

Community Health Improvement Partners' Policy and Procedures Manual

Background:

The Community Health Improvement Partners (CHIP) is a collaboration of San Diego health care systems, hospitals, community clinics, insurers, physicians, foundations, universities, schools, community benefit organizations and the County of San Diego who are dedicated to a common vision. Formed in 1995, CHIP is organized under the auspices of the Hospital Association of San Diego and Imperial Counties.

Originally convened to respond to SB 697 community benefit legislation, CHIP has continued to focus on conducting a community health needs assessment, but has gone beyond that requirement to engage in initiatives that address health needs.

The premise for hospitals and health systems to work collaboratively on the needs assessment is that a more efficient and comprehensive document is created and cost savings realized by doing only one needs assessment for all of San Diego. Although the not-for-profit private hospitals must still create individual benefit plans and provide benefits to their communities independently, the collaborative effort gained enough momentum in its initial effort to continue beyond SB 697 compliance and actually address the needs identified in Charting the Course: A San Diego County Health Needs Assessment.

Vision

Optimal health for San Diego County's communities through collaboration and assessment.

Mission

The Community Health Improvement Partners seek to increase awareness of and responsiveness to community health needs, support the healthcare safety net, and expand coordination among health improvement projects throughout the San Diego region.

Purpose

Support activities on behalf of our members that would not otherwise be accomplished or that collectively can be done more efficiently.

Goals

- *Engage partners in an ongoing community health priorities setting process and dialogue.*
 - *Track, assess and report on outcomes of key health indicators.*
- *Provide education, outreach and linkages with community organizations to gain commitment to improve health for San Diego County.*
 - *Facilitate coordination and collaboration among Partners to address priorities and implement needed health improvement projects.*
 - *Increase awareness and use of existing resources.*

CHIP Organizational Structure

- CHIP Board of Directors
- Healthcare Association
- Steering Committee
- Work Teams
- CHIP Officers
 - CHIP Board Chair Selection
 - Work Team Chair Responsibility
- CHIP Staffing

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CHIP Organizational Structure:

The CHIP Organizational Structure Chart provides the framework for CHIP operations. It includes the Hospital Association, CHIP Board of Directors (formerly the CHIP Executive Partners,) a Steering Committee, and a number of work teams:

CHIP Board of Directors:

The primary function of the Board is to establish corporate policies for the direction and guidance of the committees, the officers, and the management of the corporation, and to formulate the basic rules and regulations governing the operation and management of the corporation. The Board may delegate the management of the corporation to any person(s) or committees. No assignment, referral or delegation of authority by the Board or anyone acting under such delegation shall preclude the Board from exercising full authority over the conduct of the corporation's activities, and the Board may rescind any such assignment, referral or delegation at any time. The Board is comprised of executive level individuals from dues paying organizations.

Hospital Association:

The Healthcare Association is the sole member of the corporation. The Healthcare Association Board of Directors, as set forth by the Bylaws of the Corporation, have the right to vote on the election or appointment of directors, on the disposition of all or substantially all of the corporation's assets, on any merger and its principal terms and any amendment of those terms, and on any election to dissolve the corporation. The Healthcare Association currently houses CHIP and contributes to staffing.

Steering Committee:

The Steering Committee serves as the "management team" for the day-to-day operation of CHIP and CHIP projects. It provides oversight for all work teams of CHIP. The Steering Committee advises the programmatic component of the CHIP budget. The Steering Committee may make recommendations to the Board of Directors regarding the policies, operation, and management of CHIP.



The Steering Committee shall be an Official Advisory Committee of the Board

- Its composition includes appointees of the Board of Directors' (formerly the Executive Partners) organizations
- All meetings will be open and provision made for public comment
- For Steering Committee meetings only, nametags for consistent participants will be provided. In the circumstance that a formal vote is necessary, designated as an "action/vote required" item on the agenda, a vote will be taken by ONE designated representative of each CHIP Board of Directors' member.

Work Teams:

The teams' function is to do the work of the collaborative. Each work team / committee has a Chair or Convenor responsible for reporting back to the Steering Committee. Chairs must represent a dues paying partner of CHIP. The vice-chair can be a member or non-member. Other team members can be from any community organizations that have expertise to lend on the topic at hand.



