

*Thank you for attending*

# **Community Health Center Boards: Legal Roles & Responsibilities**

*A CHAMPS webcast presented by  
Henry Granger, MEd  
on Wednesday, July 20<sup>th</sup>, 2005*

## ***SUPPLEMENTARY INFORMATION PACKET***

- I. Presentation Slide Text (Notes Pages)**  
Pages 2-6
- II. Biography of Henry Granger**  
Page 7
- III. Description of CHAMPS (Community Health  
Association of Mountain/Plains States)**  
Page 7



**PRESENTATION SLIDE TEXT (NOTES PAGES)**

**NOTES:**

**SELF-ASSESSMENT OF MY SUITABILITY TO SERVE  
ON THE EXECUTIVE BOARD OF DIRECTORS**

- Am I really a team player?
- Am I easily annoyed by others?
- Am I totally accepting of people different from me?
- Am I really a good listener?
- Can I accept and support the group's decisions?

**SELF-ASSESSMENT OF MY SUITABILITY TO SERVE  
ON THE EXECUTIVE BOARD OF DIRECTORS**

**continued**

- Am I more flexible than rigid?
- Can I remain neutral until I have received all of the facts?
- Can I commit myself for at least one year?

**SELF-ASSESSMENT OF MY SUITABILITY TO SERVE  
ON THE EXECUTIVE BOARD OF DIRECTORS**

**continued**

- Can I expose any and all personal relationships that could jeopardize the Executive Board of Directors and/or the agency?
- Am I willing to study and receive training even though I already know everything?

**CHC EXECUTIVE BOARD OF DIRECTORS  
ROLES AND RESPONSIBILITIES**

- Follows a set of bylaws and elects officers
- Hires the Executive Director
- Forms necessary operating committees
- Establishes agency goals and priorities
- Creates local policies for governance, personnel, fiscal program and administration
- Receives and evaluates community needs

**CHC EXECUTIVE BOARD OF DIRECTORS  
ROLES AND RESPONSIBILITIES**

**continued**

- Approves grant applications, fund raising activities and the budget
- Approves program proposals
- Demands compliance with all laws and other government requirements for funding
- Insures the participation of the targeted clientele for actual delivery of program services

**PRESENTATION SLIDE TEXT (NOTES PAGES)**

**NOTES:**

**CHC EXECUTIVE BOARD OF DIRECTORS  
ROLES AND RESPONSIBILITIES**

**continued**

- Oversees the delivery of all programs consistent with the agency's plan
- Evaluates the performance of the Board and the Executive Director as well as completion of agency goals
- Makes decisions that guide and direct the agency

**CHC EXECUTIVE DIRECTOR AND STAFF  
ROLES AND RESPONSIBILITIES**

- Follows a policy manual
- Hires all program staff
- Acts as a liaison to the Board
- Works toward completion of agency goals and priorities
- Carries out Board policies, creates administrative rules and procedures necessary to implement policy

**CHC EXECUTIVE DIRECTOR AND STAFF  
ROLES AND RESPONSIBILITIES**

**continued**

- Conducts necessary research, needs assessment, other assessments and prepares planning tools recommendations
- Writes grant applications, suggests fund raisers and builds the total budget
- Creates program proposals
- Administers the grant and programs in compliance with government conditions

**CHC EXECUTIVE DIRECTOR AND STAFF  
ROLES AND RESPONSIBILITIES**

**continued**

- Recruits participants from target clientele in local program
- Delivers and administers local programs on a daily basis
- Evaluates the program staff, support staff and program effectiveness
- Makes decisions on a daily basis to get the job done

**EXECUTIVE BOARD OF DIRECTORS  
ADMINISTRATIVE ROLES AND RESPONSIBILITIES**

- Hires, supervises, evaluates and, if absolutely necessary, terminates the CEO
- The CEO manages the day-to-day operations of the CHC

**PRESENTATION SLIDE TEXT (NOTES PAGES)**

**EXECUTIVE BOARD OF DIRECTORS  
ADMINISTRATIVE ROLES AND RESPONSIBILITIES  
continued**

**NOTES:**

- The management team carries out the mission of the CHC and is generally composed of:
  - The Executive Director/CEO
  - The Chief Financial Officer
  - The Medical or Clinical Director
  - The Operations Director
  - The Information Systems Director
  - The Dental Director
  - The Human Resources Director
  - The Corporate Compliance Officer
  - The Privacy Officer and/or Contact Person

**EXECUTIVE BOARD OF DIRECTORS  
LEGAL ROLES AND RESPONSIBILITIES**

- The Duty of Care
  - Exercise the same level of care as any other competent and prudent person in a similar position by:
    - Regularly attending Board meetings
    - Fully participating in Board discussions
    - Being a member of the team

