

Policy, Oversight, and Strategy: Exploring Health Center Board Roles



Audience Participation

Chat
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PThB2 - Policy, Oversight, and Strategy: Exploring Health Center Board Roles

Policy, Oversight,
and Strategy:
Exploring Health
Center Board Roles

Polling/Q&A
(participate in polls, ask questions to faculty)



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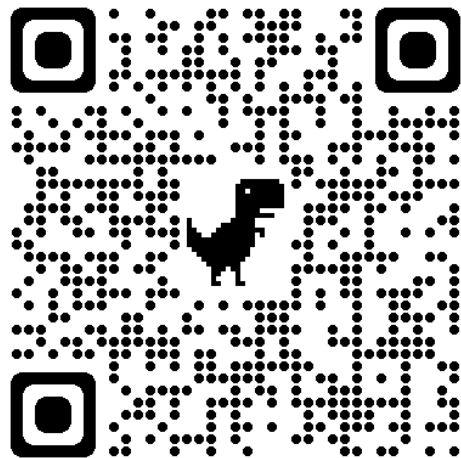
In-person

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Option 1: Online

- Scan the QR Code or go to <https://pi.cnf.io/> and click on “PThB2”



Option 2: NACHC Mobile App

- Open the App
- Click on “Sessions”
- Select date (3/9/2023)
- Find “PThB2 Policy, Oversight, and Strategy: Exploring Health Center Board Roles”
- Click on “Feedback/Polling”
- Ask or “up vote” questions

Panelists



Dr. Alecia Cyprian, CEO,
Southeast Community
Health Systems



**Deborah Morrison, Board
Chair, Roanoke Chowan CHC**



Avni Shridharani, MHS,
President, Community Health
Strategies

Emily Heard,
Director, Health Center
Governance, NACHC
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Learning Objectives

- Outline overall health center board roles and responsibilities.
- Explore the role of the board compared to the CEO and discuss components of the board-CEO partnership.
- Define important elements of healthy board culture.



Poll: What best describes your role?

1. Health Center Board Member
2. Health Center CEO
3. Health Center Staff
4. Primary Care Association (PCA) Staff
5. Other



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When playing as a slideshow, this slide will display live content

Poll: What best describes your role?

Poll Question

How would you “rate” your current level of knowledge about health center governance?

1. I have no knowledge about health center boards
2. I know a little about health center boards
3. I know quite a bit about health center boards
4. I’m an expert

