

Enhanced Recruiting and Onboarding Processes for New Board Members

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Learning Objectives



- ▲ Delineate a governance policy and set of procedures to enhance the recruitment of new Board members.
- ▲ Analyze Board composition requirements for nonpatient members and select an objective data source to define “healthcare industry.”
- ▲ Develop a set of tools to aid in the recruitment and onboarding of new Board members and create a set of materials for the Annual Board meeting to help reaffirm Board members’ commitment to their fiduciary responsibilities.

Board governance

Policies and workflows



**Board confidentiality
agreement**



**Board
recruitment policy**



**Board solicitation
for patient
board members**



**Definition of
“healthcare
industry”**



Confidentiality agreement

Collect this information
at orientation

and

Collect this annually
(such as at the Board's
Annual Meeting)

Key elements of the confidentiality agreement

- ▲ The Board's three fiduciary duties
- ▲ Give examples of confidential, privileged, and proprietary information, such as:
 - Board dockets, Committee reports, and financial information
 - Compensation data
 - Competitive applications for federal, state, or municipal grants or bonding
 - Competitive applications to private grant-makers
 - Donor lists
 - Outcomes of votes and discussions



Board recruitment policy: Key elements

- ▲ Sets forth policy based on the Health Center's Bylaws and related requirements in Chapter 20 (Board Composition) of HRSA's Health Center Program Compliance Manual
- ▲ Defines:
 - Non-patient Board member
 - Patient
 - Patient Board member
 - Patient majority
 - Relevant expertise and skills



