

## Chapter 23: Healthy Start Services

# HEALTHY START COALITION BOARD OF DIRECTORS

---

### Introduction

---

Healthy Start Coalitions (HSC) are individual non-profit 501(c)(3) organizations. Due to the non-profit status, each HSC is governed by a unique Board of Directors (Board). The Board of a HSC has the contractual responsibility of overseeing the delivery of Healthy Start services and preserving the integrity of the Healthy Start program in their defined area (see Chapters 1, 2, and 15 of the Healthy Start Standards and Guidelines for additional responsibilities).

### Definition of Service

---

Each HSC manages the Healthy Start program in their defined area, and is governed by its own Board. The Board provides oversight of the structure, has a responsibility to enhance the public image, and has fiduciary responsibility for the local HSC they govern. The Board is also responsible for interviewing, hiring, evaluating, and monitoring the Executive Director of their HSC.

Because HSCs vary from county to county due to demographics, population size, and needs, each Board may vary in membership to mirror the needs of their local area. Board members are volunteers from the community.

### Standards and Criteria

---

**Standard 23.1 The Board will assure there is a structure for the Healthy Start Coalition they govern.**

*Criteria:*

**23.1.a** The Board will have, and abide by, By-laws and Articles of Incorporation as required by 501(c)(3) rules and regulations.

**23.1.b** The Board will assure the HSC has budget and fiscal management policies in place and will have oversight of these policies.

**23.1.c** The Board will assure the HSC has policies in place for personnel and emergencies.

**23.1.d** The Board will understand the mission and purpose of the HSC, their services, and the delivery of these services.

**Standard 23.2 The Board will assure there is continuity on the Board.**

*Criteria:*

**23.2.a** The Board should identify a leader or chairperson for the Board.

**23.2.b** The Board will recruit new members with a goal of having a diverse group with varying expertise that represents the community at large.

**23.2.c** Board membership will be voluntary, and members will not receive financial compensation for serving on the Board.

**23.2.d** The By-laws of the organization will outline term limits of the Board membership.

**Standard 23.3 Individual Board members should have an understanding of maternal, infant, and child health needs, the Department of Health (DOH) Maternal and Child Health Priorities, and the resources and needs of the local community.**

*Criteria:*

**23.3.a** Board membership should represent racial, ethnical, and socioeconomic diversity.

**23.3.b** At least one Board member should be an individual who was, or currently is, a consumer of Healthy Start services.

**Standard 23.4 The Board must meet at a minimum of every two months and meetings shall be conducted with a shared sense of purpose.**

*Criteria:*

**23.4.a** It is recommended that each Board meets monthly whenever possible.

**23.4.b** Each meeting will have a meaningful agenda prepared in advance.

**23.4.c** Board members should come prepared by being familiar with the previous meeting minutes.

**23.4.d** Board members' time should be honored by staying on topic and by concluding the meeting at the agreed upon time.

**23.4.e** Board members should attend Board and committee meetings and should read all material such as minutes, reports, financial statements, and program literature.

**23.4.f** The Board will work with their community in enhancing the HCS's public image.

**Standard 23.5 Minutes shall be recorded for every Board meeting.**

*Criteria:*

**23.5.a** Minutes will list both members present and members absent for the meeting.

**23.5.b** Minutes will be concise, yet thorough, and will accurately reflect what was covered during the meeting. Minutes should reflect decisions and dissents.

**23.5.c** Minutes will be disseminated to all Board members in a timely manner to assure that members will have sufficient time to review the minutes before the next meeting. Copies of all reports discussed at the meeting will be attached to meeting minutes.

**23.5.d** Approved minutes will be signed and dated. A copy will be sent to the DOH contract manager as required by contract.

**Standard 23.6 Each Healthy Start Coalition is supervised by an Executive Director. The Board is responsible for hiring the Executive Director of their local HSC.**

*Criteria:*

**23.6.a** The Board provides oversight but does not run the day-to-day operations of the Healthy Start program. This is the responsibility of the HSC Executive Director (ED). The ED has the ability to staff and assure the implementation of the local Healthy Start program. The Board shall establish and maintain a collegial relationship with the ED.

