

**The San Francisco
Health Commission
Review of Roles, Committee
Structure, and Best Practices**

December 4, 2012

Agenda Item 1:

Welcome & Agenda Review

Meeting purpose

- + Review Health Commission role and relationship to DPH policy
- + Review best practices on governance
- + Discuss member roles and how to maximize Commission effectiveness

Agenda Item 1:

Welcome & Agenda Review

Desired outcomes

- + Deeper understanding of the Commission's policy role
- + Increased understanding of how to maximize the Commission's effectiveness
- + Development of recommendations to guide future activities

Agenda Item 1:

Welcome & Agenda Review

- + **Share the floor** – equal opportunity to speak
- + **Stay on point** – focus on discussion topics
- + **Show respect** – treat others with courtesy
- + **Look for common ground** – work toward agreement
- + **Be present** – turn off smart phones
- + **Others?**

**What expertise
or perspective
do you bring
to the Health
Commission?**



Agenda Item 2:

Commission Roles & Responsibilities

- + Commissions play a vital role**
- + They advise the Mayor, Board, and City departments on San Francisco's long-range goals, policies and programs**
- + Instituted by voter initiative in 1985, the Health Commission is the governing and policy-making body of the Department of Public Health**

Agenda Item 2:

Commission Roles & Responsibilities

Commission powers

- + Sets policy and communicates that policy to the Director, who is in turn is responsible for its execution**
- + Power of hearing or inquiry**

Agenda Item 2:

Commission Roles & Responsibilities

Commission restrictions

- + Must deal with matters solely through the Health Director (or designee)**
- + With the exception of the Health Director and the Commission Secretary, cannot provide staff with direction directly**
- + May act only by means of a vote at a noticed meeting**

Agenda Item 2:

Commission Roles & Responsibilities

Individual Commissioners

- + May request information relevant to their Commission role from the Health Director through the Commission President
- + May not provide dictation, suggestions, or interference in DPH administrative matters
- + Lack authority, as individuals, to exercise powers of the Commission as a whole
- + Use of Department resources only for Health Commission-related business

Agenda Item 2:

Commission Roles & Responsibilities

Commission Secretary

- + Duty is to the body as a whole, rather than individual members
- + If Commissioner wants DPH or health information that will require staff or secretarial time to compile, request should be made through the Commission President



Agenda Item 4:

The Commission's Policy Role

Carver Model: Policy Governance*

- + **Ends:** Decisions that determine what results for what recipients at what worth
- + **Means:** Any decision not an end
- + Governing body makes **ends & means** decisions
 - Ends policies: Proactive, positive, prescriptive decisions based upon input from staff, experts.
 - Means policies: Decisions about the Board's own job and its relationship with management, and decisions setting forth the limits of acceptable staff behavior

* Carver's Policy Governance® Model in Nonprofit Organizations



Agenda Item 4:

The Commission's Policy Role

Center for Healthcare Governance: Types of Policies*

- + **“Ends” policies:** Establish broad organizational ends
- + **Authority and limitations policies:** Establish authority of, or set limitations on, management or staff.
- + **Board management processes:** Establish how the Board performs its duties.
- + **Standards:** Establish standards affecting the board, management, medical staff, or entire organization.
- + **Externally required:** Fulfill requirements of external regulatory bodies.

* Great Boards Governance Policy Statement on Distinguishing Policy from Operations, American Hospital Association Center for Healthcare Governance

Agenda Item 4:

The Commission's Policy Role

Local Boards of Health: Governance & Leadership Responsibilities*

Function	Health Director	Governing Body
Long-term goals	Recommends	Approves
Short-term goals	Implements	Monitors
Day-to-day operations	Manages all	No Role
Budget	Recommends	Approves

* National Association of Local Boards of Health Board Orientation Presentation



Agenda Item 4:

Scenario 1: Community Health Planning

Activity	Health Director/DPH Staff	Health Commission
1. Identify a model and process to conduct a community health assessment (CHA) and develop a community health improvement plan (CHIP)	Recommend	Approve
2. Engage community members in CHA/CHIP activities to solicit feedback and identify community priorities	Lead	Participate
3. Compile and analyze data from primary and secondary sources and develop major findings	Lead	Receive updates
4. Based upon findings and in collaboration with community partners, develop a CHIP that identifies goals, objectives, and performance measures	Recommend	Approve
5. Implement CHIP and monitor progress on CHIP implementation	Lead	Monitor

Agenda Item 4:

Scenario 2: Community Health Project

- + DPH is involved in a public health project in your community. Over a period of months, you received information about this project through presentations made to the Health Commission and through updates given in the Director's Report. There is substantial interest in this issue and eventually, members of your community who are unhappy with the project ask you to intervene.

