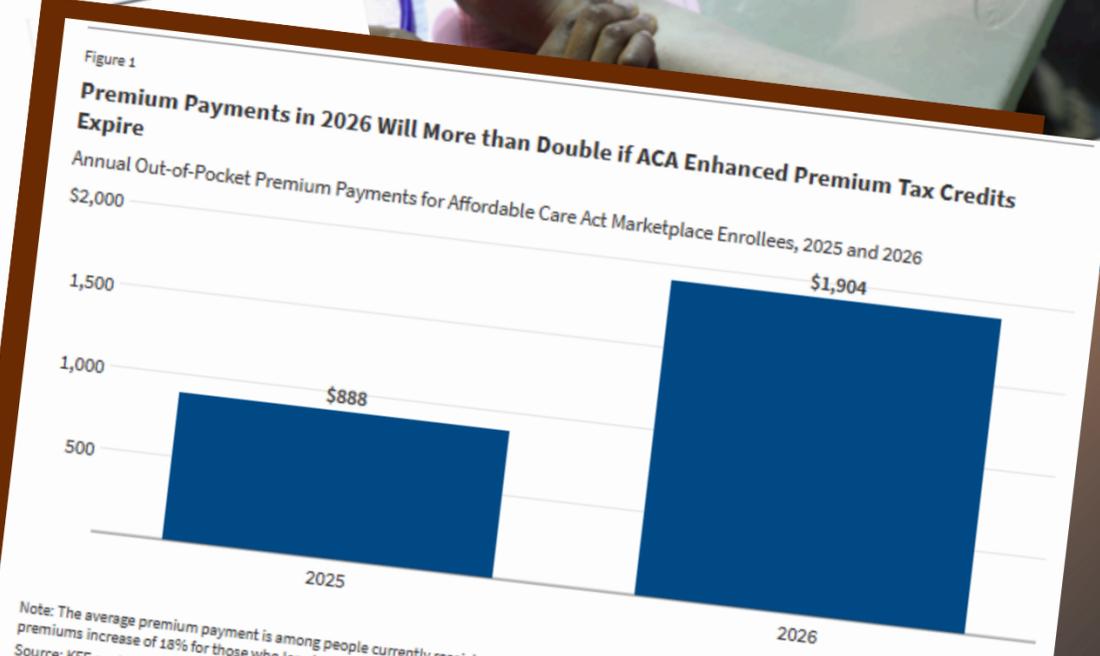
KFF Health News

It's 2026 and You're Uninsured. Now What?

Health policy changes in Washington will ripple through the country, resulting in millions of Americans losing their Medicaid or Affordable Care Act coverage. But there are still ways to find care.

Over the next decade, the GOP's One Big Beautiful Bill Act is expected to slash nearly \$1 trillion in spending from Medicaid, the state-federal program for people with low incomes and disabilities. The implementation of [new work rules](#) will cause some beneficiaries to lose their Medicaid coverage.

Millions of Americans are facing enormous increases in their out-of-pocket costs for ACA coverage. So far, 1.2 million fewer people have signed up for Obamacare plans compared with last year, and health policy analysts estimate that their premiums.



