Health Center
Board Self Assessment
& CEO Evaluation

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OBJECTIVES

- Outline key elements to be including in the Board evaluation process.

- Outline key elements essential to be included in the assessment of the CEO.
Part A – The Board Self Evaluation
Evaluating the Health Center Board

- FQHC Governing Boards have a unique responsibility in that 51% of its Board membership must be users of health center services.
- The Governing Board is faced with many responsibilities including stewardship of the federal dollar and carrying out the mission of the health center in service to its community.
- Benchmarks of good governance are guides for continuous improvement of Boards, thus a Board self-evaluation is important.
1. Understanding the Organizations Mission

- What is the Mission Statement?
2. Board Authority

- New Governance PIN 2014-01 –

- To adequately evaluate the Boards own effectiveness one must first fully understand the Board’s Authority and responsibilities related to the HRSA Health Center Program Requirements in regard to the provision of primary care services to its targeted community with a special emphasis on the underserved patient population.
3. Summary of Baseline Understanding of the Board Self Assessment

- The Board will be evaluating themselves to determine if they believe the key components of the identified expectations are taking place or exist within the current board.
- Every Board members input is important to promote an effective self assessment.
4. Key Areas to Cover in the Board Self Assessment

- Selection & Composition
  - Inquire about the overall members interest level in the mission of the health center.
  - Is there an active nominating / membership process that is active throughout the year

- Patient suggestions
- Staff input
- Board nominations
Selection & Competition (continued)

- Are there written qualifications for board membership
- Is there a rotation method that allows for experience members continuity & new thinkers.
 Orientation & Training

✓ Is there a written Job Description / similar outlining the duties and responsibilities of a board member.

✓ Is their a Board Member Orientation Checklist covering various things including:
  ➢ History
  ➢ Organization structure
  ➢ Board manual
  ➢ Committee task list
  ➢ etc.

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- Orientation & Training (continued)

- Are their orientation materials given to new board members?
- Are their Board training opportunities throughout the year?
Organization of the Board

✔ Does the Board have a clear and concise set of by-laws including responsibilities of Officers.

✔ Does the Board have an elected Executive Committee

✔ Committee assignments are reviewed & evaluated periodically.

✔ Is the Board's working relationship with the CEO clearly defined in writing

✔ Does the Board provide an annual written assessment of the Chief Executive Officer

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The Board at Work

✓ Does the Board have regularly scheduled meetings in accordance to the by-laws

✓ Do meetings start on time and end on time as outlined.

✓ Do board members receive materials including fiscal reports enough in advance to review the operations?

✓ Do Board member believe they are given an opportunity to express their thoughts at meetings?
The Board at Work (continued)

- Does the Board have an adopted strategic Plan that speaks to the health centers vision, goals, and objectives?
- Are routine board matters that require action handled quickly?
- Written committee minutes are taken and provided to the Board.
- The Board assures that an annual audit is performed
- Do board and staff members work together to accomplish goals of organization.
Self Evaluation

Question & Answer Period

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Part B – The Chief Executive Officer Evaluation
1. The Chief Executive Officer Evaluation Process

- The CEO is the only employee of the Board of Directors.
- The Board of Directors is required to conduct a formal written evaluation of the CEO annually based on HRSA Program Requirements.
2. Items to have available to develop forms and processes

- CEO Job Description
- CEO Contract (if applicable)
- CEO individual Performance goals
- The health centers annual operating plan
- The health centers mission statement
- Key Program Expectations (for governance)

Result: A customized Evaluation Tool

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3. Value of the CEO Evaluation

- Link Compensation to CEO performance and provide basis for rewarding excellent performance.
- Focusing the CEO’s activities on the organization's mission and strategic plan.
- Assess the effectiveness the CEO is in implementing Board policies and decisions.
- Provide basis for future CEO evaluation.
4. The Evaluation Tool should have 3 Components

- Key characteristics required to perform the job
- Evaluation indicating if the CEO accomplished the current year’s goals and objectives.
- Goals and Objectives for the upcoming year including timeframes for accomplishment and the criteria to measure the accomplishments.
5. Key Characteristics Required to Perform Job

- Effective Communication
- Leadership / Managerial Qualities
- Judgment and sensitivity
- Needed Knowledge and Skills
- Community Relationships
- Board relations
- Medical Staff relations
6. Areas to Evaluate the CEO

- Communication with the Board and Management.
- Putting into operation Board Policies
- Management of personnel
- Allocation of Resources & Operation within means
- Interaction with Community
- Responding to Opportunities
- Planning for future events
- Carrying out Board approved long-term goals, operating plans, etc.
7. Conducting the CEO Evaluation

- A standardized process for the CEO performance evaluation should be developed and adopted by the board.

- Standards should be done in advance by the board with input from the CEO
  - The evaluation should include written documented input on the chosen measures.
    a. Distribute to participating board members
    b. Establish deadlines to return results of tool.
  - Determination of who should participate should be established by the Board in advance.
    - Can include all Board members or
    - Can include the Executive Committee

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8. Delivering the CEO Evaluation

- The summary results of the evaluation tool should be presented to the full board.
- The interview of the Boards collective evaluation decision should be presented to the CEO by:
  - The Executive Committee or
  - The Board Chairperson

That should be determined by the Board, (Unless specified in the by-laws).
9. Conclusion of CEO Evaluation Process

- The review of the results with the CEO should conclude with the Development of an Action Plan (where appropriate).
- The CEO should receive appropriate recognition and compensation (as outlined or agreed to by the board).
- The CEO evaluation must be approved by the full Board and included in the CEO’s confidential file.
Final Thoughts!!

😊 Support the CEO and develop future plans for continued growth and success.

😊 The Key to effective performance appraisals is an established written, previously agreed upon format that is objective and timely.
CEO Evaluation:
Question & Answer Period

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