**23.6.b** The Board will create a job description for the HSC ED.

**23.6.c** The Board will research salaries for EDs of HSCs similar in size and funding to the one they govern.

**23.6.d** Advertising for an ED will be widely distributed.

**23.6.e** Interviews for the ED will be conducted with a panel of Board members present. It is recommended that an ED from another coalition participate in the interview process. References will be checked for the top candidate, including background checks and fingerprinting, prior to offering the position.

**Standard 23.7 The Board is responsible for the monitoring and evaluation of the Executive Director of their local Healthy Start Coalition.**

*Criteria:*

**23.7.a** The Board will create a performance evaluation tool for the ED position, ensuring the tool contains objectives and measurable goals. The performance evaluation should clearly outline the Board's expectations of the ED's work. The performance evaluation should contain "SMART" objectives, defined as **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound.

**23.7.b** The performance evaluation is designed to measure outcomes of the ED's responsibilities, such as achievement of contract deliverables, effectiveness of staff supervision, evaluation of the quality of HSC and client services, the relationship between subcontractors and the ED, effective monitoring of the subcontractors, the working relationship with DOH, their interactions and activities with the Florida Association of Healthy Start Coalitions, involvement in community activities, fundraising efforts and results, and the assurance that sound fiscal policies and practices are followed.

**23.7.c** Within 30 days of hire, Board member(s) shall meet with the ED and provide him or her with the performance evaluation form containing goals and objectives, and should review the expectations with the new hire.

**23.7.d** The Board should assure there is a structured orientation for a newly employed ED. This should include spending a minimum of one day each with two EDs in coalitions of similar size, budgets, and services.

**23.7.e** The ED is to have a written performance evaluation completed every 12 months by the Board, and the Board is to review the evaluation in person with the ED.

**23.7.f** The Board will assure there is a defined reporting mechanism by the ED at regular intervals to the Board of all HSC activities.

**Standard 23.8 The fiscal duties of the Board are to provide checks and balances for the HSC. The Board has a duty to assure their local HSC has appropriate resources to meet their missions.**

*Criteria:*

**23.8.a** Expenditure reports are to be reviewed by designated Board members.

**23.8.b** The Board should confirm that bank statements have been reconciled monthly.

**23.8.c** The Board should assure annual audits are completed by HSCs whenever mandated by federal regulations.

**23.8.d** The Board may want to consider using double signatures on checks over a certain threshold.

**23.8.e** The Board should review HSC credit card transactions, payments, and balances.

**23.8.f** The Board shall assist in raising funds to promote sustainability.

**Standard 23.9 The Board is responsible for the overall evaluation of the effectiveness of the HSC activities and Healthy Start services.**

*Criteria:*

**23.9.a** The Board shall determine how well the mission of Healthy Start is fulfilled, review plans for major programs, and assure that Healthy Start's vision and mission are always at the forefront of any action. The Board, with input from the ED and key employees, shall assist in outlining long-term plans for the HSC. Members of the Board should interact with staff, volunteers, and those who receive services from the Healthy Start program to gain insight into operations.

**Standard 23.10 The Board is a visible entity in their local community and maintains effective public relations with the medical and social service community, stakeholders, legislators, funding sources, media, and the general public.**

*Criteria:*

**23.10.a** Members of the Board must represent the HSC to the public in a positive light. Board members must be able to effectively convey the HSC's mission and

accomplishments to the community, and raise interest and awareness to the mission of Healthy Start.

### **References and Other Resources**

---

Governance Matters. Information on strengthening the management abilities of non-profit boards <http://vcg.org/>

Non-profit and fundraising resources for non-profit boards.  
[http://www.nonprofit.pro/nonprofit\\_board\\_directors.htm](http://www.nonprofit.pro/nonprofit_board_directors.htm)