

Jefferson County Health Alliance Governance Charter

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Purpose, Guiding Principles and Values

The Jefferson County Health Alliance (Alliance) is a collaborative, cross-sector partnership committed to a connected, thriving Jefferson County, Colorado where health and opportunity are possible for all. The Alliance takes a community-based approach to how health and wellness are defined in Jefferson County throughout the lifespan. It works across multiple sectors to promote the following principles.

- HEALTH is the state of complete physical, mental and social wellbeing.
- EQUITY is everyone having the opportunity to thrive.
- The SOCIAL DETERMINANTS OF HEALTH and COMMUNITY CONDITIONS (e.g. poverty, housing, employment opportunity, education) can have a significant contribution to health.
- Improving SYSTEMS and eliminating BARRIERS can make health more achievable for communities and individuals.
- Community-wide, MULTI-SECTOR COLLABORATION is necessary for systemic change and improving outcomes. No one organization can do it alone. Collaboration also creates efficiencies, increases coordination, and reduces duplication.
- We create SHARED VISION, PURPOSE AND PRIORITIES.
- We share ACCOUNTABILITY for the outcomes we seek. Many people and organizations in the Alliance are charged with the health of the community will contribute to the Alliance's solutions, but not necessarily drive its priorities.
- Through RESPECT everyone is valued and treated with dignity.
- OPPORTUNITY is everyone meeting their basic needs with no barriers to accessing quality and timely resources.

Our Commitment to Equity

The Alliance is committed to creating a safe, inclusive and equitable environment that builds a culture of connection among the people and organizations of Jefferson County. It recognizes that historical and institutional injustices are obstacles to a connected, thriving community. The Alliance is committed to continually assessing its own structures, environment, partnership and governance to address racism, bias and other conditions that lead to unfair advantage and disadvantage, incorporating the above guiding principles into all its efforts.

Partnership

The Alliance partnership comprises community members and organizations committed to a thriving, connected community within Jefferson County where health and opportunity are possible for all. They are committed to improving health within the county. Because the Alliance believes in the importance of community influences on health and embraces a broad definition of health and wellbeing, this will involve many different types of partners. The Alliance seeks to

think inclusively, critically and creatively to work with entities and individuals who impact health every day and who are most impacted by health inequities.

The Alliance is committed to building a diverse partnership, representative of multiple sectors, geographies and perspectives. It strives to build partnership (organizational and individual) inclusive of individuals with lived experience, municipalities, health care providers, government agencies, community organizations, businesses, and the faith community in Jefferson County, across the age spectrum and geography. The Alliance recognizes that historical and institutional injustices can be barriers to many who may seek partnership with the Alliance. It is committed to continually learning about and addressing those obstacles.

The Alliance embraces participation in the Alliance by all members of the Jefferson County community. In addition, it formally recognizes two types of partnership – supporters and champions.

Supporter - An Alliance supporter is an individual or organization who agrees with the purpose, guiding principles and values set forth in this document. A supporter may participate in Alliance action teams or events, share information about the Alliance with others or provide other supportive action, but this support and participation is informal.

Champion - An Alliance champion is an individual or organization who

- 1) formally recognizes and adheres to the purpose, guiding principles and values set forth in this document by signing a partnership agreement and
- 2) contributes toward the achievement of the shared vision and outcomes by actively participating* in at least one committee or action team of the Alliance.

* Active participation means attending the majority of committee or action team meetings during a 12-month period. If a champion misses three meetings in a row, they will be contacted to determine their intentions with remaining a champion of the Alliance.

Governance

Governance of the Alliance follows an emergence model and continually adapts as the Alliance evolves. The Alliance is committed to continually evaluating its governance structure and revising its charter to reflect the changing partnership, participation and leadership of the Alliance. Governance of the Alliance is embodied in the Steering Committee.

Steering Committee

Responsibilities of the Steering Committee include the following.

- Setting the vision and direction of the Alliance.
- Continually monitoring progress and determining need for course correction.
- Determining funding needs, approving and monitoring budgets.

- Promoting the work of the Alliance throughout Jefferson County and building partnerships.
- Supporting staff recruitment and making decisions on staffing.
- Approving partnership requests.
- Nominating and voting on executive roles.

Steering Committee Member – An Alliance Steering Committee member is a champion (individual or organization) formally recognized as a member of the Alliance Steering Committee as agreed upon by a majority vote of the existing Steering Committee members. The Alliance strives toward diverse Steering Committee membership that reflect the sectors, geographies and perspectives of those affected by the Alliance activities. Currently, the Steering Committee is composed of up to two representatives from each active Action Team as determined by the Action Team participants and up to two representatives from each of the following founding organizations.

- St. Anthony Hospital - Centura Health
- Colorado Community Health Alliance
- Jefferson Center
- Jefferson County Human Services
- Jefferson County Public Health
- Jefferson County Public Schools
- Lutheran Medical Center - SCL Health
- Signal Behavioral Health
- STRIDE Community Health Center

Steering Committee Planning Team

The Planning Team comprises representatives from the Steering Committee, including the Chair and Vice Chair, and staff. The Team meets once monthly between Steering Committee meetings to:

- drive Alliance initiatives forward and
- set the agenda for Steering Committee meetings.

Steering Committee Subcommittees

The Steering Committee will identify and agree on ad hoc subcommittees of the Steering Committee, as needed. Members of these committees will comprise Steering Committee members unless otherwise identified by the Steering Committee. Subcommittees will be time-limited and created to support the current work of the Alliance. Each will develop a brief charter to define its work.