Board solicitation methods

Signage within each location

Outreach to the Health Center's clinicians

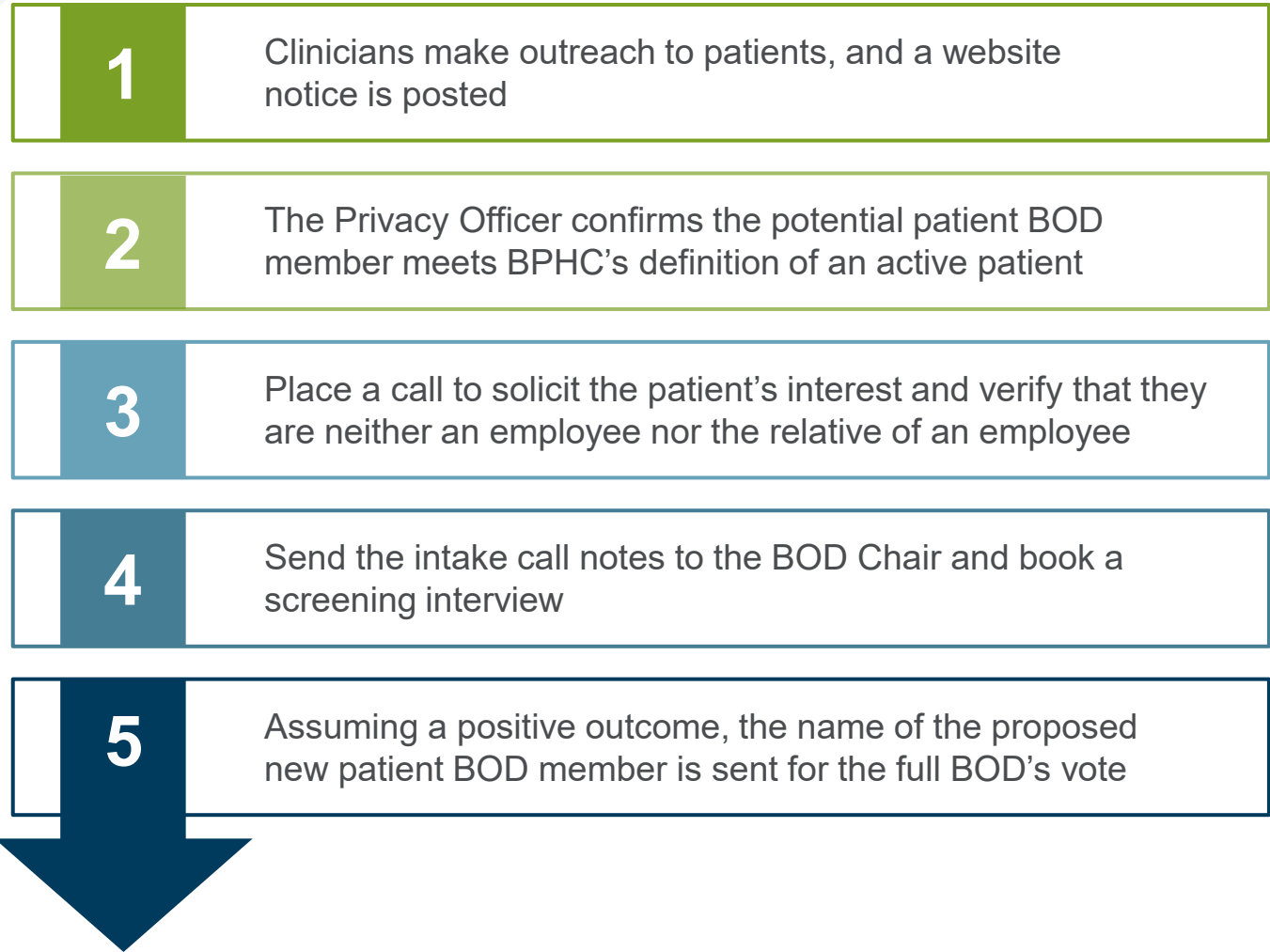
Notice on the Health Center's website

Inform any patient advisory groups

Outline the responsibilities, including monthly meetings

- ▲ An opportunity to help advance the Health Center's mission
- ▲ Participate in governing by:
 - Voting on policies that guide services, mission, sites of care, sliding fee scale, hours of operation, and quality of care
 - Reviewing financial reports and budget performance
 - Engaging in long-term strategic planning
 - Discussing community needs assessments and results of patient and staff satisfaction surveys

