



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. The Board Education Video Series is a resource to strengthen governance and ultimately the services provided by health centers.

MODULE 5

How Does the Board Add Value?

Discussion Guide

Before watching Module 5 video vignettes, consider these basic elements of health center governance.

Health Center board members want to know their work on the board is making a positive contribution to achieving the health center's mission. To get a better understanding of their contributions, boards have to identify expected results of their work and periodically assess progress in reaching those outcomes. Board responsibilities critical to reaching the center's mission include:

- Developing strategic plans based on unmet community needs and monitoring progress of the plan;
- Approving the selection of the CEO and in partnership clarifying roles to create and maintain a strong leadership team that is the prime steward of the health center's mission;
- Maintaining the community's trust in the services provided by the center;
- Assuring that the center is continuously fulfilling its obligations related to compliance with applicable laws and regulations, including the *Health Center Program* requirement to select/dismiss and evaluate annually the performance of the CEO.

Module 5, Vignette 1

As you watch vignette 1, notice how the CEO's assessment focuses on performance related to strategic goals.

After watching vignette 1, discuss these or other questions with the full board:

1. What are the most important things to discuss and focus on with your CEO to achieve strong and sustaining results at your health center?
2. How do your board and CEO work together to develop the CEO assessment?
3. If conducted correctly, a CEO's evaluation not only provides an opportunity for the board to assess the CEO's performance and communicate its priorities to the CEO, but also for the CEO to let the board know what his/her management priorities may be and how the board can assist him/her in achieving those priorities. How could your center improve this part of the assessment?
4. How could your board and CEO improve communication throughout the year on strategic issues identified as most important for the survival and growth of the center?

Module 5, Vignette 2

As you watch vignette 2, think about participation of all board members in the work of the board.

After watching vignette 2, discuss these or other questions with the full board.

1. How engaged are all members of your board? What might you do to increase participation of all board members?
2. What would you say are the characteristics of a great health center board, that is, a board that improves the strength and effectiveness of the health center?
3. What are barriers that may prevent your board from having a frank discussion about the board's expectations of itself compared to actual performance?
4. What feedback do board members get from staff or the board chair that demonstrates their value?



MODULE 5 How Does the Board Add Value?

Resource Guide

Health Center Program Requirements

<http://www.bphc.hrsa.gov/about/requirements/index.html>

See requirement 17 that requires the governing board to maintain appropriate authority to oversee the operations of the center, including develop strategic plans and monitoring progress to achieve goals, including the CEO's performance.

Hiring Your Health Center's Chief Executive - NACHC Governance Information Bulletin #2

http://www.nachc.com/client/documents/publications-resources/gov_2_03.pdf

This bulletin highlights issues that arise and appropriate strategies to use in managing the CEO recruitment and selection process.

Evaluation of the Health Center's Chief Executive - NACHC Governance Information Bulletin #7

http://www.nachc.com/client/documents/publications-resources/gov_7_03.pdf

This bulletin provides guidance from developing the evaluation form to the board completing the evaluation process, including discussing results with the CEO.

Health Center Board Self Evaluation: The Fundamentals - NACHC Governance Information Bulletin #4

http://www.nachc.com/client/documents/publications-resources/gov_4_03.pdf

This guidance describes board responsibilities that require evaluation, how to best accomplish the evaluation, and questions to include.

Moving Toward a High Performing Health Center Board

<http://www.nachc.com/client/documents/Moving%20Toward%20a%20High%20Performing%20Health%20Center%20Board.pdf>

This article was published in *Community Health Forum*, Summer 2011, and suggests competencies needed on the board for board effectiveness.

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This publication was supported by Grant/Cooperative Agreement No. U30CS16089 from the Health Resources and Services Administration, Bureau of Primary Health Care (HRSA/BPHC). Its contents are solely the responsibility of the authors and do not necessarily represent the official views of HRSA/BPHC.