



Introduction to Health Center Governance

National Center For Farmworker Health
May 2015

Outline

- Community Health Centers (CHC)
- Health Center Governing Boards
- Responsibilities of a Board of Directors
- Board Composition
- Standards of Conduct for Board Members
- Resources for Governing Boards

Community Health Centers



Community-based

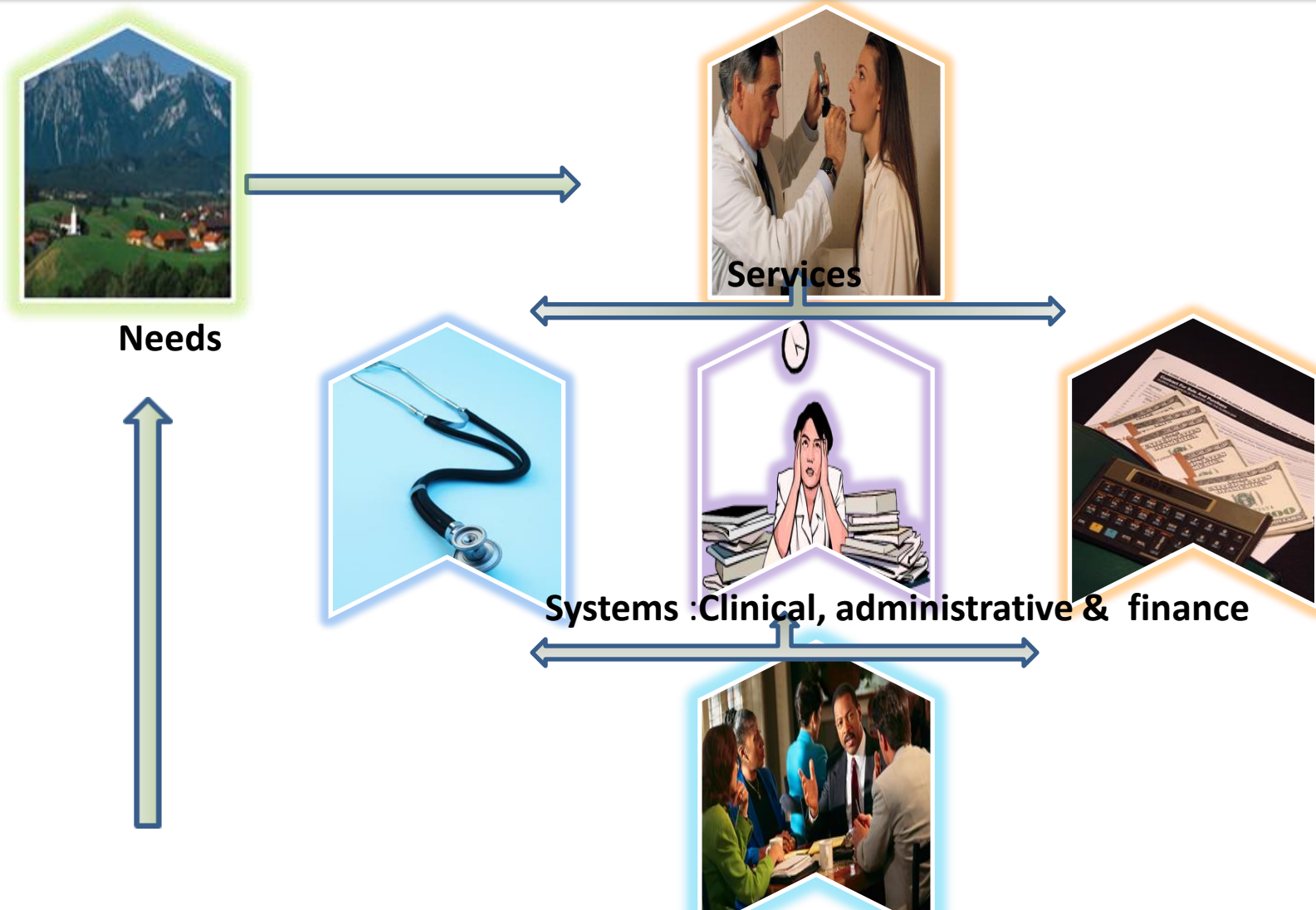


Non-profit



Consumer -majority board

Service Delivery Infrastructure



Policies & Overall Oversight

Why Health Centers Need Governing Boards?



