NATIONAL ASSOCIATION OF Community Health Centers®

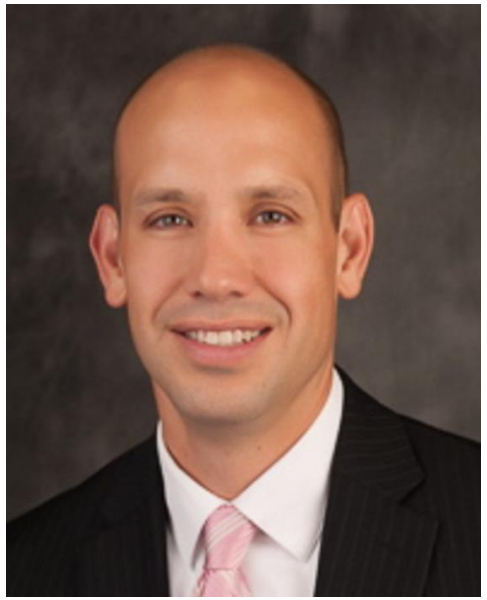
Health Center Governance & Tackling Big Issues in the Health Center Landscape

Audience Participation

Chat
(use to talk with peers)

Polling/Q&A
(participate in polls, ask questions to faculty)

Panelists



Scott Alarcón
Board Member and Governance Consultant

Emily Heard
Director, Health Center Governance Training, NACHC

Avni Shridharani
President
Community Health Strategies

Objectives

CONSIDER	Consider various “big issues” in the health center landscape and the impact on health center governance
DISCUSS	Discuss various tools that can assist boards in considering “big issues”
ARTICULATE	Articulate 1-2 action steps or practices to take back to your board

Resilience
COVID
Pandemic
Pessimistic
Optimistic
Strategic
Fatigue
Struggle
Workforce

Poll:
How are YOU doing with the ongoing pandemic?

a. Great
b. Good – I'm optimistic
c. OK
d. Not great
e. Other (please specify in chat)

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Poll: How are you doing?

Poll:
How is your board doing?

a. Great – all members are highly engaged
b. Good – we're doing well with board member engagement and meeting attendance
c. Ok – we are experiencing some decline in engagement
d. Not great – board members are tired
e. Other (please specify in chat)

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Poll: How is your board doing?

"Many boards are experiencing a lag in energy in response to the intensity of the pandemic."

-Kimberly A. Russell, Health Care Governance in Changing Times

Tool: Focus on Board Culture and the "Human Side of Governance"

- Check-in with board members
- Include time for social interaction and connection
- Talk openly about board engagement (including challenges)
- Be attentive to board culture
- Reinforce the importance of consumer and community perspectives in governance

Poll:
As you reflect on the last 2 years, what "successes" are you *proudest* of on your board or at your health center?

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Poll: As you reflect on the last 2 years, what "successes" are you proudest of on your board or at your health center?

Poll:
What *"big issues" or "challenges"* are currently impacting the health center?

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Poll: What “big issues” or “challenges” are currently impacting the health center?

Poll:
How is your board addressing the *"big issues" or "challenges"* at the governance level?