Steering Committee Meetings

The Steering Committee will meet monthly at a date and time determined by a consensus vote of the Steering Committee. If an organizational member misses three meetings in a row, their representatives will be contacted to determine their intentions for remaining a member of the Steering Committee. Member organizations missing four meetings in a row will be considered for removal as a voting member, determined by a vote of the Steering Committee. If an Action

Team representative misses three meetings in a row, staff or another Steering Committee representative will approach the Action Team to determine if a different representative is warranted.

The Steering Committee meetings are open to the public unless sensitive topics such as personnel or contracting are discussed.

Steering Committee Decision-Making

The Alliance partners and participants agree to adhere to the decision-making process and support the agreed upon decisions, with a willingness to abide by the decision, for the sake of collaboration and benefit of the community.

- A quorum is established if at least 50% of voting representatives are present.
- Each member organization has one vote. Each Action Team has one vote. Email voting is permissible.
- Alliance staff are non-voting members.
- While the Alliance will strive for consensus, a simple majority will rule.
- The Chair, and in their absence the Vice Chair, can make decisions in emergent situations with the decision ratified by the Steering Committee as soon as possible.

Executive Roles

The Alliance recognizes two executive positions – Chair and Vice Chair.

Chair - The Chair serves in this position for a 1-year term with an option to be re-elected up to two times. The duties of the Chair include the following.

- Runs the Steering Committee meetings
- Acts as signatory on behalf of the Alliance
- Takes care of emergent business/decisions between Steering Committee meetings as needed
- Represents the Alliance at other functions
- Participates in Planning Committee calls

Vice Chair - The Vice Chair serves a 1-year term with the option to be re-elected up to two times. The duties of the Vice Chair include the following.

- Fills in when Chair is unable to fulfill duties
- Participates in Planning Committee calls

Executive Roles Nominations

- Staff will accept nominations from existing Steering Committee members, including self-nominations.
- Staff will confirm interest of nominated members.
- If no interest is submitted, the Steering Committee will make a nomination.

Executive Roles Elections

- If the nominated person is willing to serve, the Steering Committee will vote using the decision-making process identified above.
- Elections for executive roles will occur during the April meeting of the Steering Committee annually. If the Steering Committee does not meet in April, then the election will occur during the March or May meeting, as determined by the Steering Committee.

Executive Roles Vacancies

- Vice Chair will fill the role of Chair if the position is vacated.
- Any other vacancy will be filled through the nomination and election processes.

Executive Role Removal

- People serving in an executive role will be removed from their executive roles with a two-thirds Steering Committee vote.

Executive Role Term

The term of Executive Roles begins the first of the month following the Steering Committee vote. The term of the Chair and Vice Chair ends at the last day of the month following the Steering Committee vote to elect a new Chair or Vice Chair.

Action Teams

The purpose of Action Teams is to forward the strategies of the Alliance. Action Teams are determined by a majority vote of the Steering Committee and will remain active as long as partners support its activities and the strategy continues to be a priority of the Alliance. Action Team participants will determine, in consultation with the Steering Committee, the Team's purpose, activities and performance measures. Each Action Team will strive to tie its activities to clear outcomes and results. They will evaluate their activities using Results Based Accountability® and seek to continually improve the quality of their activities. Alliance staff will facilitate and support the action teams as needed.

Members

Members of action teams are informal and are inclusive of Alliance supporters and champions. Action Teams will strive to embody the purpose, guiding principles and values set forth in this document. Its membership will be diverse and reflect the sectors, geographies and perspectives of those affected by the Action Team activities.

Meetings

All Action Team meetings are open to the public.

Decision-Making

Decisions within the Action Teams are made by consensus of those in attendance. If consensus cannot be reached, the decision can be moved to the Steering Committee for a final decision, as determined by the Action Team.

Leadership

Leadership of the Action Teams is determined by members of the team. Team leaders will help forward activities in between meetings as well as set the meeting agendas. The Steering Committee representative can also be an Action Team lead.

Administrative Support Organization

The Administrative Support Organization for the Alliance is Jefferson County Public Health. Responsibilities of the Administrative Support Organization include the following.

- Acts as the Alliance's fiscal agent by administering funds, including preparing budgets and expenditure reports.
- Supports the recruitment and hiring of staff.
- Provides institutional on-boarding and training of staff per the Administrative Support Organization's internal policies and procedures.
- Provides office or cubical space and meeting space.
- Provides information technology support, including equipment servicing and cybersecurity.
- Provides contracting support.
- Provides purchasing support.

Staff Support

The Alliance hires staff to forward its vision and assist in implementing activities. General staff responsibilities include the following.

- Supports funder- and grant-related communication.
- Ensures grant deliverables are met, including progress and final reports.
- Provides feedback and suggestions about ongoing and future Alliance staffing needs.
- Manages budget, including revenue and expenses, and provide reports to steering committee when requested
- Convenes Steering Committee Subcommittees.
- Convenes, facilitates and supports, as needed, the Action Teams of the Alliance.
- Supports outreach to potential and current partners and participants to ensure the appropriate voices are heard during different stages of development.
- Monitors results indicators and supports the evaluation of Alliance activities
- Assists the Alliance Chair to facilitate Steering Committee meeting content, as appropriate.
- Supports Alliance communications, branding, and marketing