To Govern



To serve as a link with the
Community



To comply with local, state
and federal laws & regulations

CHC Governing Board's Basic Responsibilities

1. Define and preserve the Mission
2. Make Policy
3. Safeguard the Assets
4. Select, Evaluate, and Support the Executive Director/Officer
5. Monitor and Evaluate Performance
6. Evaluate Board Performance

Source: HRSA -2000 Governing Board Handbook.

1. Define/Preserve The Mission

“Mission Statement” is a written document and a public declaration of the principles and values guiding the CHC.

Mission Statement indicates:

- What the health center stands for
- Its purpose
- The community to be served

Source: HRSA -2000 Governing Board Handbook.

Cont.... Define/Preserve The Mission



Board's responsibility

1. Understand and commit to the Mission
2. Evaluate the Mission
3. Periodically revise the Mission for appropriateness and relevance

Source: HRSA -2000 Governing Board Handbook.

The Mission of your CHC



“Healthy Town” CHC

The Mission of Healthy Town CHC is to improve the health status of agricultural workers (farmworkers) by providing high quality health services regardless of language, financial, or cultural barriers.

“Healthy Town” CHC

- “Farming Town” has 10,000 mostly monolingual Hispanic agricultural workers. The Healthy Town CHC is the only health center in the town; it received from the federal government 1 million dollars to provide health care services to the agricultural worker population. All providers working at the health center are monolingual in English and the center does not employ interpreters. The only employee of the health center that speaks English & Spanish is the receptionist. In 2014, Healthy Town provided health services to 1000 people; only 98 were agricultural workers.



The Mission of Healthy Town CHC is to improve the health status of farmworkers by providing high quality health services regardless of language, financial, or cultural barriers.

- Is the CHC true to its Mission?
- What is the board's responsibility in preserving the Mission?
- What needs to be done?

2. Make & Monitor Policy

Policies

- Provide a framework for decision making
- Determine a general course of action
- Ensure uniformity and consistency of action

Some of the CHC policies include:

- Fiscal Management
- Personnel Management
- Clinical Management
- Quality Assurance



Formulating Policy

- Boards formulate policy to initiate action and accomplish the CHC Mission
- As a response to:
 - Changing community needs
 - Changing directive or policy from funding agencies

Source: HRSA -2000 Governing Board Handbook.

Formulating Policy

Before changing policy:

1. Review the Mission Statement
2. Determine if the proposed policy is in keeping with the Mission
3. If not, is this policy appropriate or valid?
4. If the policy is necessary, the Mission should be properly amended

Healthy Town CHC

Sliding Fee Scale Policy:

New uninsured patients interested in applying for the Sliding Fee Scale Program must present their Income Tax return to document family income.

Impact:

The majority of the agricultural workers seeking services at the CHC are unable to provide the required document; therefore, not eligible to apply for sliding fee scale.



What Can be done?

Board sets policy

“New clients can temporarily self-declare their income and if eligible received appropriate SFS discount for 90 days.”

Management team

Revised SFS procedures to reflect the new policy, included requirement for self-declaration, and trained staff on the new policy, procedures and forms.

3. Safeguard Assets

Health Center's board has the fiduciary responsibility for management of the health center.

- Protect the CHC 's assets
- Ensure that CHC's income is well managed
- Preserve the CHC's Mission

Boards must understand and follow applicable internal & external Laws & Regulations

External: State Nonprofit Business; Internal Revenue Services; etc.

Internal: Articles of Incorporation; Bylaws; etc.

Cont....Safeguard Assets

- Approve operating and grant budgets
- Monthly review of financial reports
- Selection of auditor and approval of audit report
- Take measures to prevent and deal conflict of interest
- Ensure the its authority is not compromised by any contractual or affiliation agreement



Source: HRSA -2000 Governing Board Handbook.

Healthy Town CHC

Situation:

The CHC needs to establish a line of credit. There is only one bank in town and a board member is the spouse of the bank's manager.

The board will discuss and vote to authorizing the executive director to solicit the line of credit.



What the board should to avoid conflict of interest?

Healthy Town CHC

- Spouse of the banker should declare conflict of interest, abandon the room during the discussion, and refrain from voting.
- Board minutes must document those actions
- Members not to discuss matter outside of the board

4. Select, Evaluate, and Support the Executive Director

The executive director performance must be tied directly to the position description and the overall roles and responsibilities:

- Program management
- Financial management
- Personnel administration
- Grant management
- Program development
- Community relations
- Etc.