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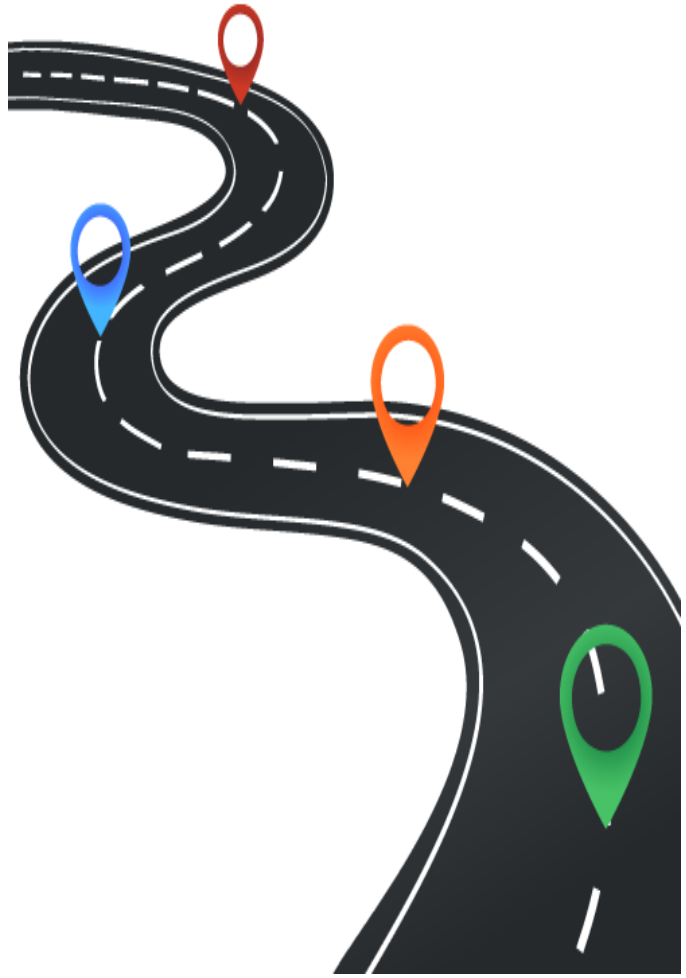
Poll: How is your board addressing the “big issues” or “challenges” at the governance level?

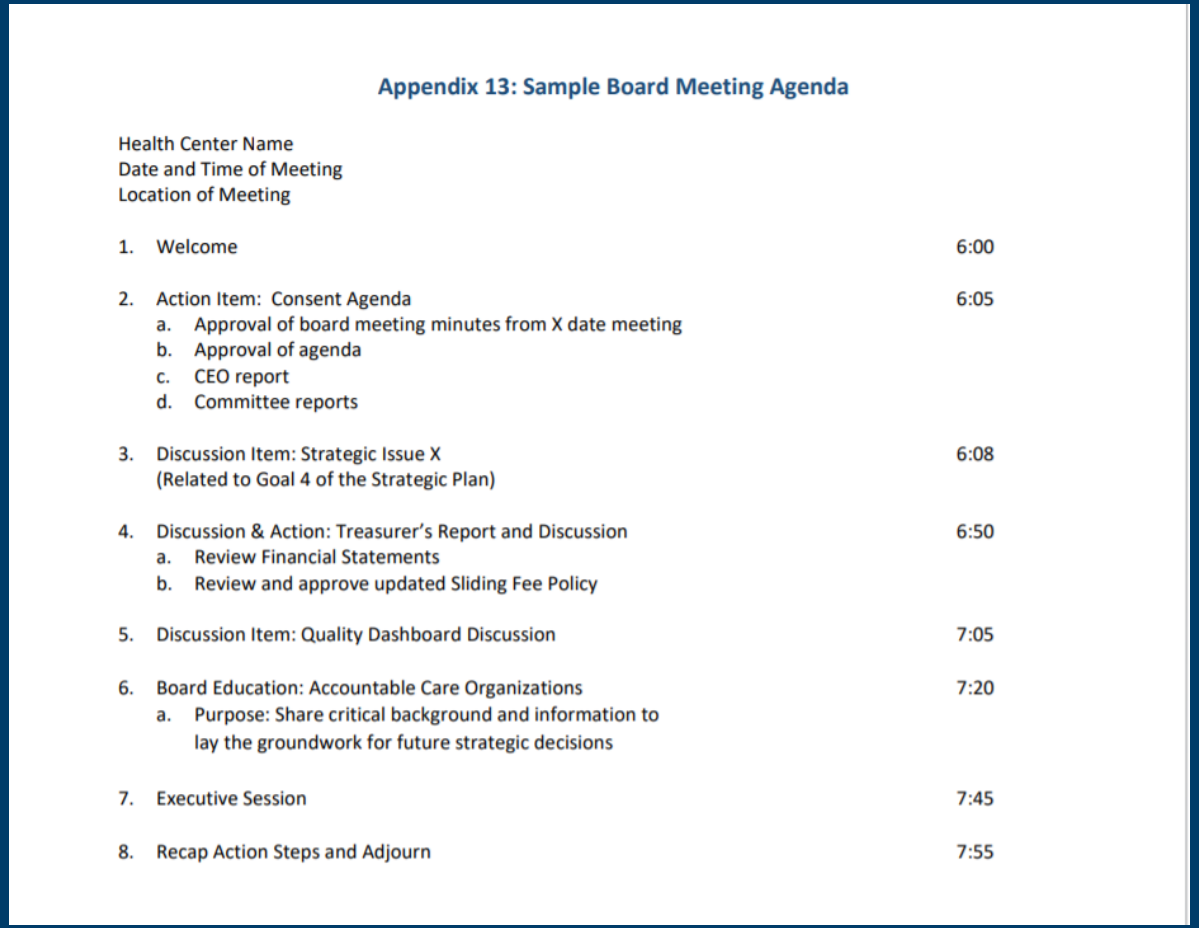
Reflection Questions: Addressing "Big Issues"

