

The Health Center Board and Strategy

CHI 2022

Virtual Participants

Chat
(use to talk with peers)



The screenshot displays a virtual meeting interface. On the left, there are two windows: a 'Chat' window and a 'Polling' window. The 'Chat' window shows messages from participants like Brian Long, James Hensel, and Laura Wiggins. The 'Polling' window shows a poll question: '#1.) What is your biggest business writing challenge? (NO RIGHT ANSWER - OPEN QUESTION)'. The poll results are: Conclusion (45%), Grammar and/or Types (20%), Content Structure (10%), Tone (16%), and Other (0%). In the center, a video feed shows a man in a dark suit and white shirt. On the right, a presentation slide is visible with the title 'UDS Reporting: Preparing, Doing, and Utilizing' and the subtitle 'Cultivating Health Center Operations'. The slide also features the CURIS logo and the SkillPath logo. At the bottom of the interface, there are navigation options like 'Request Support', 'Session', 'Support', 'Profile', 'Options', and 'Windows'. The bottom right corner shows the 'Presented by Digitell' logo.

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

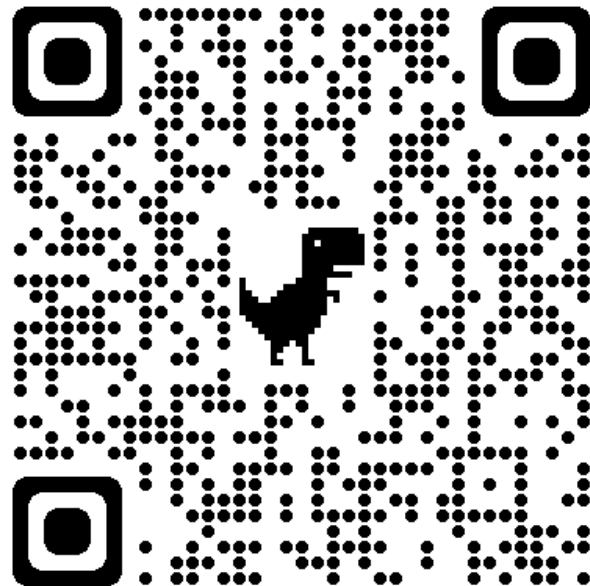
In the Room Participants

WIFI

Network Name: NACHC Conference Password: Allscripts

Option 1: Online

- Scan the QR Code or go to <https://chi.cnf.io/> and click on “CMD1”



or

Option 2: NACHC Mobile App

- Open the App
- Click on “Sessions”
- Select date (August 29)
- Find “CMD1: The Health Center Board and Strategy”
- Click on “Feedback/Polling”
- Ask or “up vote” questions

Speakers



**Avni Shridharani, MHS, President,
Community Health Strategies**

**Andrea Buckley, Board Chair,
Siouxland Community Health
Center**



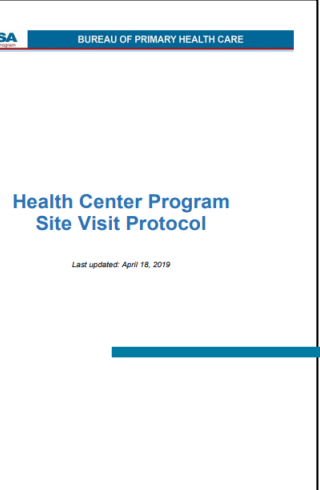
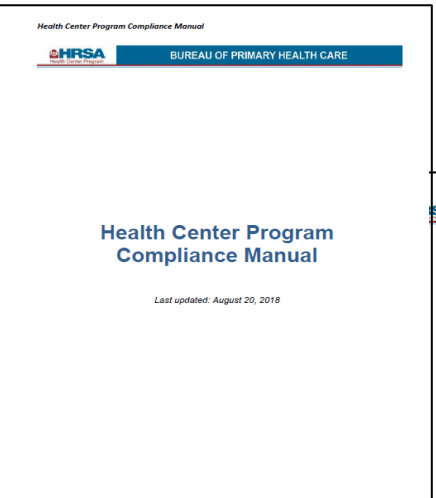
Learning Objectives

1. Outline good practices for board engagement in the strategic planning process.
2. Consider practical examples of ways to engage in strategic planning.
3. Explore approaches for engaging the board in strategic and generative thinking.