Work Teams are not considered Official Committees of the Board

- Work teams will include at least one Steering Committee member and interested community constituents

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- All meetings will be open and provision made for public comment
- Interested parties in the community are invited to bring issues relevant to the CHIP vision and mission to CHIP for consideration (through committee chairs or Executive Director)
- The teams may have task-specific subcommittees

CHIP Officers:

CHIP Board Chair Selection –

Term and Related Items:

1. The Chair serves as the Chair of CHIP Board of Directors and of the Steering Committee
2. The term of the Chair is from January 1 – December 31.
3. The Chair shall hold office until resignation, removal or other disqualification from service or until their respective successors shall be elected.
4. An organization may not have one of its members serve as Chair more than two consecutive terms, i.e. two consecutive years
5. The Chair-elect will serve as such for one or two years and will serve as Chair for the year following (See #2)
6. In absence of the Chair, the Chair-elect, or if not available the immediate past Chair, leads the Board and Steering Committee meetings
7. The CHIP Chair introduces new CHIP partners and new “executives” to the CHIP mission and vision
8. The CHIP Chair should be invited to the Healthcare Association Board meetings (if not otherwise a Board member)

Criteria for Chair & Chair-elect Candidates:

1. Shall be directors of the corporation
2. Hold a senior health care leadership position
3. Display strong leadership skills and high ethical standards
4. Understand San Diego County health care issues
5. Can commit the necessary time

Selection Methodology:

1. CHIP Board of Directors selects a diverse Nominating Committee of at least three persons, at least two of whom must be a Board Director and at least one of whom must be members of the Steering Committee
2. Nominations for Chair-Elect may be submitted to the Nominating Committee by Steering Committee members, members of work teams or others
3. The Nominating Committee presents a slate for Chair-Elect to the CHIP Board of Directors who then vote
4. A valid vote must consist of a majority of the Directors present at a meeting duly held at which a quorum is present to be considered an act of the Board. The vote may also be taken by mail or fax
5. If the Chair-Elect is unable to assume the Chair, the same process above shall be followed – the candidate with the majority vote will become Chair and the candidate with the second greatest number of votes will be chair-elect
6. If the Chair is unable to complete his / her term, the position is filled by the Chair-Elect

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Work Team Chair responsibility -

Work Team Chairs need to take responsibility for their work team in order to “free up” staff time to conduct other collective CHIP functions. The chairs/co-chairs of each work team should 1) either develop or contribute to development of their meeting agendas; 2) either write their own minutes or assign a committee participant to write meeting minutes; 3) report back to the Steering Committee on a consistent basis and in an organized manner; 4) contribute to the Board of Directors' accomplishments report.

CHIP Staffing:

- The Executive Director (ED) of CHIP is considered a non-voting member of the Board. The ED shall report directly to the CHIP Board Chair and Hospital Association (CEO / COO.)
- All other CHIP staff will report to the ED. The ED will have managerial responsibility for all employment matters.
- CHIP Project Fund (made up of member dues) will be allocated to CHIP administration / staffing on an annual basis according to an agreed upon percentage.

Membership & Funding

- Member Participation
- New Membership
- Membership Dues
- General Principles of Funding
- CHIP / HERE Investment Policy

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Membership & Funding:

Membership Participation:

The success of CHIP has been due to the volunteer time and in-kind contributions of its community members. The membership of CHIP has, thus far, been supportive of CHIP's expansion and gain of respect in the community. However, this will in turn require increased participation from CHIP partner organizations. Many organizations have only one person as their representative on several committees. Organizations are not expected to have representation on each work team and initiative.

- Designate persons within the Partners' larger organization, who have expertise in a specific area, to be a representative on the various CHIP work teams.
- If you, or a participant of his/her organization, have a specific "cause" that is appropriate for CHIP to work on collectively, there first needs to be approval from the Steering Committee. The Steering Committee must also designate the level of staff support for the new effort.

New Membership:

Criteria by which a new group can become a dues paying member of CHIP and a representative on the CHIP Board of Directors:

- Representative of an organization not an individual
- vision and mission of CHIP
- Organization provides in kind support and participates in work teams
- Organization makes an annual financial contribution and is a stakeholder in improving the health of the community
- Organization is committed to the commitment
- Organization has executive level management to serve on the Board of Directors

Membership Dues:

1. All CHIP Board members will make a yearly payment to the CHIP Project Fund.
2. CHIP organizations that have not made a payment to the CHIP Project Fund will be given latitude for one year. If the payment is not made the consecutive second year - the organization will be asked to resign from the Executive Partners.
3. The CHIP project fund will be used for projects that meet the Development criteria. The General Principles of Funding will be followed.
4. Minimum levels of contribution recommended annually for CHIP (Board) members:

Large health systems and health plans (Examples: Kaiser, Scripps, and Sharp)	\$15,000
Other health systems and health plans (Example: Paradise Valley)	\$8,000
Other members	\$3,000

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5. Non partner agencies and organizations that participate in the activities of CHIP will be asked to contribute on an in-kind basis and to specific projects.