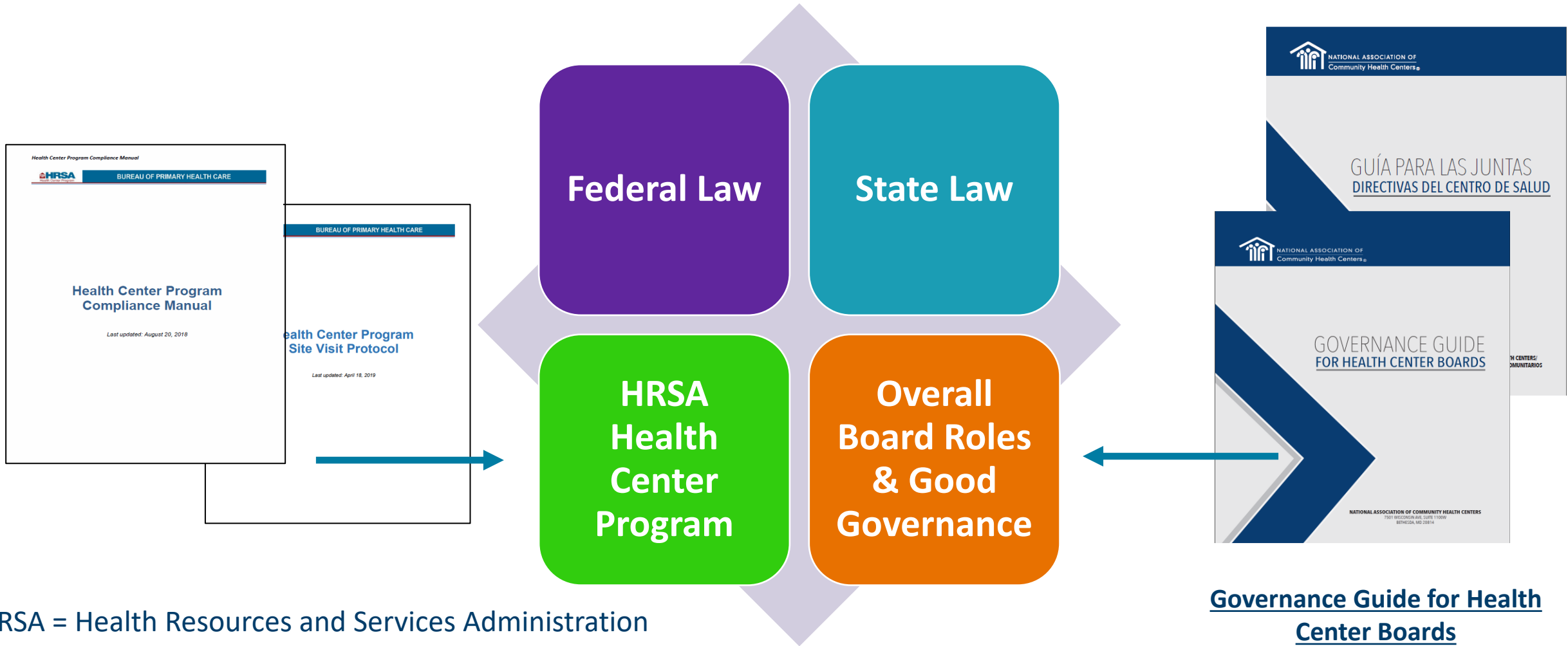


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Poll: How would you rate your current level of knowledge about health center governance?

Health Center Governance



HRSA = Health Resources and Services Administration

<https://bphc.hrsa.gov/>

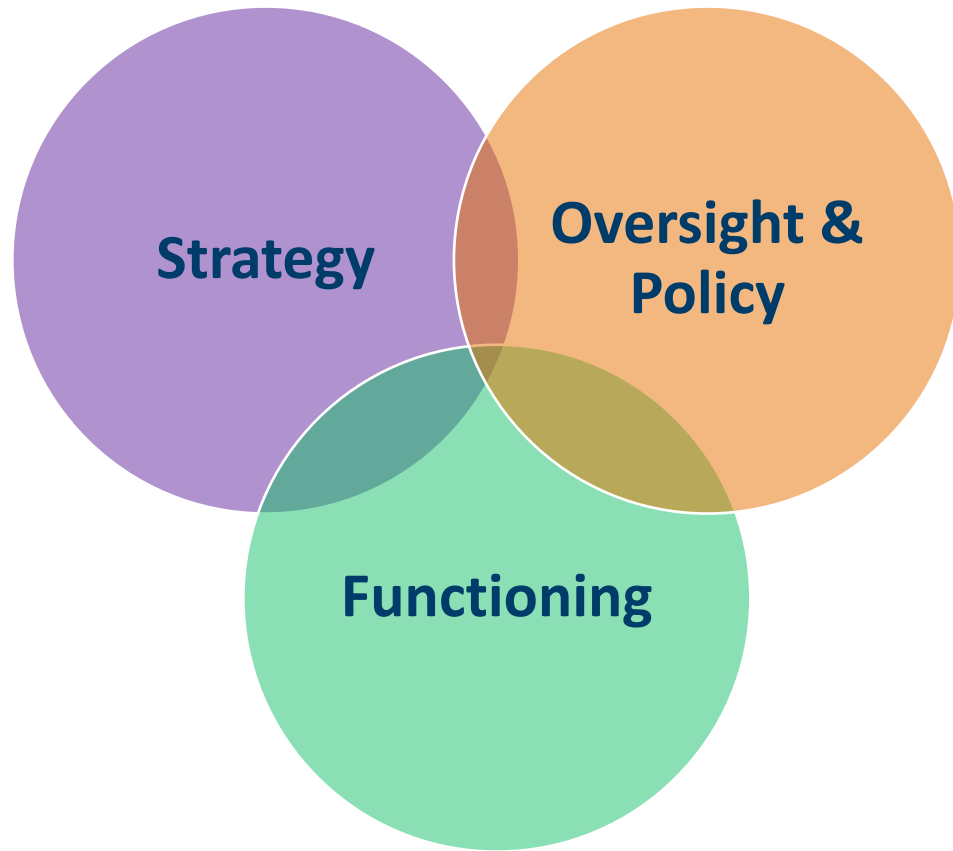
Governance Guide for Health Center Boards

<https://www.healthcenterinfo.org/details/?id=2302>

Board Roles



Overall Board Roles



Strategy

- Strategic Board Composition
- Strategic Planning & Thinking

Functioning

- Board Meetings
- Board Committees
- Board Culture

Oversight & Policy

- Provide Oversight
 - CEO Oversight & Partnership
 - Corporate Compliance
 - Health Center Program Compliance
 - Financial
 - Quality
 - Risk Management
- Approve Policy



Governance Guide for Health Center Boards



Health Center Board Roles

Sharing

What has been your biggest learning or surprise about health center board roles?