Supporting Good Governance: Health Center Board Roles

Reference (Video):



Federal Law

State Law

HRSA Health Center Program

Overall Board Roles and Good Governance



HRSA = Health Resources and Services Administration

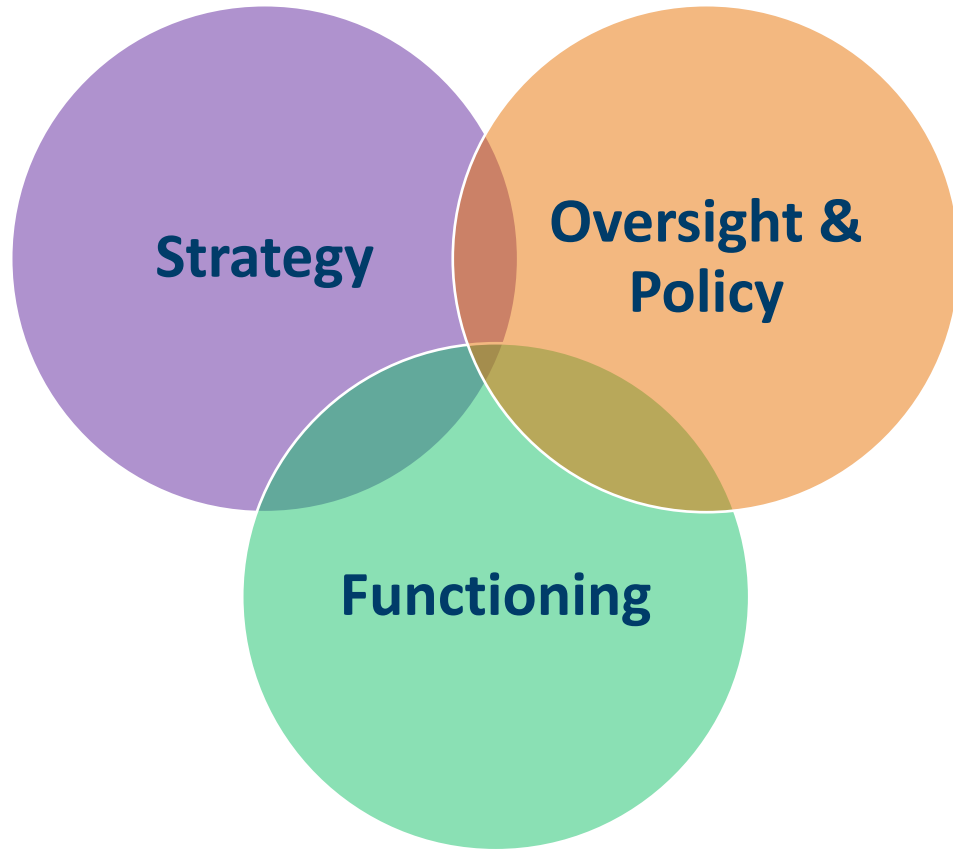
<https://bphc.hrsa.gov/>

Governance Guide for Health Center Boards

<https://www.healthcenterinfo.org/details/?id=2302>



Health Center Board Roles



Strategy

- Strategic Board Composition
- **Strategic Planning & Thinking**

Functioning

- Board Meetings
- Board Committees
- Board Culture

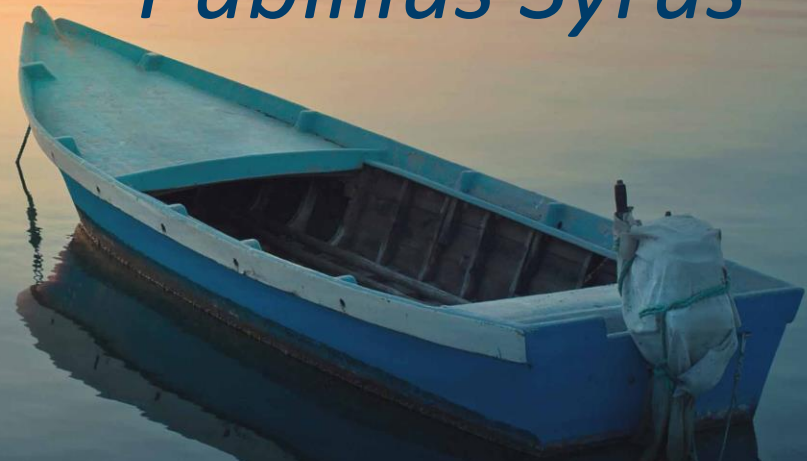
Oversight & Policy

- Provide Oversight
 - CEO Oversight & Partnership
 - Corporate Compliance
 - Health Center Program Compliance
 - Financial
 - Quality
 - Risk Management
- Approve Policy

Industry in Transition

*Anyone can hold the helm
when the sea is calm.*

Publilius Syrus



What is “Strategic”?