General Principles of Funding:

- Each year the CHIP Board of Directors will set a baseline amount of funds for programs (CHIP Project Fund) that meet the CHIP program criteria. These funds will not be available for program use until a program is approved by the CHIP Steering Committee.
- The CHIP membership will be encouraged to raise and contribute additional funds and increase their in kind donation support for specific programs.
- The CHIP member responsible for a CHIP program must give the steering committee a semiannual report of the program's measurable outcomes, operational details and financial status.
- Unfunded projects that meet the CHIP program criteria may be initiated collaboratively by CHIP members with funding separate from allocated dollars.
- Concurrent with the CHIP County Health Needs Assessment process, contacts should be made with employers, governmental agencies, foundations and insurers regarding contributions to the funding of ongoing and new CHIP programs.

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CHIP / HERE Investment Policy:

I. CHIP:

CHIP is a tax-exempt 501(c)(3) member organization which represents hospitals, health plans, clinics, education, community based organizations and the County of San Diego HHSA. The mission of CHIP is to increase awareness of and responsiveness to community health needs and expand coordination among health improvement projects throughout the San Diego region. CHIP's core strategic objectives are assessment, outreach, education, advocacy and program development, which are achieved through collaboration.

II. Funds to be Invested:

CHIP is under the auspices of the Hospital Association of San Diego & Imperial Counties and is a "dba" of the Health Education, Research and Evaluation (HERE) Foundation.

The level of unrestricted CHIP funds available for short-term investment will be determined annually by the CHIP Executive Committee and reported in the financial reports to the Board of Directors at regularly scheduled meetings. Disposition of these funds will be governed by this investment policy. Long term investments will require Board approval prior to a commitment of funds.

Other unrestricted net assets of CHIP may be covered under this policy at the discretion of the Chair, Treasurer and Executive Director of CHIP. This policy, however, is intended to govern funds not needed in day to day operations.

III. Purpose:

The Investment Policy Document is intended to

- Document the Board of Director's intentions for appropriate investment of CHIP's money
- Provide investing guidelines to management, and
- Serve as notification to Investment Managers of the goals and requirements of CHIP.

IV. Objective:

The investment objective is to optimize earnings on all invested funds, while maintaining the preservation of capital. Risk will be minimized by investing in high quality instruments. To the extent that corporate obligations are purchased, those purchases will be diversified in terms of issuer and industry sector. The investment portfolios will be structured to consider and meet the cash flow needs of CHIP.

V. Guidelines:

Investments are to be made in accordance with the "Prudent Investor Rule," whereby the preservation of invested capital can be reasonably assured. Securities that fit within this requirement are as follows:

Short Term Investments (Maturities of One Year or Less)

- Direct obligations of the U. S. Government or a governmental agency

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- Obligations of State and Local governments which are of "investment grade". While the BBB rating is still considered investment grade, it is the intent that most, if not all, investments will be in the top three investment grades (A to AAA)
- Corporate obligations issued in the United States, with ratings as noted above. This category includes short term notes and commercial paper (A1/P1 rating).
- Certificates of Deposits, savings accounts, or money market accounts in commercial banks or savings and loans.
- Money market funds at a qualified financial institution.

Longer Term Investments (Maturities of Greater than One Year)

- Obligations of the U. S. Government, a governmental agency, or a "quasi-governmental" entity whose obligations are considered to be backed by the U.S. government (although there is no explicit guarantee in place, for example, the Farm Credit System, or the Federal Home Loan Bank). In general, the maximum duration is not to exceed five years.
- Corporate obligations issued in the United States, rated as investment grade. The duration at the time of purchase is not to exceed five years.
- Certificates of Deposit ("CD")
- Mortgage backed securities or Collateralized bond obligations. Such obligations must be rated AAA or better, and have durations of five years or less. Certain mortgage backed securities may have "tails" exceeding five years but management is expected to work closely with an investment advisor as to the risk/reward analysis of trailing maturities.

VI. Restrictions:

- In order to maximize income, CHIP does not normally wish to invest in tax-free investments.
- Investments in equities are prohibited
- Direct investments in real estate are prohibited without specific approval from the Board of Directors prior to investment.
- Commercial joint ventures are prohibited without specific Board of Directors approval prior to investment.
- No more than 50% of the total investments in corporate securities may be in a single industry (unless there is only one investment in corporate securities).
- No more than 50% of total corporate securities investments may be in a single issuer (unless there is only one investment in corporate securities).
- Investments in direct obligations of the United States government or agencies thereof may be in unlimited amounts.
- Investments in C.D.s and other cash accounts may be in unlimited amounts. However, investments in Certificates of Deposits, savings accounts, and money market funds may not exceed the FDIC insurance limits (currently \$100,000) at any one financial institution. .

VII. Reporting:

Management shall make a report on the investments to the Board of Directors at least annually.

Program / Project Development

- Types of CHIP Activities
- Levels of CHIP Support

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Program / Project Development

The following criteria provide the general framework for program / project development; there may be exceptions and special cases.

