



**EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS  
CAROLINA HEALTH CENTERS, INC.  
MEETING MINUTES  
THURSDAY, AUGUST 13, 2020 @ 4PM VIA ZOOM**

**MEMBERS IN ATTENDANCE:**

Gregory M. Bullard, Chair  
Nathan Andrews, Vice Chair  
Malcolm O’Neal, Secretary/Treasurer, Chair, Finance Committee  
Deborah Natvig, Chair, Strategic and Program Planning Committee  
John H. Britt, Chair, Development and Advocacy Committee

**STAFF IN ATTENDANCE:**

Sue Veer, President and CEO

The meeting was called to order at 4:05 PM by the Chair, Gregory Bullard.

The Committee resumed the discussion initiated at the January 21, 2020 meeting regarding the perpetuation of leadership for both governance and management of the organization.

Governance:

- The Committee reviewed the target profile for board candidates:
  - Age range 25 – 60 years of age;
  - Gender – preferably female;
  - Race/Ethnicity – African American/Black;
  - CHC patients from the practice sites located in Laurens County and Saluda Family Practice, as well as possibly a client of Early Childhood Services; and
  - At least 2 years as a patient with CHC practice with at least 1 visit per year.
- Proposed plan:
  - Using the EHR system, staff would identify a list of patients from each target practice/service and circulate it to the staff of the practice for their evaluation and recommendations.
  - Chairs of the Executive and Development Committees, along with other interested board members and designated leadership staff would have Zoom lunch meeting with staff from those practice sites as a “meet and greet”, but also to solicit their recommendations for board candidates.
  - SV to review with Leadership Team and discuss feasibility of implementation.

Management:

- The goal is an objective assessment of the strengths of the members of the leadership team, as well as the effectiveness of their functioning as a team.

- A structured leadership transition plan would identify each person's primary domains of work and identify the education, knowledge, credentials (if applicable), skills and abilities required to function effectively within that domain.
- The leadership transition plan should identify a currently employed person who could reasonably be expected to assume the duties within that domain of work in the event of an unplanned emergency.
- This is intended to facilitate Board panning and response in the event of a planned or unplanned change in leadership.
- Proposed Plan:
  - SV will develop an Executive Summary of the 2017 Leadership Assessment conducted by an independent, outside consultant.
  - In the interest of moving closer to a 360° evaluation process, SV will initiate a peer-to-peer leadership assessment using the 4 critical factors of crisis leadership, using a blinded and confidential tool. The aggregate results will be used only by SV in the individual evaluation process and will not be reported to the Committee or the Board.
  - Consider re-engaging an independent outside consultant to conduct a comparative assessment and assist in developing a profile of team and member strengths.

The Committee proposed next meeting in early October.