- Significant (relative to capabilities)
- Longer term
- Overarching
- Health center wide
- Considers directionality of the health center’s focus
- Affects health center viability
- Directly connected to mission



Poll:

Have you been through a strategic planning process as a health center board member?

1. Yes
2. No
3. I'm not sure



Live Content Slide

When playing as a slideshow, this slide will display live content

Poll: Have you been through a strategic planning process as a health center board member?

Strategic planning is the process by which an organization determines its future direction and defines the actions that will shape it.

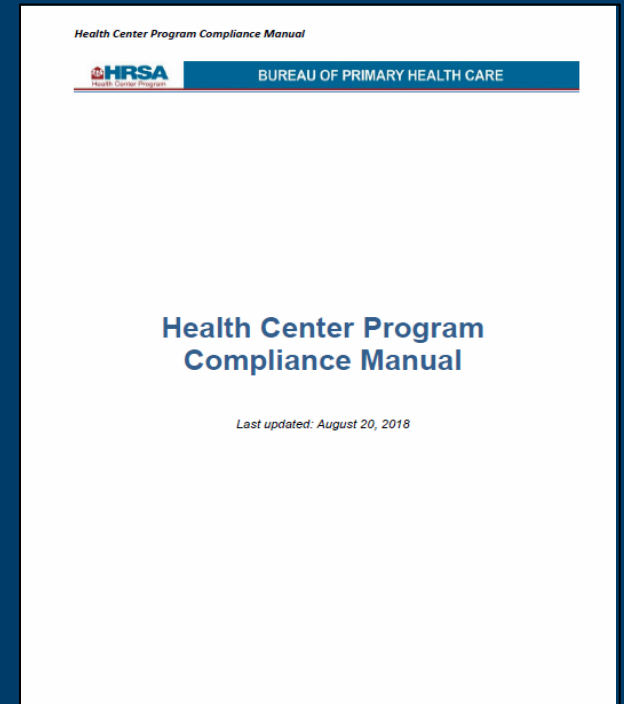
The role of the board in strategic planning is to...

- Oversee the process
- Confirm, reaffirm, or revise the mission and values
- Set the vision – the direction, priorities, and goals
- Specify key goals that result in progress toward the health center’s vision and realization of the mission
- Oversee and monitor progress
 - Asking the right questions
 - Creating time on the agenda for discussion



Health Center Program Compliance Manual

- **Responsibilities of the Board (Chapter 19: Board Authority)**
 - Hold monthly meetings with quorum
 - Selection, approval of and termination (if applicable) of the CEO/ED
 - Approval of the health center’s annual budget and applications (SAC, CIS)
 - Approval of health center sites, locations, hours of operations
 - Performance evaluation of the health center
 - Establishing, adopting and evaluating health center policies
 - Ensuring health center complies with federal, state and local laws
 - **Long-range strategic planning at least once every three years (including financial management and capital expenditure needs)**



See Chapter 19 of the Health Center Program Compliance Manual for more details
<https://bphc.hrsa.gov/programrequirements/compliancemanual/introduction.html>

See Board Authority of the Health Center Program Site Visit Protocol for more details
<https://bphc.hrsa.gov/programrequirements/svprotocol.html>

The Strategic Planning Process



Board Involvement in the Strategic Planning Process

- Leading practice is to have staff and board members collaboratively work together
 - Full board participation
 - Formation of a Strategic Planning Task Force made up of board and staff members

Strategic Plan Structure



Poll:

What best describes your board's role in the most recent strategic planning process?