Introduction:

CHIP Work Teams -

The function of the work teams is to do the work of the Community Health Improvement Partners. Each work team has been established in response to a priority health need identified by Charting the Course. The work team is the process by which CHIP activities are formed. It is the role of the work team to make collaboration and funding recommendations to the Steering Committee.

TYPES of CHIP Activities

Type	Definition	Example
Project	Time limited, discrete activity, may be reoccurring	Help Connection; Depression Screening Day
Initiated Program	Comprehensive effort, designed and implemented by CHIP; dependent upon CHIP funding	ALBA; Connecting Children; Cal kids
Affiliated Program	Independent Projects or Programs, with CHIP endorsement, collaboration and possible funding; consider under the "umbrella" of CHIP	SD-KHAN; SHIP; Reach Out; Partnership for Smoke Free Families; Asthma Coalition
Graduated Program	Original CHIP initiated program; functions independently; continuing CHIP endorsement, collaboration and may request categorical funding	Project Dulce; New Americans Health Advocacy Project

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LEVELS of CHIP Support

Level	Definition	Example	Process
Endorsement	CHIP supports the program's concept; CHIP may or may not partner or work with the project on an ongoing or formal basis	Letters of support; conference sponsorship	Request to Executive Director or Work Team Chair. ED may approve, or determine presentation to CHIP Steering is necessary for approval by consensus vote.
Collaboration	CHIP has a formal, ongoing partnership with the program; this may include non-financial CHIP resources, advocacy, etc.	Affiliated programs	Request made through the ED, a CHIP Work Team or directly to the Steering Committee; consensus vote is taken by Steering committee A CHIP Board or Steering Committee member must be responsible for and champion the program. A letter memorializing the collaboration will be sent by CHIP.
Funding	CHIP is not principally a funding organization, however, does provide financial support to collaborating programs. CHIP resources that are to be devoted must be appropriate in the context of total CHIP resources to be needed for other programs during the calendar year.	CHIP Projects, programs, affiliated programs, and graduate programs; such as United Way Outcomes Project & Life Skills Training	Request typically made through a CHIP Work Team to the Steering Committee; consensus vote is taken by Steering committee. A CHIP Board or Steering Committee member must be responsible for and champion the program. A contract / MOA must be in place prior to distribution of CHIP funds.

Endorsement, collaboration and funding support must have the following:

- Goals and objectives that are compatible with the mission and vision of CHIP
- Address health need(s) as set forth by the CHIP San Diego County Health Needs Assessment
- Sensitive to geographic, cultural and ethnic diversity
- Outcomes reported to CHIP on a regular basis (every six months)

Advocacy

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Advocacy:

1. **Advocacy:** CHIP will advocate primarily in the area of access to health care. In accordance with its mission, CHIP seeks to influence policies and programs that improve access coverage, and incentives for appropriate use of health services.
2. When CHIP takes an advocacy action, the following guidelines will be adhered to:
 - Must adhere to CHIP mission, strategic plan
 - Must maintain consensus support of Access to Care and Steering Committees
 - Must clearly communicate representation of CHIP (and not individual members)
3. Characteristics of the CHIP role would be:
 - adhere to CHIP Access to Care guidelines
 - monitor actions and events
 - represent "conscience" of community
 - work toward connecting and facilitating consensus among programs
 - acknowledging, recognizing positive actions
 - capitalize on strength of member organizations
 - evaluation of public policy positions and proposals
4. Federal Standards for 501(c)(3) lobbying limits will be adhered to when CHIP engages in lobbying¹.

Definitions:

Advocacy is the pursuit of influencing outcomes – including public policy and resource allocation within political, economic and social systems and institutions --that directly affect people's lives. CHIP may advocate for access to health care issues.

Lobbying is influencing legislation.

- CHIP may influence legislation in the area of access to care.
- There are 'exceptions to lobbying' in which CHIP may play a role for various health issues – such as making available results of nonpartisan analysis, study or research; providing technical advice to governmental bodies; communications to its membership without encouraging its members to lobby; and "self-defense" activity.
- CHIP may not expend funds for the purpose of influencing legislation. CHIP cannot lobby on behalf of a political campaign or candidate for public office.

Health education is the process of assisting individuals, acting collectively or separately, to make informed decisions about matters affecting their personal health and that of others. CHIP may educate the community in all areas of health.

¹ Total lobbying expenditures may not exceed \$1 million. "Grassroots lobbying" expenditures may comprise no more than 25% of an organization's total allowable lobbying ceiling

- Will not engage in activities excluded from lobbying according to Federal Law including intervening in a political campaign of any candidate for public office, and from engaging in partisan activity of any kind
- Will not use government funds, such as governmental grants, to lobby
- Will not use federal funds to lobby for federal grants or contracts