Source: HRSA -2000 Governing Board Handbook.

Healthy Town CHC

You are a board member of the CHC board of directors. While in the post office you are approached by a health center consumer who wants to complain about his health care provider.



How should a board member handle this situation?

Healthy Town CHC

- Explain that a board member does not oversee the CHC's day to day operations
- Inform the consumer about the grievance procedure
- Refer consumer to the executive director

5. Monitor and Evaluate Performance



Boards must periodically review the CHC performance to answer some questions including:

- How well the Mission is being achieved?
- Are the needs of the target community being met?
- How are effective health services being delivered?
- What is the quality of the services provided?

Source: HRSA -2000 Governing Board Handbook.

Cont.. Monitor and Evaluate Performance



Boards must periodically review the CHC performance to answer some questions including:

- How productive is the health care team?
- What is the cost of services?
- Are clients satisfied with the services?
- Are employees satisfied with the work environment?
- Is the CHC in compliance with applicable Laws & Regulations?

Source: HRSA -2000 Governing Board Handbook.

Cont... Monitor and Evaluate Performance

Plan for the Future of the Health Center

- Strategic Planning
- 3-5 years
- Participative process-Board & Management Helps the CHC to figure out:
 - Where the CHC is
 - Where it wants the CHC to go
 - How it intends to get there



Cont...Monitor and Evaluate Performance



Board Responsibilities:

- Participates in strategic planning
- Approves the Strategic Plan
- Monitors Progress

6. Evaluate Board Performance



After evaluating the performance of the CHC and the Executive director, boards must conduct a self-evaluation that includes:



- How well the Board meets its responsibilities?
- How effective are monthly meetings and how well do the minutes reflect board's actions?
- How is the board interaction with CEO?
- How are the dynamics of the Board and the interaction among its members?
- Is time set for skill-building & training sufficient?
- How well the board sets goals y objectives for the CHC future?

Source: HRSA -2000 Governing Board Handbook.

Board Composition.

The health center governing board, as a group, represents the individuals being served by the center in terms of demographic factors such as race, ethnicity, and sex. Specifically.

51% Consumers (Users or care givers)

Non-consumers (Representatives of the community in which the center's service area is located) are selected for their expertise in Community affairs, Local government, Finance and banking, Legal affairs, Social Services, Trade unions, and other relationships.



Farmworker representatives: current or former workers; family members; and consumer farmworker advocates

Cont... Board Composition

- No board member shall be an employee of the health center or an immediate family member of an employee.
- The Chief Executive may serve only as a non-voting ex-officio member



**Ex-officio
member**



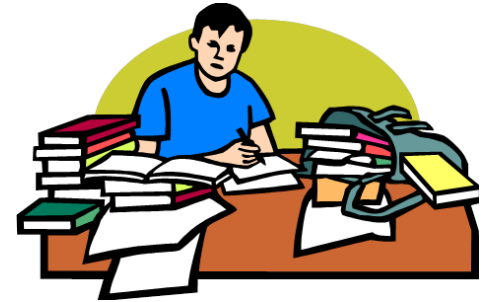
Standard of Conduct for Board Membership

- Board members should commit to a set of duties:
- The duty of care
- The duty of loyalty
- The duty of obedience



The Duty of Care

To be reasonably careful of having enough information before acting or making a decision.



It is the board members duty to find needed information and prepare for meetings by reading minutes and reports provided in board packets. Review the agenda and attend board meetings

The Duty of Loyalty

- When making decisions, being faithful to the health center
- Putting the interests of the health center as first priority and not personal interests
- Declaring any conflict of interests



The Duty of Obedience

- Being faithful to the mission and goals of the health center and the board of directors
- Board member can have their own opinions and express disagreement with other members, but once a board decision is made, individual members cannot act against that decision.
- The key to a strong and effective board is that all members speak with one voice.