1. Board-led
2. Board-CEO partnership
3. CEO-led
4. Consultant/Third Party-led
5. Other



Live Content Slide

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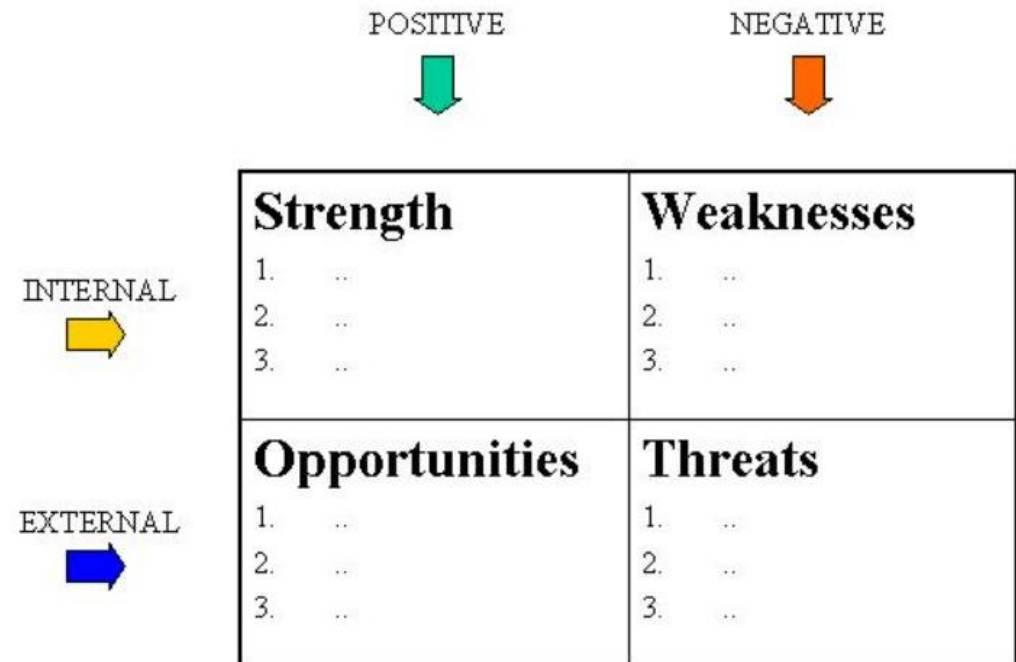
Poll: What best describes your board's role in the most recent strategic planning process?

What is Involved in a Strategic Plan?

- Consider whether the process will include affirming or updating the
 - Vision – what health center wants to become in future or ideal future envisioned for the community
 - Mission – purpose of health center, why it exists, what intends to accomplish
 - Values – beliefs and guiding principles that drive behavior in the organization
- Reflect on the current environment to determine whether a full rewrite or update/refinement is more appropriate

Environmental Assessment / SWOT Analysis

- Leverage the Needs Assessment and business analytics to drive the strategic plan and identify gaps and issues
- Consider a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
 - Assesses the environment facing the health center
 - Helps determine existing capabilities as well as potential challenges and obstacles



Strategic considerations - just to name a few

If you don't, the "disrupters" will...Amazon, CVS, Optum, others.

