



A Board Members
Perspective with 20+
Year's of Experience

David A. Duke

Who Governs Health Centers?

- ✦ Health Centers are governed by consumer board who use the center, and who represent the community and patients served

A Powerful Partnership

✦ The Board has a powerful partnership with the:

◆ Community

✦ Citizens & Patients are given a voice in the working of our Center

A Powerful Partnership

- ✦ The Board has a prominent role in the planning & provision of health services in our communities

A Powerful Partnership

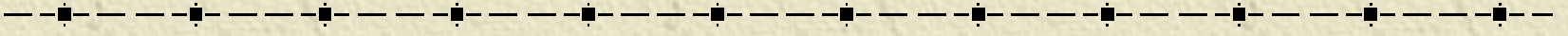
- ✦ No program known where Citizens & Patients – every– day people from the community sit around a table to define local health priorities and tailor services for communities across the nation

So, What a Local Board Member Need to His/Her Job Effectively?



Becoming an effective Board
Member – Not an “*Overnight
Affair*”

Literally



A thin line between governance
and day-to-day operations

Learning the Hard Way



What the Past Taught Us



To Revisit Our Governance Role



Assume Responsibility

Right Away, Get A Grip!

✦ Board Members should:

- ✦ Get to know one another
- ✦ Get to know Management & how systems work – bottomline!
- ✦ Learn quickly what is expected – it's the only way to survive the unknowns

Just Who Are We?



Board members are activists & trusted leaders, **NOT** day-to-day managers

Just Who Are We?



Volunteer Boards members are essential for assuring local direction, accountability, and connection with resources

Information Overload!

✦ So much information

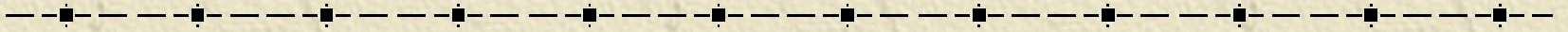
- ✦ With so much information, what are Board members to do?

Information Overload!



From HRSA's Governance & Program Expectations, NACHC and the Attorneys, Primary Care Association, to numerous Consultants

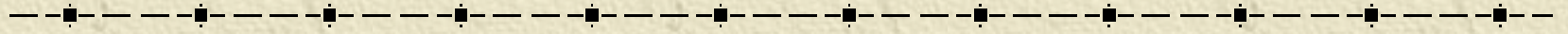
Orientation is Essential



- ✦ Understand what is expected of a Board member

Executive Board & Leadership

Knowledge is Your/Our Security



Strategic Planning



Program Management



Program Services



Program Finances



Grants & Contracts



Quality & Process Improvement



Community & Government Relations

Executive Board Leadership

Know What We Are NOT To Do

-
- ✦ Talk too much & listen too little
 - ✦ Publicly criticize board decisions
 - ✦ Ignore advise from fellow board members
 - ✦ Show that you have all the answers for every issue
 - ✦ Refuse to compromise
 - ✦ Leak information from a closed board session
 - ✦ Fail to prepare for the board meetings
 - ✦ Ridicule board decisions made before you came on board

Effective Board Leadership

Principle Functions

- ✦ Get policy for Board & Organization
- ✦ Use diverse expertise and evaluate the Board
- ✦ Employ CEO
- ✦ Strategic Planning
- ✦ Monitor/evaluate quality process improvement, staff and patient satisfaction
- ✦ Comply with program expectations/regulations
- ✦ Authorize annual budget & independent audit
- ✦ Monitor monthly finances & productivity
- ✦ Advocate for consumers & organizations

Effective Board Leadership

Important Tasks

Duty of care – know what's going on

Duty of loyalty – in the best interest

Take time to serve

Get up to speed

Pay close attention

Know & understand policies, regulations & laws

Use common sense

Seek legal counsel on question of legality

Officers & Directors Liability Insurance

Adopt a code of ethic

A job description

Effective Committee Meetings

Effective Board Functions

- ✦ Understand – Authority is delegated to the Board's employee – the CEO
- ✦ CEO Evaluation & Compensation
- ✦ Finances (service contracts, bidding procedures, audit reporting and budgeting)

Effective Board Training Opportunities

Numerous

NACHC Boot Camp

At The Bar Legal Team

Governance Training



Finally, remember,

- ✦ Board members are volunteers
- ✦ The Board has only one employee, the
CEO
- ✦ The CEO is accountable to the Board
- ✦ The Board governs policy