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Poll: what has been your biggest learning or surprise about health center board roles?



Continue Your Learning: Strategy Resources



Strategic Board Composition

- [Governance Guide for Health Center Boards](#) (Chapter 2 and various tools in appendix)
- [Recruiting and Retaining Board Members](#)
- [Customizable Board Orientation Template](#)

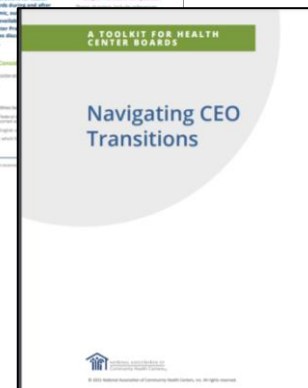
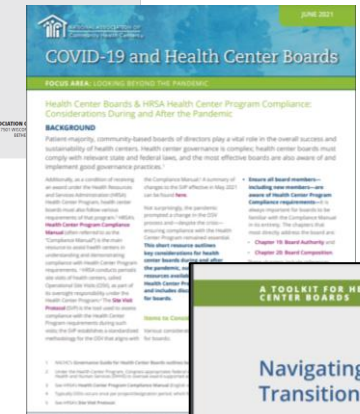
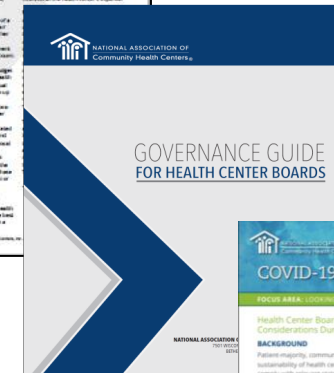
Strategic Planning and Thinking

- [Governance Guide for Health Center Boards](#) (Chapter 3)
- [The Board's Role in Strategic Planning](#) (Video)
- [Focusing on the Future](#) (Article)
- [The Board's Role in the Needs Assessment](#)

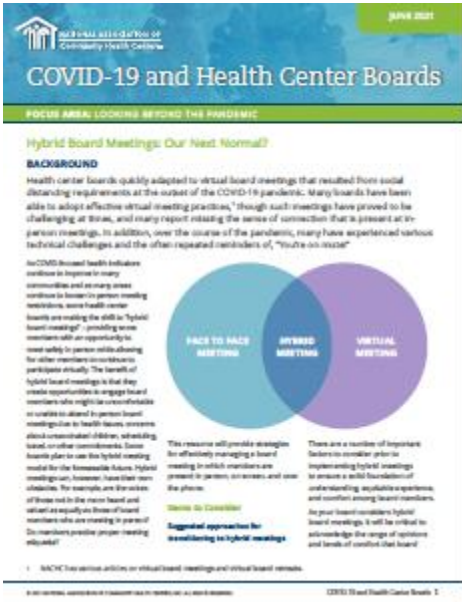


Continue Your Learning: Oversight & Policy Resources

- **Governance Guide for Health Center Boards**
 - Chapter 4: Financial Oversight
 - Chapter 5: Quality Oversight
 - Chapter 6: Oversight of Health Center Risks
 - Chapter 7: CEO Oversight and Partnership
 - Chapter 8: Policies
- **Modules on Board Financial Oversight** (five-part series. English/Spanish)
- **Health Center Boards & HRSA Health Center Program Compliance**
- **On-demand Health Center Board Series Focused on Health Center Program Compliance and Related Good Practices** by the Health Center Association Nebraska
- **Identifying, Disclosing, and Managing Board Members' Conflicts of Interests**
- **Navigating CEO Transitions: A Toolkit for Health Center Boards**
- **CEO and Senior Executive Compensation – Legal Considerations for Health Centers**
- **CEO Succession Planning: A Toolkit for Health Center Boards**
- **Sliding Fee Discount Program: The Fundamentals for Health Center Boards**
- **Tips for Health Center Boards for Evaluating the Sliding Fee Discount Program**



Continue Your Learning: Board Functioning



- [Governance Guide for Health Center Boards](#)
 - Chapter 9: Effective Board Functioning (Board Meetings, Committees, and Culture)
 - See Appendix for Sample Board Culture Statement
 - See Appendix for Sample Board Meeting Agenda
- [Hybrid Board Meetings](#)

The Constructive Partnership

Governance

Board
Decisions

CEO
Insight

Partnership

Shared Decisions
Board and CEO

Board
Insight

CEO
Decisions

Management

Poll Question

Who is responsible for strategic planning and preparing for board meetings?