Workforce

**Cost
Reduction**

**Access,
Equity,
Diversity**

Consumerism

Scale

**Digital
Innovation**

**Public
Health**

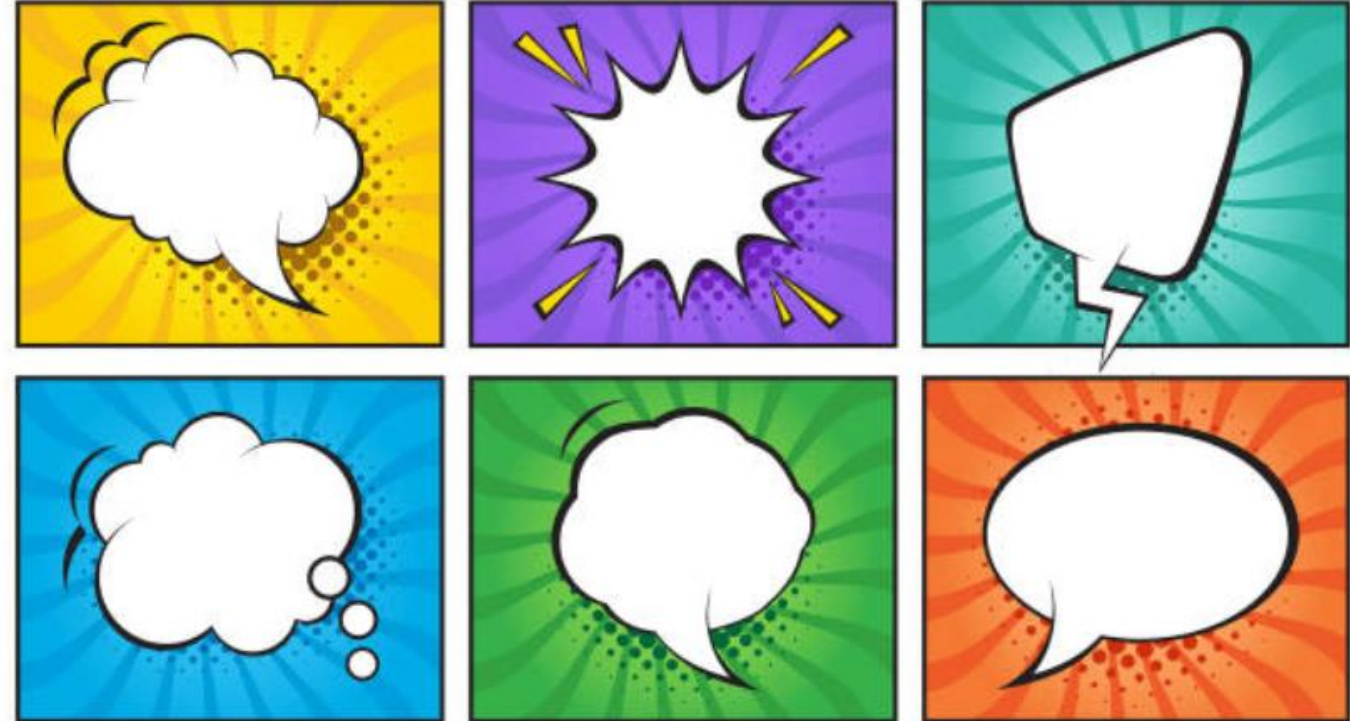
**Partnerships,
M&A,
Affiliations**

**Value-
based care**

**Emergency
Preparedness**

Poll:

What strategic considerations informed your center's latest strategic plan?



Live Content Slide

When playing as a slideshow, this slide will display live content

Poll: What strategic considerations informed your center's latest strategic plan?

Parking Lot: Reflecting on the “Other Issues” Raised During Planning

1. What is the issue?
2. Who needs to address the issue - board or management?
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?



Identifying Strategic Themes

- Once a SWOT analysis is completed, reoccurring themes can be picked out, which:
 - Help identify the strategic direction of the organization
 - Provides an overall picture
 - Can generate goals for an organization (health center wants to add additional sites or services)
- Question: How do we get there?

Creating a Strategic Plan Framework

- Start to create the strategic plan framework
 - Goal-setting
 - What do we want to accomplish in the first, second, third years, and beyond?
 - What are the outcomes? E.g., Increasing quality measure goals? Decrease debt? Construction of a building?
 - Are there elements of board focus that should be elevated to the strategic plan?
 - Strategy formation
 - How will we get there? What are the tactics? What are the steps to achieve this goal?
 - Strategy implementation
 - Who will be responsible for this goal? Will it be more than one individual? Will there be a discussion within committees to monitor the progress (i.e., Quality Committee)?
 - Strategy monitoring
 - When will updates be provided and by who? Is there a timeline to accomplish certain goals?

Putting It All Together

Strategic Theme: Accessibility through integrated delivery	Goal: To improve the coordination of care so that patients receive the right care, in the right place at the right time.	Objectives: <ol style="list-style-type: none">1. A stronger community presence by providing facilities, services, and community programs in closer to home.2. Develop a signature medical facility as an integrated delivery network.3. Assure access to primary care physicians across service delivery area based on population needs and growth.
Strategic Theme: Delivering Value	Goal: To support the health of our community by utilizing a value-based approach to reduce costs and delivering an exceptional patient/ resident experiences.	Objectives: <ol style="list-style-type: none">1. Adopt a “Quintuple Aim” value-based approach throughout the health system that ties to more affordable pricing.2. Move to population health management.