Recruiting patient Board members

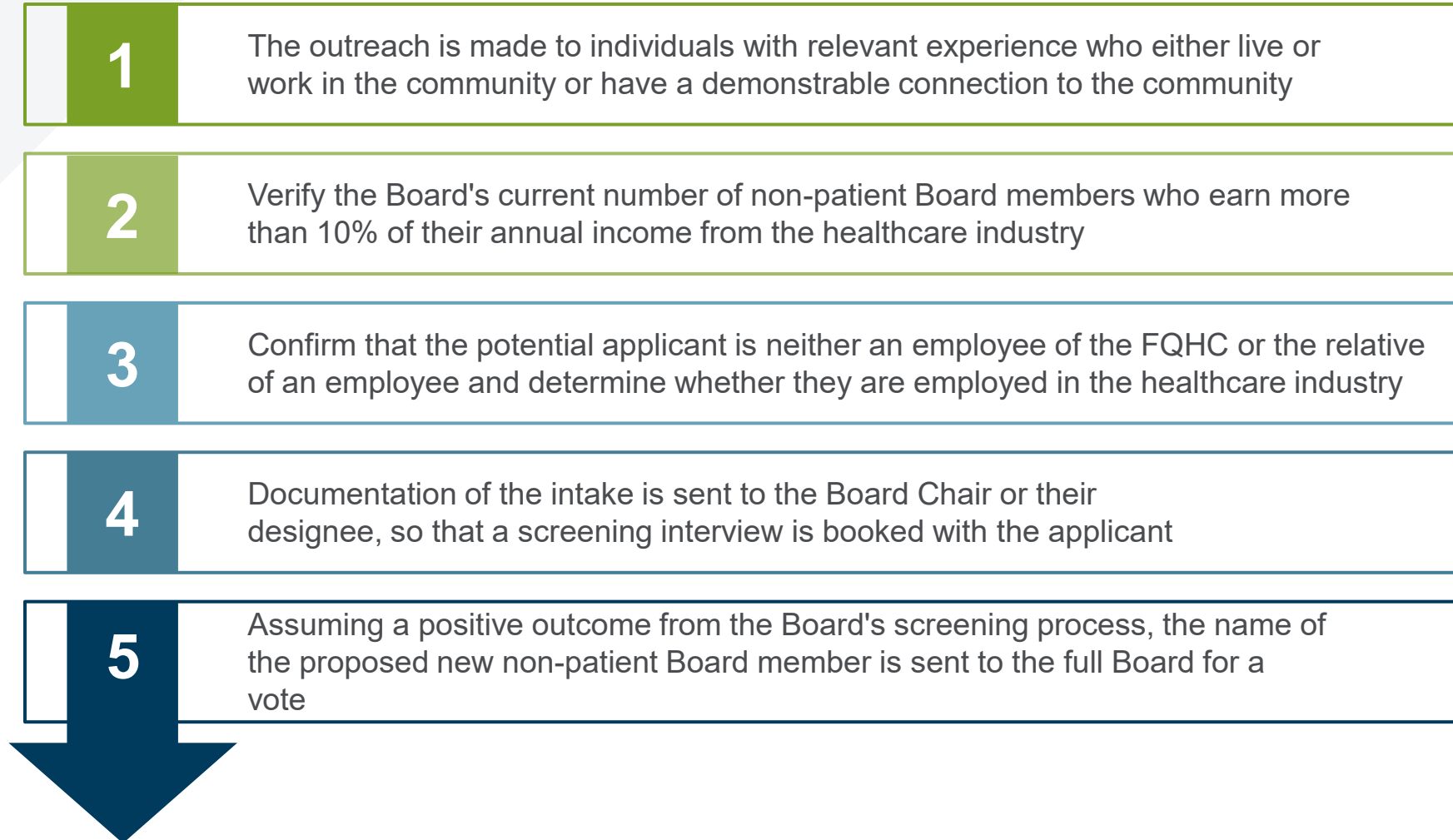


Definition of an active patient

- ▶ An individual who has received at least one service within the Health Center's approved scope during the past 24 months
- ▶ **Examples:** Medical, dental, behavioral health, prenatal/women's health
- ▶ A parent or legal guardian of an active Health Center patient
- ▶ How to confirm receipt of services while respecting patient privacy



Recruiting non-patient Board members



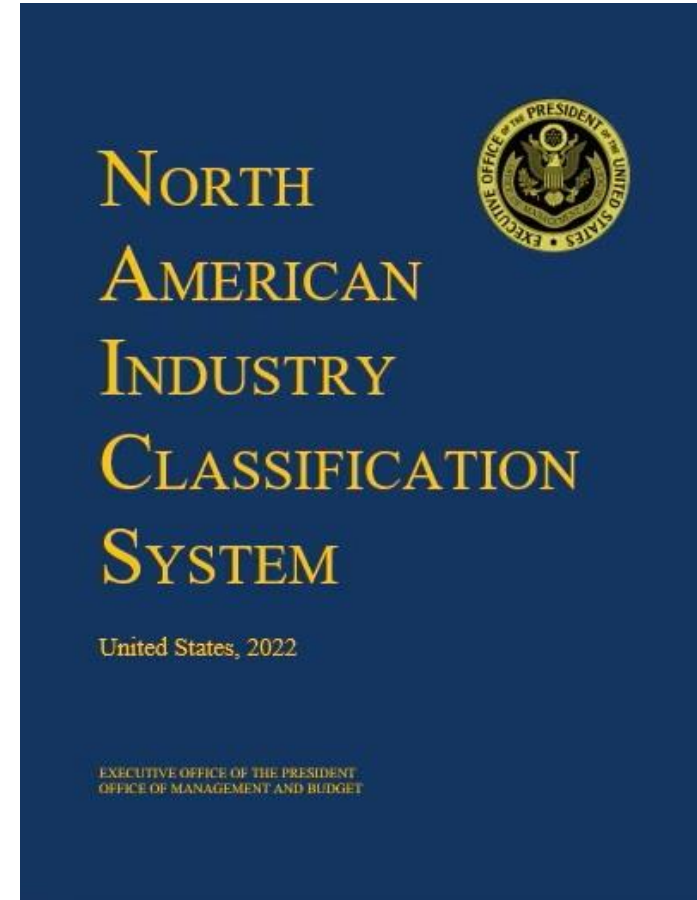
Board governance policy: Definition of “healthcare industry”

