



- RIVERSIDE • SAFE HARBOR • PEARL STREET • SCHOOL-BASED DENTAL CENTER •
- CHAMPLAIN ISLANDS • SOUTH END • GOOD HEALTH • WINOOSKI • ESSEX •

Basic Responsibilities of CHC's Board of Directors

The governing Board of a Federally Qualified Health Center is required by federal mandate to carry out certain responsibilities, which include defining operating strategies to assure community access to quality primary and preventive health care. Toward that end, the governing Board of the Community Health Centers of Burlington will:

1. Determine mission and purposes.

Periodically review written mission statement, and, while seeking consultation from various constituencies, it is the Board's responsibility to adopt the mission statement. The statement should guide all activity at CHC including: strategic planning and decision-making, program activities, and fund-raising strategies.

2. Select the CEO.

3. Support the CEO and assess his or her performance.

This responsibility has been assigned to the Board Executive Committee, but all Board members, as a complete body and with one voice, should ensure that the CEO receives frequent feedback and all necessary assistance, and that a formal, periodic performance review process is discussed and agreed on.

4. Ensure effective organizational planning.

Ensure a strategic planning process that enables the Board and staff to translate mission into goals and objectives that can be measured and accomplished.

5. Raise funds.

Every Board member may help provide connections to potential givers, and may help in soliciting individual gifts, and corporate and foundation grants. The Board should periodically consider and approve the fund-raising plan.

6. Manage resources effectively.

The Board must ensure that current revenues are stable and determine which reports it requires from the CEO to monitor the financial status of the Health Centers. The Board must also review and approve the annual budget and financial audit.

7. Determine, monitor and strengthen programs and services.

Ensure that programs and services are consistent with mission and are of high quality. The Board should determine which reports it needs from the CEO to monitor programs and services.

8. Enhance public standing.

Board members serve as ambassadors and community representatives.

9. Ensure legal and ethical integrity and maintain accountability.

The Board is responsible for ensuring adherence to legal standards and ethical norms: for example, adopting conflict of-interest policies outlining relationships, adherence to state and federal laws and regulations that apply to Federally Qualified Health Centers and filing timely reports required by them, adherence to the by-laws and articles of incorporation, providing for an independent audit and publishing an annual report.

10. Recruit and orient new Board members and assess Board performance.

For new member recruitment, Board members must define membership needs and cultivate members. The Board should assure a "balanced" Board composition. By this we mean a majority of Board members who are patients of the Health Centers, and members who represent the special populations served by the Health Centers such as refugees, homeless and recent immigrants. In addition Board members should possess an ability to understand the complexity of the Community Health Centers and our unique mission, be able to reach consensus on difficult issues and have the time and interest to serve.

When orienting new Board members, the Board should assure orientation to the Board and Board membership (by-laws, committee structure, member expectations and meeting practices), and orientation to the organization (mission, programs and services, goals, fund raising strategies, finances and emerging issues.)

Finally, every three to five years the Board and CEO should step back from their regular duties to evaluate their performance, and their relationship and how they can be strengthened through the use of available evaluation tools, and processes such as retreats. It is the responsibility of the Board to identify the training needs of the Board, and develop an agenda to meet those needs.