Some organizations also frame goals as “SMART” goals

Ongoing Monitoring

- Board approves the plan
 - Document in board meeting minutes
- Board and management team should agree on a specific schedule for implementation reports and monitoring
- Consider updates to the plan (if needed) due to changing conditions

Questions a board can ask:

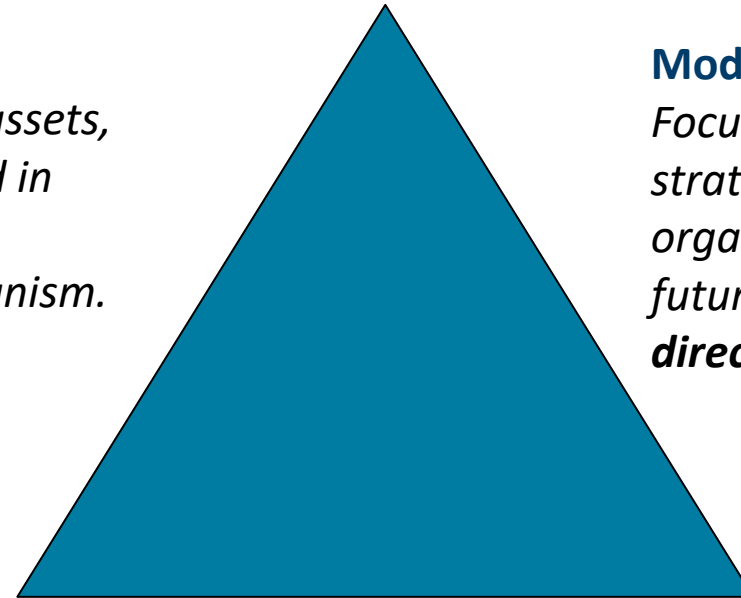
- ✓ Are the goals/strategies in the plan being implemented? If not, why?
- ✓ Are certain areas of the plan receiving less attention than others? Why
- ✓ Is there a need to change the plan?
- ✓ Is the plan creating the impact expected?

Lessons Learned/Perspective: Experience of Strategic Planning

Tool: Three Modes of Governance

Mode 1: Fiduciary

*Focused on protecting assets, ensuring resources used in pursuit of mission.
Board as **control** mechanism.*



Mode 2: Strategic

*Focused on strategy and strategic thinking. Guides organization from current to future state. Board as **direction** setter.*

Mode 3: Generative

*Frame issues and make sense of them. Shapes fiduciary and strategic mode. Board as **meaning-maker**.*

Source: Chait, Ryan, and Taylor, *Governance as Leadership*.

Fiduciary Questions	Strategic Questions	Generative Questions
<ul style="list-style-type: none"> • Does the budget reflect the health center's priorities? • What's the opportunity cost? • Is it ethical? • Is it legal? 	<ul style="list-style-type: none"> • Where are we headed? • Is our business model viable? • Who are our competitors? • How do we remain relevant? What – if anything – needs to shift? • How will new payment systems impact our health center? • Do we need to be considering new partnerships? 	<ul style="list-style-type: none"> • What issues are we facing for which there are no obvious answers? • Are we asking the right questions? • If we take (x) action, is it consistent with our values? • Does (x) idea/action align with or change our mission?

Other Considerations

- There is no wrong way to complete a strategic plan
- The HRSA Program Requirements are the floor not the ceiling
 - The health center determines what is included in a strategic plan
- A strategic plan must be reasonable, clearly defined and not overstated
 - “At times health centers can’t be all things to all communities”
 - Financial Viability and Stability vs expansion of services, sites, locations

Questions For Your Board to Consider:

1. How does your board participate in strategic planning?
2. How is your board updated about progress on the strategic plan?
How does your board oversee implementation of the plan?
3. How does your health center ensure the plan is updated when needed due to changing conditions? Is my board appropriately involved in discussing required updates to the strategic plan?

Takeaway Tool

- Identify the top 1-2 significant issues your board should discuss in the next year.
- For those issues, consider:
 - What background information does your board need before discussion or decision-making?
 - How should you frame the issue?
 - What types of questions will you pose?
 - How and when do you need to structure this on your board's agenda?

Additional Resources to Support Your Board



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[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 \(Chapter 3\)](#)

Please complete the Evaluation

- **Virtual Participants** will receive the evaluation by email after the session
- **In-person Participants: NACHC Mobile App**
 - Open the App
 - Click on “Sessions”
 - Select August 29
 - Find CMD1
 - Click on “External Survey”