

HRSA Key Governance Program Requirements

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Program Requirement # 17

Board Authority

- “Health Center governing board maintains appropriate authority to oversee the operations of the center, including:
 - Holding monthly meetings;
 - Approval of the health center grant application and budget;
 - Selection/dismissal and performance evaluation of the health center CEO;
 - Selection of services to be provided and the health center hours of operations;
 - Measuring and evaluating the organization’s progress in meeting its annual and long term programmatic and financial goals and developing plans for the long-range viability of the organization by engaging in strategic planning, ongoing review of the organization’s mission and bylaws, evaluating patient satisfaction, and monitoring organizational assets and performance;* and
 - Establishment of general policies for the health center. “

“Hold monthly meetings...”

- The documentation (minutes) of the board and committee meetings are key.
- Minutes should indicate that the Board has engaged in meaningful discussion, discernment and decision-making.
- Does the Board receive and agenda and materials ahead of the meeting?
- Are written reports presented by the CEO (CMO, CFO) and committee chairpersons?
- Is there a record of attendance of those present and absent from the meetings?
 - Sign in sheet with space for the printed name as well as the signature.
 - Consider displaying a cumulative attendance record as a part of the monthly minutes.

Policies Board Approved: Grant Application, Services & Hours

- Approval of the health center grant application and budget
 - Documentation in the minutes that the Board has approved the health center grant application and the budget.
 - A timeline should be established so that the Board (through its committees) has been engaged in grant process with ultimate approval occurring at the Board level
- Selection of services to be provided and the health center hours of operations
 - Documentation in the minutes that the Board has approved the services offered and the hours of operations. The Board's approval should be predicated on, among other things, the needs of the community
- Establishment of general policies
 - Documentation in the minutes of the approval policies
 - Policies dated
 - Periodic audit

“Selection Dismissal and Performance Evaluation of the Health Center CEO...”

- Documentation that there is a process for the Board to evaluate the CEO.
- Evidence of CEO’s previous evaluations
- CEO job description/employment contract available and current
- Succession planning a part of the process

Strategic Planning

Bylaws Review

Performance Review

- Strategic Planning
 - Up-to-date strategic plan that includes a process of Board engagement
 - Bylaws Review
 - Up-to-date document with evidence of periodic review and/or changes
 - Evidence that the Board's actions are consistent with the bylaws e.g. enforcement of attendance provision
 - Performance Review
 - Patient Satisfaction feedback, industry benchmarks, completion of organizational goals
 - Annual Board self assessments

Program Requirement # 18

Board Composition

The governing board is composed of individuals, a majority of whom are being served by the center and, who as a group, represent the individuals being served by the center in terms of demographic factors such as race, ethnicity, and sex. Specifically:

- Governance board has at least 9 but no more than 25 members, as appropriate for the complexity of the organization
- The remaining non-consumer members of the board shall be representative of the community in which the center's service area is located and shall be selected for their expertise in community affairs, local government, finance and banking, legal affairs, trade unions and other commercial and industrial concerns, or social service agencies within the community.
- No more than one half of the non-consumer board members may derive more than 10% of their annual income from the health care industry."

Patient Majority on the Board

- The health center governing board is composed of individuals, a majority of whom are being served by the center and, who as a group, represent the individuals being served by the center in terms of demographic factors such as race, ethnicity, and sex
 - Board members who use the health center as their primary care provider (more than a flu shot, blood pressure check)
 - Have used the health center services within the last 2 years
 - Reflective of the patient population e.g. minorities
 - Voice of the patients and its communities
 - Process to monitor ongoing compliance with this Program Requirement.

Board Size

- Governance board has at least 9 but no more than 25 members, as appropriate for the complexity of the organization
 - Recruitment strategy that assures ongoing compliance with the size requirement
 - 9 person board is legal but creates a slim margin of error if a board member resigns
 - Larger size Boards can cause quorum challenges
 - Current size should be consistent with the bylaws
 - Effective new member orientation program
 - Ongoing board training

Program Requirement # 19

Conflict of Interest Policy

- “Health center bylaws or written corporate board approved policy include provisions that prohibit conflict of interest by board members, employees, consultants and those who furnish goods or services to the health center.
 - No board member shall be an employee of the health center or an immediate family member of an employee. The Chief Executive may serve as an ex-officio member of the board.”
 - Time frame for board member becoming a staff person and visa versa.

Conflict of Interest Policy

- Health center bylaws or written corporate board approved policy include provisions that prohibit conflict of interest
 - Dated document
 - Individual Conflict of Interest Disclosure Statements signed annually by each board member.