Resources

Health Resources & Service Administration

The screenshot shows the HRSA website's 'About Health Centers' page. The main heading is 'What is a Health Center?'. Below it, there are several links: 'What is a Health Center?', 'Look-Alikes', 'School-Based', 'How to Apply (How to Apply for Funding or Look-Alike Designation)', 'Program Requirements', 'Program Benefits', and 'Special Populations'. A highlighted box contains two PDF links: 'BPHC Operating Divisions by State (PDF - 391 KB) (Information as of June 2014)' and 'Accessible List of States/Territories and Health Center Program Grantee Counts (PDF - 77 KB)'. The page also features a 'Health Center Expansion' section with text about BPHC funding and a 'Technical Assistance' section with a link to 'More Technical Assistance >'. A 'Data & Statistics' section includes links to 'Uniform Data System (UDS) Reports, Data Highlights and Reporting Technical Assistance.' and 'More Health Center Data >'. A 'Health Center Program Fundamentals' section lists key characteristics of health centers.

What is a Health Center?

[BPHC Operating Divisions by State](#) (PDF - 391 KB) (Information as of June 2014)

[Accessible List of States/Territories and Health Center Program Grantee Counts](#) (PDF - 77 KB)

For more than 45 years, HRSA-supported health centers have provided comprehensive, culturally competent, quality primary health care services to medically underserved communities and vulnerable populations.

Health centers are community-based and patient-directed organizations that serve populations with limited access to health care.

Health Center Program Fundamentals

- **Located in or serve a high need community** (designated Medically Underserved Area or Population). [Find MUAs and MUPE](#)
- **Governed by a community board** composed of a majority (51% or more) of health center patients who represent the population served. More about health center governance
- **Provide comprehensive primary health care services** as well as supportive services (education, translation and transportation, etc.) that promote access to health care.
- **Provide services available to all** with fees adjusted based on ability to pay.
- **Meet other performance and accountability requirements** regarding administrative, clinical, and financial operations.

The screenshot shows the HRSA website's 'Program Requirements' page. The main heading is 'Program Requirements'. Below it, there are several links: 'What is a Health Center?', 'Look-Alikes', 'School-Based', 'How to Apply (How to Apply for Funding or Look-Alike Designation)', 'Program Requirements', 'Program Benefits', and 'Special Populations'. The page features a 'Download Document' section with two PDF links: 'Printer-friendly Health Center Program Requirements (PDF - 415 KB)' and 'Requisitos Programáticos del Centro de Salud (Health Center Program Requirements - Spanish Version) (PDF - 67 KB)'. A 'Health Center Program Requirements' section includes a link to 'Section 330 Requirements' and 'Center Site Visit Guide'. A 'Health Center Program Statute' section includes a link to 'Section 330 of the Public Health Service Act (42 U.S.C. §254b)'. The page also features a 'Technical Assistance' section with a link to 'More Technical Assistance >'. A 'Data & Statistics' section includes links to 'Uniform Data System (UDS) Reports, Data Highlights and Reporting Technical Assistance.' and 'More Health Center Data >'. A 'Health Center Program Fundamentals' section lists key characteristics of health centers.

Program Requirements

Health centers are non-profit private or public entities that serve designated medically underserved populations/areas or special medically underserved populations comprised of migrant and seasonal farmworkers, the homeless or residents of public housing. A summary of the key health center program requirements is provided below. For additional information on these requirements, please review:

- Health Center Program Statute: [Section 330 of the Public Health Service Act \(42 U.S.C. §254b\)](#)

Download Document

[Printer-friendly Health Center Program Requirements](#) (PDF - 415 KB)

[Requisitos Programáticos del Centro de Salud \(Health Center Program Requirements - Spanish Version\)](#) (PDF - 67 KB)

Health Center Program Requirements

[Section 330 Requirements](#)

[Center Site Visit Guide](#)

