



Board Finance Training Discussion Guide

Short Video – Health Center Board Roles

Purpose

The Board Finance Training Discussion Guide is designed as an opportunity for participants to expand on what they learned in the short video, Health Center Board Roles. The discussion guide can assist facilitators in engaging board members in dialogue after they have viewed the module. Keep in mind that sharing takeaways with others is a key method to remember new content and inspire new ideas.

Let's get started!

As you begin, be mindful of time and be sure to know everyone's name and title. Facilitators should remind board members that there is always more to learn about nonprofit governance and encourage participants to ask questions at any point. If conducting a virtual training, consider using polls or the chat feature to gather feedback and engage your audience. If questions have been submitted ahead of time, use them as conversation starters or include them in the appropriate topic areas. As you go through the discussion guide, confirm that the questions have been addressed before going to the next question. Lastly, write down any follow-up questions that may be asked.

To kick off discussion, invite members to share a *one-two minute reaction* to the short video.

- What do you think about your role as a member of the board?
- What are some of the roles you identified that you feel confident in applying?
- What about those roles do you find challenging and may need additional support?

Discussion

After initial reactions are shared, acknowledge everyone's input, and highlight topics from the module that participants mentioned. Remind participants that providing oversight can be challenging especially if they are not familiar with their role. Then process what was learned in the module using the following questions to prompt participant feedback:

- **Introduction to Board Roles**

The majority of health centers are non-profit organizations and have a board of directors that governs the center. Governance refers to the legal process carried out by the board to ensure the sustainability of the center on behalf of the community it serves.

- Who has the authority for health center governance under HRSA Program Requirements? What are a few examples of requirements that your health center faces under HRSA and other federal, state, and local regulations?
- What does governance mean to you regarding your work as a board member?
- What is an example of a good governance practice that your board uses?



- Is compliance with Health Center Program Requirements the only function of the board?

Remind participants to ensure they have access to the Health Center Compliance Manual, the Operational Site Visit Protocol, and NACHC Governance Guide for Health Center Boards and encourage them to review the tables of contents for these resources.

We can think about board roles in three main categories: Strategy, Oversight and Policy, and Functioning.

- **Strategy Roles (includes Board Composition and Strategic Planning and Thinking)**

Board Composition

- The Compliance Manual requires that boards meet at least monthly and that boards set their requirements for quorum, consistent with state, territorial or other applicable law. What are your board's meeting dates and times and quorum requirements?
- The 51% patient requirement for board composition has been a key factor in the effectiveness of the Health Center Program throughout its history. How does this requirement impact the effectiveness of your health center?
- What are the communities and areas of expertise that are represented by your fellow board members?
- Discuss how your board recruits new members. Discuss what your board does for new member orientation and ongoing board training. How does your board promote and elect officers? What are the terms of board officers?

Strategic Planning and Thinking –

To be in compliance, the health center must undergo strategic planning every three years. When was the last time your board participated in the health center's strategic planning? When was the last time the health center reviewed its mission, vision, and values?

- To be in compliance, the health center must complete a needs assessment of the service area every 3 years. How does your board incorporate input from the community and from patients into the health center's strategic planning?

- **Oversight and Policy Roles**

The Board plays a critical role in the approval and updating of the by-laws and health center policies.

- Have you reviewed and approved your by-laws? Do they outline the policies that must be approved by the board?
- What are some key activities that occur annually?



- How does your board set the tone for quality assurance (QA) and quality improvement (QI) in the health center? How often is the quality program an item on the board agenda?
- Discuss how often does the board review the health center's compliance program and risk management Program. What further training would you like to have about these programs?

- **Board Functioning Role**

The Health Center Program Compliance Manual requires the board to ensure its own functioning. This means that the board is responsible for ensuring its own effectiveness.

- Do the frequency and length of your board meetings provide enough time for the board to provide oversight, focus on strategy, provide board education, and get to know one another?
- What board committees exist for your health center?
- Does your board have a healthy culture? Are discussions robust and respectful? Are Board Members clear about their roles? Is there attention to group dynamics and focus on effective governance?

Describe your board's partnership with the CEO of the health center.

- Discuss the importance of respect, open communication, shared strategy, and mutual accountability in the board's relationship with the CEO.

Act

As a whole group, use this time to invite participants to share what they learned from the conversation – new insights, “aha” moments, more questions to consider. This is an opportune moment for members to share their takeaways and possibly connect with other participants.

- As a collective board, what are 1-2 things you can put into practice now that will help you and your colleagues have a good understanding of your board duties?
- Any takeaways from this discussion or module?



Resources

Access the Governance Guide for Health Center Boards from the National Association of Community Health Centers here.

- <https://cdn1.digitellinc.com/uploads/nachc/articles/7fe9346eb2a7bfe3fd6468e9e7609f54.pdf>

Access the Health Center Program Compliance Manual here:

- <https://bphc.hrsa.gov/sites/default/files/bphc/programrequirements/pdf/hc-compliance-manual.pdf>

Access the Health Center Program Compliance Manual in Spanish:

- <https://bphc.hrsa.gov/sites/default/files/bphc/programrequirements/pdf/health-center-manual-spanish.pdf>

Access the Health Center Program Site Visit Protocol:

- <https://bphc.hrsa.gov/sites/default/files/bphc/programrequirements/pdf/site-visit-protocol.pdf>