1. The board
2. The CEO
3. Both the board and the CEO



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Poll: Who is responsible for strategic planning and preparing for board meetings?

Poll Question

Who is responsible for approving the strategic plan, hiring the CEO, and approving the budget?

1. The board
2. The CEO
3. Both the board and the CEO



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Poll: Who is responsible for approving the strategic plan, hiring the CEO, and approving the budget?

Governance versus Management - Examples

	Board /Governance	CEO/Management
Strategic Board Composition	<ul style="list-style-type: none"> Ensures its own strategic composition, including compliance with requirements of the Health Center Program 	<ul style="list-style-type: none"> Supports board in ensuring its strategic composition, has voice in recruitment
Financial Oversight	<ul style="list-style-type: none"> Approves budget Monitors financials Oversees audit Approves certain policies 	<ul style="list-style-type: none"> Prepares and proposes budget to board along with key financial staff Manages health center in alignment with financial policies and budget guidelines
Quality Oversight	<ul style="list-style-type: none"> Approves and revises quality assurance (QA) and quality improvement (QI) policies Ensures follow-up taken regarding quality, patient grievances, etc. 	<ul style="list-style-type: none"> Ensures staff manage the quality program
CEO & Staff	<ul style="list-style-type: none"> Hires, provides oversight of CEO Establishes CEO compensation Approves certain personnel policies 	<ul style="list-style-type: none"> Hires, manages rest of staff Coaches staff

Excerpt from [Governance Guide for Health Center Boards](#), Chapter 1, p 14.

Poll

What should the Board and CEO expect from one another?



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Poll: What should the board and CEO expect from one another?

Board-CEO Partnership



Adapted from “Top 10 Principles and Practices of Great Boards,” Great Boards and BoardSource, The Source; and “Let’s Work Together” – The Sweet Sounds of a Board-CEO Partnership,” by Melanie Lockwood Herman and Erin Gloeckner.

Individual Board Member – Legal Duties

- Duty of **Care**

- Acting in good faith with the degree of diligence, care, and skill that prudent people would use in similar circumstances

- Duty of **Loyalty**

- Acting in the best interests of the corporation and avoiding even the appearance of a conflict of interest

- Duty of **Obedience**

- Ensuring that the corporation uses its resources to advance its purpose and goals, and that it complies with all appropriate laws

Scenario

Octavia missed board meetings in October and November. She arrived late to the meetings in December and January. What duty is Octavia not fulfilling?

1. Duty of Care
2. Duty of Loyalty
3. Duty of Obedience



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Poll: Octavia missed board meetings in October and November. She arrived late in December and January. What duty is she not fulfilling?

Board Culture

Our Commitments to One Another
Example:

- Listen to understand.
- Be honest and respectful.
- Seek diverse perspectives and new ideas.
- Show compassion, gratitude, courage, patience, responsibility, and cooperation.
- Help each other out.
- Be aware of each other.
- Honor the board's decisions.

High-performing boards have healthy board cultures that help set the tone for the organization's culture

[See sample in Governance Guide for Health Center Boards](#)



Resources for Health Center Boards

NACHC has over 50 resources (including many in Spanish) to support health center boards addressing:

- Governance Fundamentals, including board roles, board recruitment and orientation, board meetings, CEO succession planning
- Overall Health Care Environment & Governance, including many resources on value-based payment, pharmacy models, workforce, and more
- Strategic Planning
- And much more!



Short Videos and E-learning Modules are available to support new board member orientation and ongoing board education.

Learn more at <https://www.nachc.org/trainings-and-conferences/governance>



Please complete the Evaluation

- **Virtual Participants** will receive the evaluation by email after the session
- **In-person Participants: NACHC Mobile App**
 - Open the App
 - Click on “Sessions”
 - Select March 9
 - Find PThB2
 - Click on “External Survey”

Thank you!

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