- ▲ Sets forth policy based on the Health Center’s Bylaws and related requirements in Chapter 20 (Board Composition) of HRSA’s Health Center Program Compliance Manual
- ▲ Stipulates that no more than one-half of non-patient Board members may derive more than 10% of their annual income from the healthcare industry



NAICS: A method for defining “healthcare industry”

- ▲ The U.S. Office of Management and Budget (OMB) announced on March 20, 2026, that the proposed 2027 update to the NAICS is expected to be published during Calendar Year 2026.
- ▲ The NAICS update process is a five-year review managed through the OMB and the Economic Classification Policy Committee (ECPC)
- ▲ NAICS provides a consistent framework for the collection, analysis, and dissemination of industrial statistics
- ▲ NAICS can be used to define the “healthcare industry”



NAICS Subsectors: Healthcare

Ambulatory Healthcare: 621

- ▲ **NAICS 6211:** Offices of Physicians (except for Mental Health Specialists)
- ▲ **NAICS 6212:** Offices of Dentists
- ▲ **NAICS 6213:** Offices of Other Health Care Practitioners
- ▲ **NAICS 6214:** Outpatient Care Centers
- ▲ **NAICS 6215:** Medical and Diagnostic Laboratories
- ▲ **NAICS 6216:** Home Health Care Services
- ▲ **NAICS 6219:** Other Ambulatory Health Care Services



NAICS Subsectors: Healthcare

Hospitals: 622

- ▲ **NAICS 6221:** General Medical and Surgical Hospitals
- ▲ **NAICS 6222:** Psychiatric and Substance Abuse Hospitals
- ▲ **NAICS 6223:** Specialty (except Psychiatric and Substance Abuse) Hospitals

Nursing & Res. Care Facilities: 623

- ▲ **NAICS 6231:** Skilled Nursing Facilities
- ▲ **NAICS 6232:** Residential Care for Individuals with Intellectual and Developmental Disabilities
- ▲ **NAICS 62322:** Residential Mental Health and Substance Abuse Facilities



HRSA Form 6A: Current Board member characteristics

Components

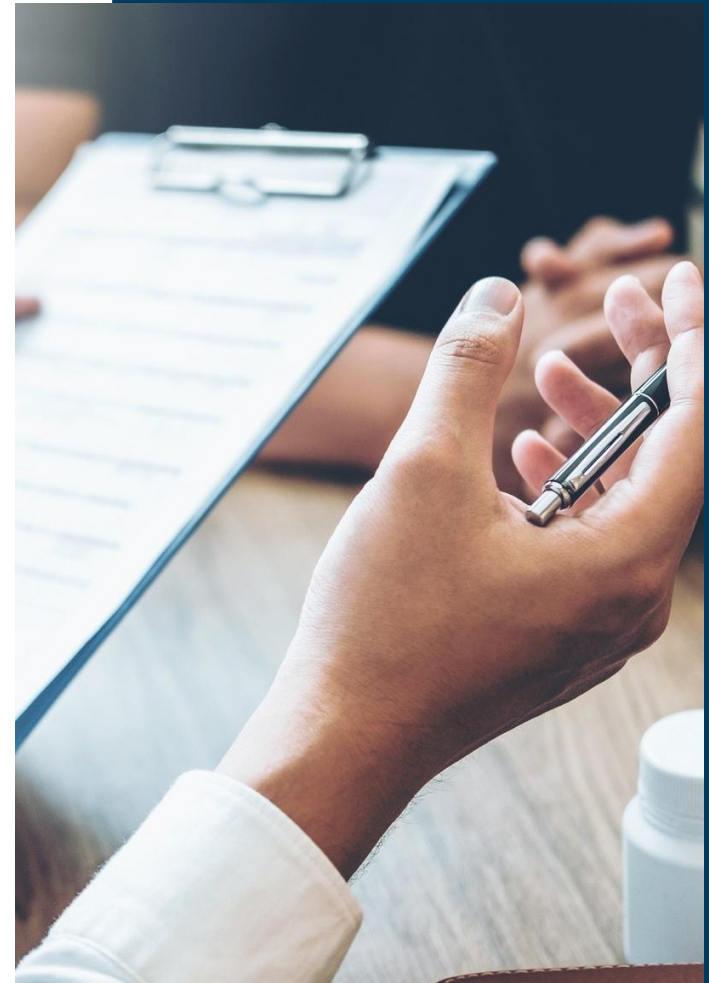
- ▲ Name
- ▲ Current Board Office Position Held
- ▲ Area of Expertise
- ▲ >10% of Income from Health Industry
- ▲ Health Center Patient
- ▲ Live or Work in the Service Area
- ▲ Special Population Representative (if yes, specify the Special Population)



HRSA Form 6A (OMB No.: 0915-0285): Patient Board member characteristics

Note well: The expiration date of the currently available PDF version of Form 6A is listed as 4/30/2026.