**EXECUTIVE BOARD OF DIRECTORS  
LEGAL ROLES AND RESPONSIBILITIES  
continued**

- Collecting enough information to make informed decisions
- Keeping all information confidential
- Allowing the CEO to manage the day-to-day operations

**EXECUTIVE BOARD OF DIRECTORS  
LEGAL ROLES AND RESPONSIBILITIES  
continued**

- The Duty of Loyalty
  - Pledge and uphold loyalty to the CHC by:
    - Avoiding any conflicts of interests
    - Using diligence in contracting and procurement
    - Establishing competitive procurement procedures for contracting

**PRESENTATION SLIDE TEXT (NOTES PAGES)**

**EXECUTIVE BOARD OF DIRECTORS  
LEGAL ROLES AND RESPONSIBILITIES  
continued**

**NOTES:**

- The Duty of Obedience  
In making organizational decisions, be consistent with the mission statement, bylaws and articles of incorporation

**GRASSROOTS ADVOCACY**

More and more, the ability of health centers to influence our future at both the state and federal levels will depend on our ability to consistently mobilize a significant number of local advocates who can work together to win.

As other interests expose Congress to more and more effective grassroots advocacy efforts in health care and budget debates, it is essential that NACHC be able to do more than talk about the eleven million people who get care at health centers. We have to make sure that members of Congress receive concrete reminders of that constituency.

**GRASSROOTS ADVOCACY  
continued**

An essential part of this effort to fight and win future legislative battles at the federal and state levels is building a broad, organized and responsive grassroots advocacy network. This needs to be a network not just of health center staff, but also of patients, community organizational and individual supporters and local officials.

NACHC is committed to giving health centers the tools they need to make their voice heard. Letter writing campaigns, phone calls and meetings are all tools that health centers can use to convince Federal policy makers to support the good work of health centers.

**MAKING OUR COLLECTIVE VOICES HEARD**

- Establish and maintain relationships with elected officials
- Establish and maintain relationships with staff of elected officials
- Attend town meetings
- Write elected officials

**PRESENTATION SLIDE TEXT (NOTES PAGES)**

**NOTES:**

**MAKING OUR COLLECTIVE VOICES HEARD**

**continued**

- Offer to testify on behalf of health centers
- Write letters to editors of local newspapers
- Inform local radio and television stations about your health center
- Be active in your PCA and NACHC

**To receive more specific information on**

**Grassroots Advocacy Tools relative to:**

- LEGAL GUIDELINES FOR HEALTH CENTER ADVOCACY
- GUIDELINES FOR HEALTH CENTER VOTER REGISTRATION
- Tips for Making Your Voice Heard
- Tips for communicating with elected officials

**To receive more specific information on**

**Grassroots Advocacy Tools relative to:**

**continued**

- Holding Media Events and Press Conferences
- Meeting with a Newspaper Editorial Board
- Contact:
  - National Association of Community Health Centers  
7200 Wisconsin Avenue, Suite 210  
Bethesda, MD 20814  
(301) 347-0400  
[www.nachc.com](http://www.nachc.com)

**ADDITIONAL NOTES:**

**Biography of Henry Granger, MEd**

Henry Granger is a private consultant in Mississippi specializing in training Corporate Executive Boards of Directors regarding their rights, roles, and responsibilities; this process often includes making on-site visits to organizations and their boards to identify particular areas of concern and then proposing effective corrective actions. Mr. Granger also works as a Facilitator-Reader for the US Department of Education, where he reviews applications for Women Educational Equity Act, Transition to Teaching, and Mentoring Grants. He has been the Executive Director of Prairie Opportunity Community Action Agency in Mississippi, and an Academic Counselor, Recruiter, and Instructor for Meridian Community College. Henry has a Masters Degree in Education from Mississippi State University, and has received numerous awards including an honorary doctorate from the University of Michigan and a "Most Outstanding Board Member" award from the National Association of Community Health Centers. He is a much admired presenter, and has been a favorite speaker at past CHAMPS/NWRPCA Annual Primary Care Conferences.

**Description of CHAMPS**

CHAMPS, the Community Health Association of Mountain/Plains States, is a non-profit organization dedicated to providing a coordinating structure of service to non-profit primary health care programs whose primary purpose is to serve the medically indigent and medically underserved of Region VIII (CO, MT, ND, SD, UT, and WY). CHAMPS also serves the Region VIII State Primary Care Associations that assist those nonprofit primary health care programs. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, policy and funding communications, and the collection and dissemination of regional data for Region VIII Community Health Centers and Primary Care Associations.

For more information, please visit [www.champsonline.org](http://www.champsonline.org) or call (303) 861-5165.