



**Strengthening Oklahoma's Safety Net,
One Community At A Time**

Board Bulletin

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Reflecting on the Past Year

Community health center (CHC) boards are required to monitor and evaluate health center performance. End-of-the-year accounting is in process and performance reports are being prepared. CHCs are working hard to meet the mid-February deadline for submitting their Uniform Data System (UDS) report as required. This is also a good time for CHC boards to look back at the past year to measure health center performance.

Health Center Performance Standards

◆ **Mission** - The mission, as the organizational compass, reveals the core values of the health center. Is the mission displayed prominently in the health center and board conference room? How does the CHC measure up to the mission statement? Are the programs and services offered by the CHC a reflection of the mission? Do staff and board members fully embrace the mission as the daily guide for their health center work? Does the community believe the health center is living up to its mission? Are there signs of mission drift (e.g., no mention of mission, poor board meeting attendance, turf battles within the organization)?

◆ **Budget & Financial Operations** - The budget is the framework for CHC financial planning. Were adequate resources budgeted to accomplish health center goals? If not, why? Was the budget reviewed monthly and did the board ask necessary questions to safeguard the CHC? Did the board document that all taxes were paid in a timely manner? Did the board document that retirement funding was done in accordance with health center policy? Was there ever a time when meeting payroll was an issue? If so, why and how can it be prevented in the future? Is there a plan for establishing reserves to accomplish future goals? Has the board thoroughly reviewed the annual audit findings with the independent auditor?

◆ **Strategic Plan** - Organizations engage in long-term planning to develop a 'road map' that will take the health center to an envisioned destination. If strategic planning is reduced to a time-intensive annual process that CHCs do just to satisfy a requirement, organizations should take heed. Not only does this negatively impact employee morale but it will also make volunteer board members weary of serving. Strategic plans should be followed, monitored and adjusted as necessary to ensure that the organizational vision will become reality. Is the strategic plan being used as the guide for CHC operations? Are the targeted results still desirable? Is the current approach to accomplishing the goals and objectives working? Have there been unexpected challenges that must be addressed to realize success?

◆ **Program Expectations** - The Bureau of Primary Health Care (BPHC) CHC Program Expectations are outlined in Policy Information Notice (PIN) 98-23. Does the board understand the program expectations? Are grant funds used in accordance with the approved scope as funded? The Health Resources and Services Administration (HRSA) Office of Performance Review (OPR) ensures that CHCs are compliant with Section 330 regulations and are operating effectively. Has your CHC received an OPR review? If so, does the board know of the results? What has your health center done to prepare for an OPR review?

◆ **Clinical Measures** - Does the board receive a monthly report from the Medical Director? Do you know if health center patient outcomes are being tracked? Have quality assurance measures been followed appropriately? Are health center providers carefully following established clinical protocols to protect Federal Tort Claims Act (FTCA) coverage?

◆ **Satisfaction Surveys** - It is important for health centers to find out how the community views their performance. Satisfaction surveys should be designed to identify problem areas but also be used to recognize organizational best practices. Does the health center administer routine patient satisfaction surveys? Employee satisfaction surveys? Board satisfaction surveys? If so, has the board reviewed the results? If so, have problem areas been identified and a comprehensive improvement plan been established? Is recognition shown to high-performing individuals and departments to promote high quality customer service? To review OPCA's entire *Board Bulletin* series, visit the 'CHC Boards' section of www.okpca.org.

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