CEOs left hanging
on key decisions

Power
struggles

No self-
assessment

Rubber stamping

Operational
interference

SHADOW BOARDS

Unclear
CEO
evaluation

Low fundraising
engagement

COMMON BOARD STRUGGLES

Effective Orientation

Governance vs.
Management



Decision Authority

CEO-board Partnership

Fundraising Expectations

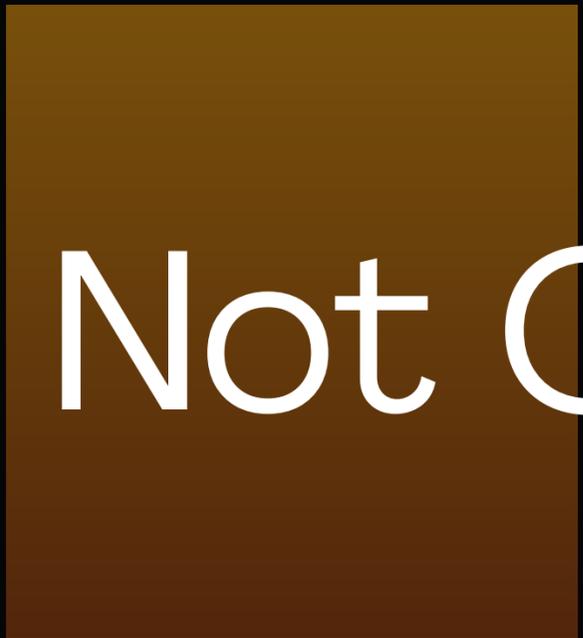
Committee Structure

Financial Models

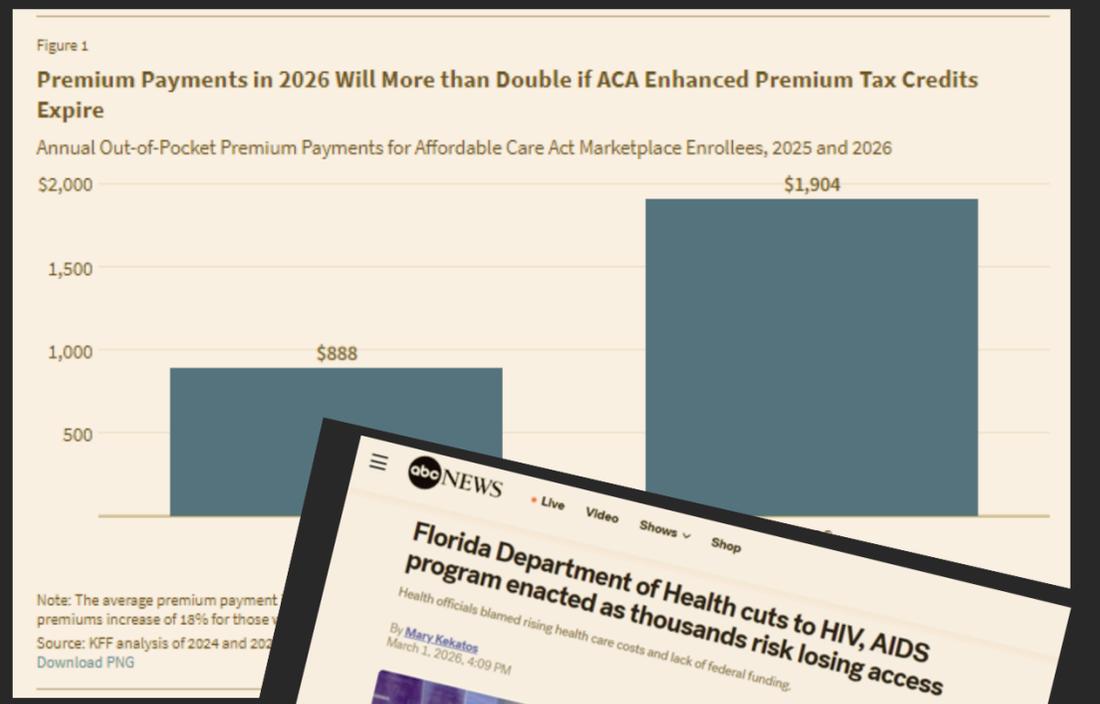
Political/Regulatory Landscape

Risk Areas





Not One & Done



Annual Review

Written Descriptions

What's Working?
What's Not?



Maintain clarity on roles and authority
Define or update governance boundaries



“Orientation” Process

01

RECRUITMENT

02

APPLICATION

03

AGREEMENT

04

ONBOARDING



Orientation Process

01

RECRUITMENT

Board Composition Matrix

Position Description

Orientation Process

02 APPLICATION

Board Member Application Form

Interview Questions



Orientation Process

03

AGREEMENT

Board Member Agreement

Conflict of Interest Policy

Code of Conduct



Orientation Process

04

ONBOARDING

Orientation Packet

Committee Expectations



Orientation Outcomes



Board members can
confidently answer

Why we exist,
and why now

What the major risks
are

How we are funded

What is expected of me,
personally

Who we serve



Understanding the Organization



How It Works

Services Provided

Financial Policies

Eligibility Policies

HR & Volunteer
Policies

CEO Evaluation
Process

Revenue Mix

Donations

Grants

In-Kind

Reimbursement



Community Role



Community Reputation &
Trust

Patient
Communities

Referral Partners

Donors/
Volunteers

Let's Check In: POLL

Setting Expectations



Board members can
confidently answer

Term limits

Fundraising

Attendance

Board assessments

Committee
participation

Orientation Timeline

Before 1st
Meeting

Orientation packet

CEO meeting

Clinic Tour

First 30
Days

Connect w/
board mentor

Review financial
dashboard

First 90
Days

Identify personal area
of contribution

Facilitate an
introduction to a
potential supporter or
partner



Board Assessment

How does the board spend its time & energy?

How well is board functioning?

BOARD MEETING ASSESSMENT

PRE-MEETING

The meeting location, time, agenda, and relevant materials were provided in sufficient time to prepare.

strongly disagree disagree neutral agree strongly agree

MEETING

The board agenda and meeting focused our time on the issues of greatest importance at this time.

strongly disagree disagree neutral agree strongly agree

(in person) of the meaning allowed for the board to have the

strongly disagree disagree neutral agree strongly agree

strategic and generative discussions.

strongly disagree disagree neutral agree strongly agree

on the agenda that you think should've been?

strongly disagree disagree neutral agree strongly agree

Board Self-Assessment

o o o o

✓ Board Governance

✓ Strategic

Oversight

✓ Fundraising &

Resource Dev.

✓ Community Engagement
& Advocacy

✓ Board Composition & Teamwork

✓ Overall Performance

2. What confirms what you already knew?

3. How can we use the data to help us with Strategic Planning?

4. Questions about the poster

Big Takeaway

Developing a strong board takes time

Right orientation, right board members

Strong governance protects your mission





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FAFCC
LEARNING LAB

Questions?

Send any board materials you'd like to share to
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Let's Talk!



(385) 255-6230

www.mcjonesconsulting.com
/resources