- ▲ Sex
- ▲ Ethnicity
- ▲ Race
- ▲ If the applicant is a public organization/center, do the Board members listed above represent a co-applicant Board





HRSA Form 6A

Complete or update the following

- ▲ List all current Board members. Do not list non-voting Board members.
- ▲ List each Board member's office held, if applicable.
- ▲ For non-patient Board members, indicate if more than 10% of their annual income is from the healthcare industry.
- ▲ Indicate if each Board member is a Health Center patient.
- ▲ Indicate if each Board member lives and/or works in the service area.
- ▲ Indicate if each Board member is a representative from/for a special medically underserved population (migratory and seasonal agricultural workers, homeless population, resident of public housing).

Welcoming the new Board member

Help the new Board member feel welcome in their new role:

- ▲ Provide an orientation session and tour to meet senior leadership
- ▲ Ascertain whether childcare, transportation, and any special dietary needs will require accommodation
- ▲ Provide background materials, such as bylaws, strategic plan, mission, vision, and values, and an overview of Board committees
- ▲ Explain the “alphabet soup”





The Annual Meeting

Update the following series
of agreements:

Confidentiality

Conflict of interest (COI)
disclosures

The Board member attestation

Components of the Board member attestation

- ▲ An agreement to participate in and be prepared for monthly Board meetings
- ▲ Affirmation of the bylaws requirements pertaining to attendance
- ▲ A statement that the Board member is not an employee or related to an employee by blood, adoption, or marriage
- ▲ A statement that the member will avoid any actual or perceived COI and will notify the Board if such a conflict arises

Components of the Board's annual work plan

- ▶ Monthly overview of committee activities
- ▶ Outline the timeframe for approval of the annual Quality Improvement Plan and the Federal Tort Claims Act (FTCA) renewal
- ▶ Timeline for the CEO's annual evaluation
- ▶ Schedule the annual meeting with the independent auditor
- ▶ Establish the timetable for producing the proposed budget for the new fiscal year
- ▶ Analyze the community needs assessment, patient satisfaction, and strategic plan accomplishments
- ▶ Review scope, hours of operation, locations, and sliding fee scale



The Annual Meeting

Election of Members

Appointment of the Vice President of Clinical Affairs

Appointment of the Health Center's Statutory Agent

Authorization to Permit the CEO to Sign Contracts on Behalf of the Corporation

Approval of the Board's Annual Work Plan

Review of Bylaws

Annual Appointment of Clinical Staff*

References

- ▲ BoardPro, “How to Onboard New Board Members”. <https://www.boardpro.com/blog/onboard-new-board-members>
- ▲ Health Resources & Services Administration, Bureau of Primary Health Care, Health Center Program Compliance Manual, Chapter 20: Board Composition, Technical Revision: November 20, 2025. <https://bphc.hrsa.gov/compliance/compliance-manual/chapter20>
- ▲ Health Resources & Services Administration, Bureau of Primary Health Care, “Form 6A: Current Board Member Characteristics”, OMB No.: 0915-0285. **Expiration Date: 04/30/2026**. <https://bphc.hrsa.gov/sites/default/files/bphc/funding/rd-ac-form-6a.pdf>
- ▲ Health Resources & Services Administration, Bureau of Primary Health Care, Health Center Program Site Visit Protocol, Board Composition, Technical Revision: March 16, 2026. <https://bphc.hrsa.gov/compliance/site-visits/site-visit-protocol/board-composition>
- ▲ North American Industry Classification System, “NAICS Code Drill-Down Table”. <https://www.naics.com/naics-drilldown-table/>



Questions?

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