- + **Questions to Consider:**
 - What are the different ways someone might handle this situation?
 - What factors should be considered to determine how most appropriately to proceed with this situation?

- Break -

Agenda Item 5:

Commission Effectiveness

Being an Effective Board of Health Member*

+ As an **Individual Commissioner**

- Know the laws, regulations, and rules of order governing the board;
- Understand and support the vision and mission of the board and health department;
- Study your agenda and meeting materials-be prepared to participate in discussions;
- Be familiar with health department programs;
- Advocate for public health in the community.

* National Association of Local Boards of Health Board Orientation Presentation

Agenda Item 5:

Commission Effectiveness

Being an Effective Board of Health Member*

+ As a **Team Member**

- Have respect for others on the board;
- Participate constructively in discussions;
- Cast your vote on your understanding of the community's public health needs;
- Abstain if you have a conflict of interest;
- Support the final decisions of the board;
- Do not micromanage health department staff.

* National Association of Local Boards of Health Board Orientation Presentation

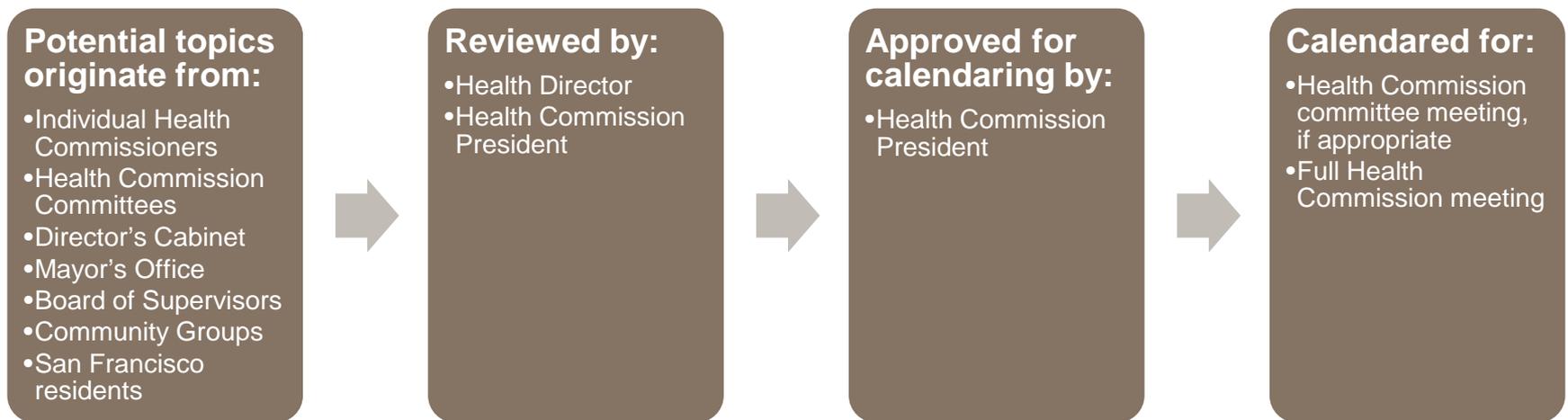
Agenda Item 5: Commission Effectiveness

Questions for Discussion

- + What are your expectations for yourself and other Commission members?
- + What do members need to know and how do they need to interact in order to fulfill their roles effectively?

Agenda Item 5: Commission Effectiveness

Current procedure for setting Commission agendas



Agenda Item 5:

Commission Effectiveness

Questions for Discussion

- + How well does the current committee structure and process by which the Commission identifies policies for review, obtains information, and makes decisions work?**
- + Are there ways to strengthen the structure or process?**

Agenda Item 6: Closing

- + Meeting summary and evaluation
- + Next steps resulting from discussion