Health Resources & Service Administration

Health Center Program Site Visit Guide



For HRSA Health Center Program Grantees and Look-Alikes

JANUARY 2014/FISCAL YEAR 2014

The screenshot shows the HRSA website interface. At the top, there is a navigation bar with links for Home, About Health Centers, Operating a Health Center, Health Center Data, and Technical Assistance. Below this is a search bar and a list of resources by topic, including Clinical Services, Governance, Management and Finance, Management and Information Systems (MIS), Need, Services, and General/Miscellaneous. The main content area features a red banner for the 'Samples and Templates Resource Center'. Below the banner, there is a section titled 'What is the Samples and Templates Resource Center?' which explains that it is a repository of vetted documents shared by consultants and BPHC, NACHC, and other BPHC Cooperative Agreement partners. To the right of this text is a 'Most Popular Resources' section listing documents like 'Medical Records Policy (PDF - 34 KB)', 'Privileging and Credentialing Checklist (PDF - 23 KB)', and 'Policy Template and Explanation (PDF - 26 KB)'. Below that is a 'Most Recent Resources' section listing documents like 'Policy Template and Explanation (PDF - 26 KB)', 'Vision, Mission, Core Values (PDF - 24 KB)', 'Privileging and Credentialing Checklist (PDF - 23 KB)', and 'Sumter Family Health Center Board of Directors-Self Evaluation (PDF - 47 KB)'. At the bottom, there is a 'Reports' section with a link to 'Generic Report Template (DOC - 40 KB)'. The footer of the page contains various links including Ask Questions, Viewers & Players, Privacy Policy, Disclaimers, Accessibility, Freedom of Information Act, No Fear Act, USA.gov, WhiteHouse.gov, and HealthCare.gov.

National Cooperative Agreements

The screenshot shows the HRSA website interface. The main heading is 'Partner Outreach' with a sub-section for 'National Cooperative Agreements'. The text explains that NCAs are national organizations that receive HRSA funds to help health centers and look-alikes meet program requirements and improve performance. It lists target audiences such as Special Populations (Migratory and Seasonal Agricultural Workers, People Experiencing Homelessness, Residents of Public Housing) and Vulnerable Populations (Asian Americans, Native Hawaiians, Lesbian, Gay, Bisexual and Transgender Populations, School-Aged Children, Medical-Legal partnerships, Extremely low income individuals). It also lists Underserved Communities/Populations and Health centers. A 'Request Technical Assistance' sidebar is visible on the right.

HRSA Health Resources and Services Administration
Primary Care: The Health Center Program

Home About Health Centers Operating a Health Center Health Center Data Technical Assistance

TA Home TA Topics TA Resources TA Calendar Trainings Newly Funded TA Guide Partner Outreach

TA Search Options

Any Word Search: [input] [Submit] [Reset]

TA Topic Search: [input] [Submit]

Resource Search: [input] [Submit]

Keyword Search: [input] [Submit]

Find a Health Center [input] [FIND CENTERS]

Top Health Center Tools

Policy Information Notices & Program Assistance Letters

Health Center Program Requirements | Scope of Project

Clinical and Financial Performance Measures

Health Center Site Visit Guide

Primary Care Associations, Primary Care Offices, and National Cooperative Agreements

HRSA Patient Centered Medical Health Home Initiative

Health Center Accreditation

Health Center Capital

Partner Outreach

National Cooperative Agreements

National Cooperative Agreements (NCAs) are national organizations that receive HRSA funds to help health centers and look-alikes meet program requirements and improve performance. They also support Health Center Program development and conduct national analyses around one of the following target audiences:

- **Special Populations**
 - Migratory and Seasonal Agricultural Workers
 - People Experiencing Homelessness
 - Residents of Public Housing
- **Vulnerable Populations**
 - Asian Americans, Native Hawaiians and other Pacific Islanders
 - Lesbian, Gay, Bisexual and Transgender Populations
 - School-Aged Children
 - Medical-Legal partnerships
 - Extremely low income individuals who frequently and inappropriately utilize health system resources
- **Underserved Communities/Populations**
- **Health centers**
 - Seeking capital financing
 - Recruiting and retaining clinicians

