



Board Recruitment and Retention Plan

Southern Nevada
Community Health Center

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RECRUITING: PLANNING AND PREPARATION

The Community Health Center’s Board is fundamental to its continued success. Board member recruitment is both a plan and a process. Of necessity, this process includes developing an outline and timeframe for the nominating committee to complete its work in recruiting new board members. Continuing along this vein, this also includes reviewing issues such as current vacant seats, current board member expiring term dates, board composition requirements, and successive term limits as stated in the Bylaws. This Retention and Recruitment Plan operationalizes that process to support the CHC’s mission, vision, and values.

RECRUITMENT PLAN

This Recruitment and Retention Plan consists of core activities necessary to ensure timely placement and lasting retention of quality Board members.

Recruitment Committee Activities

The Community Health Center’s Recruitment Committee and staff use a team approach for recruitment and retention activities.

Board Needs Assessment

This activity of the Board Recruitment and Retention Plan outlines information for training purposes to help guide the board with the identification of training gaps. The Board Needs assessment defines the opportunity. Information gathered during this activity involves identifying/determining:

- Gaps in Board composition requirements;
- Board subject matter expertise needs;
- Recruitment sources and methods; and
- Potential conflicts of interest.

Additional Candidate Qualifications Include:

- Communication skills
- Community knowledge and commitment
- Available time commitment
- Commitment to the mission
- Interpersonal skills
- Level of business/organizational competency

Additional Candidate Considerations Include:

- Board diversity in age, gender, and race
- Prior board experience
- Board diversity in background and experience

The Board Needs Assessment informs the Board’s recruitment opportunities by clarifying

the Board's understanding of the intersection of board candidate qualifications with the needs of the community and the Community Health Center. However,

Recruitment Activities

A Board Job Description describing the basic responsibilities, including realistic time commitments required by Board members, will be updated by staff and reviewed with and approved by the Recruitment Committee. Once approved, it will be shared with prospective candidates to describe the opportunity.

Using the Needs Assessment as a guide, and with input and direction from the Recruitment Committee, potential candidates will be identified. The Committee will identify which Committee members and/or staff will reach out to the candidates identified to:

- Gauge the candidate's level of interest
- Provide information to the candidate regarding the Community Health Center's structure, culture, and operations; and
- Make an initial assessment of their capabilities and potential fit for the Board.

The candidates most qualified for the vacant position(s) will be presented to the Committee for further evaluation and consideration.

RETENTION: FOLLOW-UP AND FOLLOW-THROUGH

At this phase of the board recruitment and retention process, we shift from finding the right person, to considering how to retain board members. To this end, the Health Center's retention strategy includes:

Orientation

New members will be provided:

- An orientation session to review the Health Center's history, mission, purpose, strategic plan, governance practices, programs, and services
- A tour of the facilities, offices, and an opportunity to meet staff
- A board manual which includes the Health Center's Bylaws, Co-Applicant Agreement, Board Governance Policies, and other resources
- Meeting materials (schedule of meetings, agenda, minutes, and current committee appointments)

Onboarding

Onboarding is a continuation of the recruitment team effort. The Committee will oversee the continuous integration of new board members into the Board and Health Center's culture.

- Members will be given an official welcome and introduction at their first Board meeting.
- Members will be paired with a board member and a staff liaison who can be a resource to the new member.
- Members will be immediately assigned to 1 or more committees (members may also choose the committee)

Committee Hot-Wash and Retention Activities

The Recruitment Committee will maintain an up-to-date list of potential board candidates, including the skills they can bring to the Health Center.

Following each recruitment, the Committee will identify any challenges faced during the preceding recruitment process, and the strategy and resources needed to address those challenges.



CHC Board Member Position Description

General Background:

The Southern Nevada Community Health Center (CHC) is a federally qualified health center serving the primary medical needs of the Southern Nevada and the 89107 community.

Position Summary:

CHC Board members are trustees who act on behalf of the CHC's constituents, including service recipients, funders, the government, and taxpayers. The CHC Board of Directors has the principal responsibility for fulfillment of the organization's mission and the legal accountability for its operations.

Responsibilities (including but not limited to):

As a group, the Board is charged with:

- Establishing a clear organizational mission
- Interpreting and representing the community to the organization
- Forming the strategic plan to accomplish the mission
- Overseeing and evaluating the plan's success
- Hiring a competent executive director and providing adequate supervision and support to that individual
- Ensuring financial solvency of the organization, and
- Ensuring there is a fair system of policies and procedures for human resource management.

Duty of Loyalty:

Board members have a duty of loyalty to the organization, its staff and other board members.

Duty of Attendance:

Board members are required to attend 75% of board, committee, and training meetings held within the calendar year. Members not meeting this requirement may be removed from office.

Time Commitments and Travel:

1. The CHC's Board members accomplish their functions through twelve regular monthly meetings per year and through the CHC's established committee structure. Committee meetings generally require 1–3 hours per quarter. Although in-person meeting attendance is preferred, members are permitted to attend via conference-line.

Regular Board meetings are on average 90-minutes long. To achieve this, and thereby efficiency and effectiveness of meetings, Board members are expected to arrive at meetings prepared and ready to engage in thoughtful dialogue. To facilitate meaningful meetings, Board members have the opportunity to receive a briefing regarding any pending meeting.

Orientation, Training and Evaluation:

Training and orientation of all new Board members is provided for all new Board members. General Board training and development occurs throughout the year. The Board is also responsible, on an annual basis, for evaluating and determining compensation for the Association's Executive Director.

Conflict of Interest:

A CHC Board member may not be an employee, nor the spouse, child, parent, brother or sister, by blood or marriage, of an employee of the CHC or the Southern Nevada Health District. Any Board member's conflict of interest, or the perception of same, will be disclosed to the Board.

Application, Nomination, Election and Term Limits:

Application to serve on the Board is made through the Nominations Committee. Directors are elected at the Annual Membership Meeting held each July (unless elected by the Board to fill a vacancy).

Knowledge, Abilities and Skills:

- Ability to communicate effectively with governmental agencies, health care providers and organizations, and legislators.
- Ability to work effectively with a variety of professionals and organizations.
- Ability to develop, maintain and promote constructive relationships.