



Executive Board of Directors and Senior Management Team Training

- ▶ Henry Granger, Facilitator
 - ▶ PO Box 627
 - ▶ Meridian, MS 39302
 - ▶ 601 917-6712
 - ▶ hgranger2000@aol.com
- 

Board and CEO Respective Responsibilities

- ▶ Board sets policy
 - ▶ CEO follows a policy manual


 - ▶ Board hires CEO
 - ▶ CEO hires all staff

 - ▶ Board forms all operating committees
 - ▶ CEO acts as liaison to the Board
- 

Board and CEO Respective Responsibilities.....cont'd.

- ▶ Board establishes agency goals and priorities
 - ▶ CEO achieves goals and priorities


 - ▶ Board creates local policies
 - ▶ CEO creates administrative rules

 - ▶ Board approves grants, budget, etc.
 - ▶ CEO writes grants, budget, etc.
- 

Board and CEO Respective Responsibilities.....cont'd.

- ▶ Board approves program proposals
 - ▶ CEO creates program proposals

 - ▶ Board demands compliance with all regulations
 - ▶ CEO keeps agency in compliance

 - ▶ Board oversees delivery of programs
 - ▶ CEO delivers and administers
- 

Board and CEO Respective Responsibilities.....cont'd.

- Board directs the agency
- CEO makes day-to-day decisions

- Board defines and preserves the Mission
- CEO administers in accord with the Mission

- Board approves the Strategic Plan
- CEO develops the Strategic Plan



Board and CEO Respective Responsibilities.....cont'd.

- Board safeguards the assets
- CEO manages the assets



Executive Board of Directors

Legal Roles and Responsibilities

The Duty of Care

Exercise the same care as any other competent and prudent person in a similar position.

1. Regularly attend board meetings
2. Fully participate in board discussions
3. Be a member of the team
4. Collect enough information to make informed decisions
5. Keep all information confidential
6. Allow the CEO to manage the day-to-day operations


The Duty of Loyalty

Pledge and Uphold loyalty to the organization

1. Avoid any conflict of interest
2. Use Diligence in Contracting and Procurement
3. Establish competitive procurement procedures for Contracting



Board Authority

- ▶ The Health Center Governing Board must maintain 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 operation
- 

Board Authority....cont'd.

- Measuring and evaluation 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;
- Establishment of general policies for the health center.



Strategic Planning

Simple Definition:

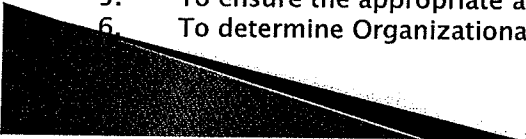
Strategic Planning is the process of determining what your organization wants to accomplish and how it will reach its goals over a given time period. Unlike short-term operational planning, strategic planning deals with long-term issues, usually over a three-to-five year time frame.

Why Strategic Planning?

In today's world, accountability and competition force organizations to either change or close their doors. Organizations must know exactly why and how they undertake each activity. Strategic planning provides insight to keep organizations viable.

Strategic Planning also provides direction. It ensures the organization is working toward its Mission. Without such planning, an organization may waste effort in a "Shotgun" approach, where it goes after a program or grant without considering if that is the best application of limited resources. Strategic planning helps provide focus.

A few reasons why Boards should consider Strategic Planning:

1. To respond to a change in Mission
 2. To anticipate changing environments and/or future uncertainties
 3. To build a base for decision making
 4. To determine funding and fund-raising needs
 5. To ensure the appropriate allocation of available resources
 6. To determine Organizational Performance and Effective Evaluations
- 

Executive Board of Directors Role in Policy Making

- ▶ The Board must adopt the following policies:
 - Selection, evaluation and dismissal criteria for the CEO
 - Personnel Policies and Procedures
 - Selection and dismissal procedures
 - Salary a scales
 - Employee grievance procedures
 - Equal employment opportunities practices

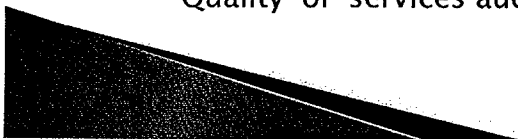


Executive Board of directors Role in Policy Making....cont'd.