1. What is the issue?
2. When does the board need to address the issue? In what format (meeting, retreat)?
3. How will the issue be framed? What techniques will be used?
4. What information or education does the board need on the issue before discussion or decision-making?
5. What do we need to do to ensure the board is prepared? What role might committees or task forces play?



Tool: Board Meeting Agendas

- Agendas devised in partnership between board chair and CEO
- Ensure a focus on “big issues” and health center priorities
- Provide time for discussion, especially surfacing consumer and community perspectives
- Frame important strategic issues



Appendix 13: Sample Board Meeting Agenda

Health Center Name
Date and Time of Meeting
Location of Meeting

1.	Welcome	6:00
2.	Action Item: Consent Agenda a. Approval of board meeting minutes from X date meeting b. Approval of agenda c. CEO report d. Committee reports	6:05
3.	Discussion Item: Strategic Issue X (Related to Goal 4 of the Strategic Plan)	6:08
4.	Discussion & Action: Treasurer’s Report and Discussion a. Review Financial Statements b. Review and approve updated Sliding Fee Policy	6:50
5.	Discussion Item: Quality Dashboard Discussion	7:05
6.	Board Education: Accountable Care Organizations a. Purpose: Share critical background and information to lay the groundwork for future strategic decisions	7:20
7.	Executive Session	7:45
8.	Recap Action Steps and Adjourn	7:55

NACHC’s Governance Guide for Health Center Boards has a sample board meeting agenda.

Tool: Ongoing Board Education

- Strong board orientation (NACHC has templates to help)
- Time at board meeting agendas and use time at board retreats
- Leverage meeting preparation and “pre-reads”
- Use NACHC and Primary Care Association resources

Tool: Board Retreats

- Clear and manageable objectives that meet board and health center needs
- Inclusive facilitation
- Clear outputs

APPENDIX 1: SAMPLE VIRTUAL RETREAT AGENDA

The following is a sample agenda for a half-day virtual board retreat.