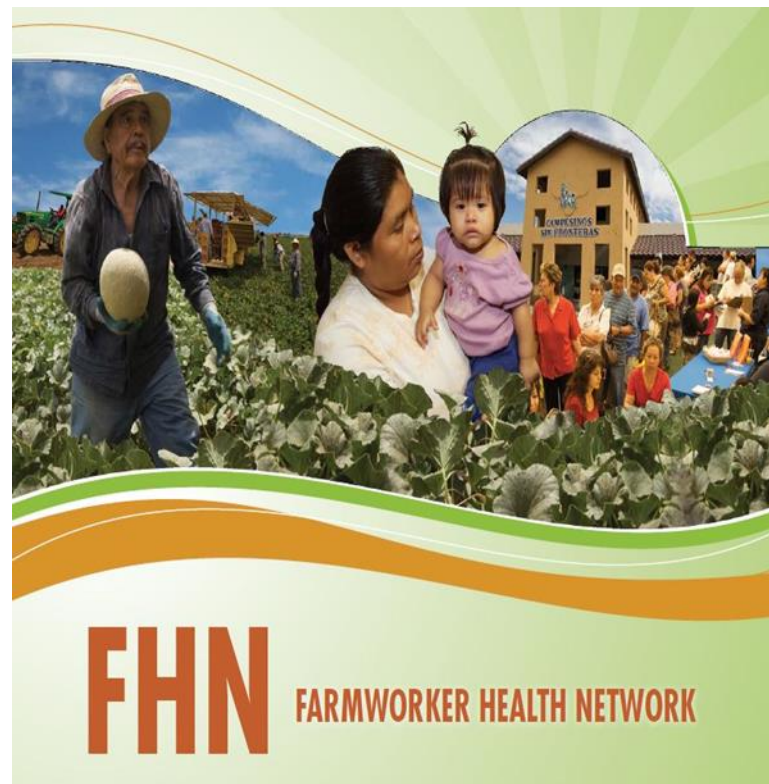
Primary Care Associations

Primary Care Associations (PCAs) are State or regional nonprofit organizations that provide training and technical assistance to safety-net providers. PCAs can help health centers and look-alikes:

- Plan for the growth of health centers in their state
- Develop strategies to recruit and retain health center staff

Contact the PCA in your state or region to learn more about training and technical assistance opportunities.

Primary Care Offices:



The National Center for Farmworker Health

English & Spanish

Module I

Participation and
Leadership in Community
Health

Module II

Understanding Health
Center Leadership &
Governance

Module III

Joining a Health Center
Board of Directors

Becoming a Leader in Migrant Health:

Preparing for Health Center
Board Membership



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HOME ABOUT MIGRANT HEALTH RESOURCES TRAINING EVENTS CONTACT ESPAÑOL CART (0)

RESOURCES



Training & Technical Assistance



Management & Governance Tool Box



NCFH Products



Call for Health



Digital Archive



Online Store

NATIONAL CENTER FOR FARMWORKER HEALTH

HOME ABOUT MIGRANT HEALTH RESOURCES TRAINING EVENTS CONTACT ESPAÑOL CART (0)

PERFORMANCE MANAGEMENT & GOVERNANCE TOOL BOX

This Performance Management and Governance Tool Box provides Health Center Program grantees with sample policies, procedures, forms, and other supportive documents specifically designed for the 19 Health Center Program Requirements, which include Needs, Services, Management & Finance and Governance.

The Tool Box is a work-in-progress and will continually be updated. If you have any suggestions or questions, please contact [Hilda Ochoa Bogue](#).



Administrative Tools



Governance Tools



Human Resources Tools



Needs Assessment Tools



Service Delivery Tools



Emergency Preparedness Tools

The National Center for Farmworker Health



GOVERNANCE TOOLS

The unique role of the consumer majority board of directors within Community/Migrant Health Centers (C/MHCs) has been a critical component since the inception of the program in 1962, and at the same time, can present challenges that require special management. Governance is an essential component of the health center program. In order to be an effective board member, it is vital to understand board members' roles and responsibilities and the HRSA expectations of C/MHC board of directors.

It is imperative to cultivate the knowledge and expertise of the board members, the board's relationship with the Chief Executive Officer (CEO) and Chief Medical Officer (CMO), and to know how to bring all three together to maintain a healthy corporation. Board and executive staff must work in concert with each other in order to achieve a productive and healthy relationship and to fortify the corporation as a whole. The health centers must have a governing body which assumes full authority and oversight responsibility for the health center. The governing board must maintain an acceptable size, composition and meeting schedule.

Strategic thinking and planning are essential functions for the board within the context of the environment that the health center operates, as well as pursuing its mission, goals and operating plan. The board carries out its legal and fiduciary responsibility by providing policy level leadership and by monitoring and evaluating the health center's performance.

Tools:

- NCFH's Guide to Board Membership for Agricultural Workers (Coming Summer 2015)
- Self-evaluations: Introduction & points to remember
- Self-evaluations: Templates (English and Spanish)
- Introduction to All-A-Board: NACHC's Governance Clearinghouse
- Governance Guides: Governing Board Responsibilities & How to Do Them
- Board of Education Video Series
- Documenting Consumer Majority
- Board Action Calendar



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