- Fiscal Management
 - System of accountability for resources
 - Approval of annual budget
 - Organization's priorities
 - Eligibility for services
 - Payment schedules
 - Long-range financial planning

Organizational Policies

- Scope of services
- Availability of services
- Facility location
- Hours of operation
- Quality-of-services audit procedures



Executive Board of Directors Role in Policy Making.....cont'd.

- Evaluating the Organization's Activities
 - Service utilization patterns
 - Productivity
 - Client satisfaction
 - Achievement of objectives
 - Client grievances



The Executive Board of Directors and the Outside World

- ▶ Relationship with the staff
 - Must have honest relationship with the CEO
 - The CEO is the Board's link to the staff
 - Organizational issues are never discussed with staff without the CEO

Relationship with Funding Sources

Must be aware of all funding sources, their basic rules and all changes

The Board, CEO and funding sources must work together



The Executive Board of Directors and the Outside World.....cont'd.

▶ Informing Policymakers

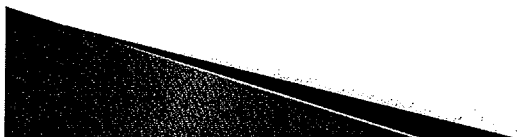
- The Board can educate and inform policymakers
- Policymakers and other public officials should be invited to the organization
- Never confuse educating and informing with lobbying



Executive Board of Directors Financial Roles and Responsibilities

Planning and Budgeting

1. Establish Financial Priorities
2. Set Policy to Safeguard Assets
3. Set Policy covering Revenue and Expenses
4. Set Policy for Fiscal Management
5. Set Fee Schedules
6. Plan for Revenue and Capital Improvements
7. Monitor the Organization's Financial Status
8. Set Policy for Purchasing and Contracting
9. Review and Approve Audit Report
10. Respond to Audit Findings
11. Submit response to Federal Audit Clearinghouse



Executive Board of Directors

Clinical Roles and Responsibilities

The Board is responsible for Quality of Care

1. Determine Community Needs
2. Scope of Services
3. Availability of Services
4. Location of Services
5. Hours of Operation
6. Review Patient Care
7. Improve Patient Care Quality
8. Primary Health Care
9. Laboratory and Radiological Services
10. Preventive Health Services
11. Emergency Medical and Dental Services
12. Pharmaceutical Services as appropriate
13. Referrals




The Board's Role in Establishing Quality Assurance

- I. Define and Preserve the Mission
- II. Establish long-range Goals
- III. Evaluate and Monitor Itself
- IV. Protect the CHC's Assets
- V. Select, Monitor and Evaluate the CEO
- VI. Make sure Policies are adequate, effective, legal, and up-to-date



Executive Board of Directors Responsibilities That Require Evaluation

Procedurally, the Board must:

1. Hold regularly scheduled meetings
 2. Take and maintain accurate minutes of all meetings
 3. Ensure proper committee organization and functioning
 4. Report all actions of the Executive Committee and receive approval of the full Board
 5. Conduct Nominations and Elections as appropriate
 6. Ensure proper Board composition
 7. Recruit, orient and train all new Board members
 8. Interact with the CEO and oversee implementation
- 

Executive Board of Directors Responsibilities That Require Evaluation.....cont'd.

Substantively, the Board should:

1. Approve the selection, evaluation and dismissal of the CEO
 2. Establish, approve and modify key corporate documents
 3. Make sure the Center operates within Applicable Laws
 4. Establish, review and update all General Policies
 5. Establish, review and update Employee Selection and Dismissal Procedures
 6. Select and Approve all services provided by the CHC
- 