Objectives

I. Provide an opportunity for board members to connect
II. Celebrate successes over the last year
III. Discuss key opportunities and challenges—current and post-pandemic

Agenda

9:00 **Welcome and Setting the Scene**
- Welcome from Board Chair
- What to Expect during the Virtual Retreat
- Group Agreements

9:15 **Catching Up**
- Discussion time intended for board members to "catch up"

9:45 Break

10:00 **Celebrating Successes**
- Reflect on the board's successes since the start of the pandemic

10:30 Break

10:45 **Looking Forward: Key Opportunities and Challenges—Current and Post-Pandemic**
- Small group: Considering Current and Post-Pandemic Strategic Opportunities and Challenges

11:15 Break

11:45 **Looking Forward (continued)**
- Small groups report to the full board
- Large group: Prioritize focus areas

12:30 Wrap Up

Sample agendas in NACHC resource, Virtual Board Retreats

Tool: Strategy/Strategic Planning

- 4 Ds – Do, Delegate, Defer, Delete
- Focus on Motivation
- Consider lessons and how to leverage into future action

Resources:

Focusing on the Future (Article)

The Board's Role in Strategic Planning (Video)

Strategic Planning and Strategic Financial Planning During Crisis

Governance Guide for Health Center Boards (Chapter 3)

Poll:
What *"big issues"* are you most looking forward to learning more about *at this conference*?

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Poll: What “big issues” are you most looking forward to learning more about at this conference?

Tool: Share Information

- Take back information from conference to your board and CEO
  - Meet with the board chair and CEO to share highlights
  - Explore how information can be shared with the board and/or inform board meetings, education or health center strategy

Reflection Questions

After each session, reflect on the following questions to help compile a list of what to take to your board and CEO:

1. How was the session relevant for our health center?
2. What were the key takeaways for our board?

At the end of the conference, reflect on:

1. What do I want to prioritize to share with the board and CEO?
2. How might this information be best shared?

Q
&
A

Poll: What will you take back to your board?

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Poll: What will you take back to your board?

Resources for Health Center Boards

NACHC has over 50 resources (including many in Spanish) to support health center boards addressing:

- Governance Fundamentals, *including board roles, board recruitment and orientation, board meetings, CEO succession planning*
- Overall Health Care Environment & Governance, *including many resources on COVID-19 Response and Recovery*
- Strategic Planning and Thinking
- Justice, Diversity, Equity, and Inclusion
- And much more!

Short Videos and E-learning Modules are available to support new board member orientation and ongoing board education.

Learn more at https://www.nachc.org/trainings-and-conferences/governance

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Questions? Please contact Emily Heard at trainings@nachc.com

@NACHC

Poll: What delivery modes do you prefer for accessing governance training and technical assistance? (select all that apply)

a. E-learning modules or videos (to use for the board's own orientation or ongoing education)
b. "Live" training conducted **in-person**
c. "Live" training conducted **virtually**
d. "Office hours" or webinars conducted **virtually**
e. Peer to peer learning conducted **in-person**
f. Peer to peer learning conducted **virtually**
g. Podcasts
h. Toolkits, guides, or case studies

Live Content Slide

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Poll: What delivery modes do you prefer for accessing governance training and technical assistance? (select all that apply)

Poll: What topics are of greatest interest for additional governance training and technical assistance? (select all that apply)

a. Advocacy
b. Board member engagement
c. Board meetings and committees
d. Board member recruitment and retention
e. Board Chair-CEO Partnership
f. CEO Oversight
g. Committee chair or board officer preparation
h. Diversity, equity, and inclusion and governance
i. Financial oversight “201”
j. Risk Management and Various forms of Compliance (e.g., Corporate Compliance)
k. Quality oversight “201”
l. Strategic thinking and planning

Live Content Slide

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Poll: What topics are of greatest interest for additional governance training and technical assistance? (select all that apply)

Poll: What issues impacting health centers and healthcare would you like to learn more about from a governance perspective? (select all that apply)

a. Alternative payment models
b. Corporate consolidation (e.g., merger)
c. Expansion (geographic, service line)
d. Health equity and social determinants of health
e. Pandemic impacts
f. Telehealth
g. Value-based care
h. Workforce

Live Content Slide

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Poll: What issues impacting health centers and healthcare would you like to learn more about from a governance perspective? (select all that apply)

Other Training and Technical Assistances needs or ideas?

Please reach out to Emily Heard, Director of Health Center Governance, eheard@nachc.com.

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