

CAMcare Health Corporation

Camden NJ

Keeping the Ship Afloat: Effective Boards, Effective Centers



**July 12, 2009
REGION II CONFERENCE
Rye Brook, NY**

Why is it important?

- **Health centers must be prepared to act rapidly and decisively**
- **Requires responsive and informed governance and health center**
- **Relationship between governance and health center is key contributor to success of the health center**

Health Center Leadership

- **Governance Board**
- **Executive Director**
- **Management Team**

Governance Board



- **User-majority composition**
- **Meets at least once a month**
- **Establishes center hours and services**
- **Approves grant applications, annual budget, and audit**
- **Selection and evaluation of Executive Director**
- **Establishes general policy for the center**

Board Responsibilities



- **Board provides leadership and guidance in support of the mission**
- **‘Sets the destination’ for the center**
- **Legally responsible for center compliance with federal, state, local law and regulation, and financial viability**
- **Committee expectations**
 - **Our members serve on at least two committees and rotate committee chairmanship**



Executive Director

- **Leads management to achieve board-established goals and operating plans**
- **‘Steers the ship’**
- **Primary liaison between board policy and health center operations**
- **Accountable for health center performance**
- **Evaluated by Board**



Management Team

- **‘Gets us to where we’re going’**
- **Provides day-to-day leadership under Executive Director**
- **Fiscal management**
- **Clinical operations**
- **Information management system expertise**



Board Training & Education Model



- **NACHC Board Orientation & Boot Camp**
 - **Certificate in Health Center Governance Program**
- **Conference attendance**
 - **NACHC P & I**
 - **NACHC CHI**
 - **Region II Annual Conference**
- **Chair's monthly governance topic**
- **Annual Board Meeting**
- **Consultants**
- **Strategic Planning**

Annual Strategic Planning

- **Board, Leadership, Clinical Directors, facilitator**
- **Board education**
 - (ex. succession planning, foundation development)
- **Review/evaluate current Strategic Plan**
- **Environmental scans**
- **Needs assessment**
- **Satisfaction surveys**
- **SWOT analysis**
 - **Strengths**
 - **Weaknesses**
 - **Threats**
 - **Opportunities**
- **Breakout groups**
- **Clear Prioritization**
- **Consistent with the mission**
- **New or revised plan**

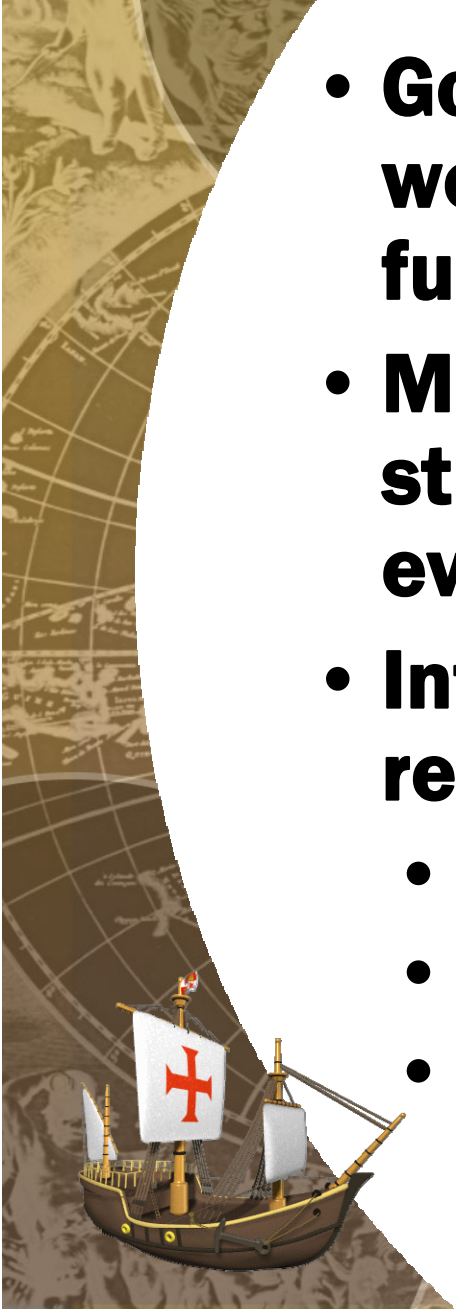
Strategic Planning Goals

- **Strategic plan progress reviewed during the year**
- **Annual goal setting**
 - **Board**
 - **Administrative Leadership**
 - **Clinical Directors**
- **All new endeavors are reviewed for**
 - **Consistency with mission**
 - **Consistency with plan**



Core values make it work

- **Governance, administration and staff work together in a seamless fashion to further health center mission**
- **Model of board education, training, strategic planning, goal setting, and evaluation**
- **Informative board meetings with broad representation**
 - **CEO, CFO, CMO**
 - **Clinical reports from each discipline**
 - **Ad hoc participants**



Examples of Effective Strategic Planning

- **Capital Project**
- **Quality**
- **Technology**




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Capital Project: Gateway Health Center

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- 1999** **Board Strategic Planning Goal: establish a new dynamic corporate headquarters in Camden**
 - 2001** **Secure architect; draft plans for \$10 million 38,000 sq ft building, engaged Capital Link; began Capital Campaign featuring the Board Chair and CEO**
 - 2000** **Groundbreaking; DRPA \$2 million contribution; awarded HRSA EMC funding for Gateway**
 - 2004** **Gateway Center opens; awarded HRSA Oral Health Expansion**

Quality: Joint Commission Accreditation

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|---------------------|---|
| June 1999 | Board Strategic Planning Retreat Goal: JCAHO Accreditation |
| March 2000 | Organization-wide JCAHO Prep Kick-Off |
| August 2000 | Restructure QA/PI Committee; approved by Board, with monthly QA/PI reports to Board |
| October 2000 | Board JCAHO Leadership Training session and Board PI Goal setting |
| January 2001 | Board participates in JCAHO Leadership survey. JCAHO accredited with 99% score; achieve 2nd highest score in nation |

Technology : EMR Implementation

- Jun 2004** Board Strategic Plan Goal: Explore EMR implementation
- Mar 2005** Review EMRs for 2-3 years implementation timeline; join NJPCA Quality IT Pilot
- Jan 2007** 3 year \$270,000 Horizon Foundation Award for EMR Implementation
- May 2007** Provider Retreat: EMR buy-in/Board Retreat: support EMR
- Mar 2008** Board Approval EMR expenditures; vendor contract signed
- April 2009** EMR 'go-live' at first site