


BOARD ASSESSMENT SURVEY

Hospital

We need your help! Your answers to the following questions will be an important part of the leadership development efforts for our hospital. Please take a few minutes to complete this survey, and return it in the enclosed postage paid envelope today. The information you provide will be anonymous.

ROLES/RESPONSIBILITIES

1. The organization has taken a variety of opportunities (such as media and community groups) to ensure that the community knows who serves on the hospital board.

Strongly Disagree  Strongly Agree

1 2 3 4 5

2. The board members understand their relationship to management, employees, and the medical staff.

Strongly Disagree  Strongly Agree


1 2 3 4 5

3. The trustees have a clear understanding of the roles of the board(s) and board committees of our organization.

Strongly Disagree  Strongly Agree


1 2 3 4 5

4. The relationship of the committees to the full board is clearly understood by all trustees.

Strongly Disagree  Strongly Agree

1 2 3 4 5

5. Every committee has a charge or annual work plan that clearly defines its tasks, priorities, and responsibilities.

Strongly Disagree  Strongly Agree

1 2 3 4 5

6. Each committee charge or annual work plan directly relates to specific board goals, objectives, or ongoing responsibilities.

Strongly Disagree  Strongly Agree

1 2 3 4 5

7. The board and chief executive officer have mutually developed performance expectations and goals that are used throughout the year as the basis for performance assessment and development for our chief executive.

Strongly Disagree  Strongly Agree


1 2 3 4 5

8. Job descriptions exist for board members and for board officers.

Strongly Disagree  Strongly Agree


1 2 3 4 5

9. The chairperson job description is used as the basis for the chair's orientation and training.

Strongly Disagree  Strongly Agree


1 2 3 4 5

10. Board and trustee job descriptions are shared with potential new board members as part of the recruitment and orientation process.

Strongly Disagree  Strongly Agree

1 2 3 4 5

11. The hospital has an effective public relations and marketing strategy.

Strongly Disagree  Strongly Agree

1 2 3 4 5

12. The hospital has a designated public information officer.

Strongly Disagree  Strongly Agree

1 2 3 4 5


GOVERNANCE

13. The trustees are familiar with the hospital bylaws.

Strongly Disagree  Strongly Agree


1 2 3 4 5

14. The governance structure and function have not changed significantly in the last five years.

Strongly Disagree  Strongly Agree


1 2 3 4 5

15. Physicians are partners in leadership and are involved in governance and management throughout the organization.

Strongly Disagree  Strongly Agree

1 2 3 4 5

16. Board members are selected based on explicit, pre-established criteria, including community leadership or membership.

Strongly Disagree  Strongly Agree

1 2 3 4 5

17. The board is intentionally composed of a cross-section of community members.

Strongly Disagree  Strongly Agree


1 2 3 4 5

18. The board has a clearly articulated process for removing non-performing board members.

Strongly Disagree  Strongly Agree


1 2 3 4 5

19. Management's and trustees' time is used efficiently in the current governance structure and process.

Strongly Disagree  Strongly Agree

1 2 3 4 5

20. The number, type, and purpose of the board committees has been explicitly discussed by the entire board within the past two years.

Strongly Disagree  Strongly Agree

1 2 3 4 5

21. The board evaluates its committee structure and function annually, and modifies it when necessary.

Strongly Disagree  Strongly Agree


1 2 3 4 5

22. All standing committees meet regularly.

Strongly Disagree  Strongly Agree

1 2 3 4 5


23. Each of the committee chairs receives leadership training for the position.

Strongly Disagree  Strongly Agree

1 2 3 4 5

MISSION/PLANNING

24. The trustees are familiar with the hospital's mission statement.

Strongly Disagree  Strongly Agree


1 2 3 4 5

25. The mission describes the commitment to the community and is used by the board to evaluate all key decisions facing the organization.

Strongly Disagree  Strongly Agree

1 2 3 4 5

26. The organization collaborates with other community groups to assess, monitor, and improve community health.

Strongly Disagree  Strongly Agree


1 2 3 4 5

27. The board, key executive staff, and physician leaders meet together in a retreat at least annually to discuss key issues and concerns.

Strongly Disagree  Strongly Agree


1 2 3 4 5

28. The hospital has a strategic plan.

Strongly Disagree  Strongly Agree


1 2 3 4 5

29. The hospital updates the strategic plan annually.

Strongly Disagree  Strongly Agree

1 2 3 4 5


30. The strategic plan is used to guide and evaluate efforts during the year.

Strongly Disagree  Strongly Agree

1 2 3 4 5

BOARD DEVELOPMENT

31. The board has a formal new trustee orientation process.

Strongly Disagree  Strongly Agree

1 2 3 4 5

32. Several board members are involved in planning and conducting the trustee orientation.

Strongly Disagree  Strongly Agree

1 2 3 4 5

33. All new board members are required to complete the orientation process.

Strongly Disagree  Strongly Agree

1 2 3 4 5

34. The orientation process introduces board members to health care, their board and governance culture, and the hospital's services.

Strongly Disagree  Strongly Agree

1 2 3 4 5

35. The board orientation process includes opportunities to meet and socialize with administration and department managers.

Strongly Disagree  Strongly Agree

1 2 3 4 5

36. The board orientation process includes opportunities to meet and socialize with local physicians.

Strongly Disagree  Strongly Agree

1 2 3 4 5

37. The board periodically evaluates the content, format and process of board member orientation to ensure it meets its purpose(s).

Strongly Disagree  Strongly Agree


1 2 3 4 5

38. All board members participate in a continuing education process (board development) that is based on identified needs.

Strongly Disagree  Strongly Agree

1 2 3 4 5

39. Orientation is complemented and reinforced by board retreats and by an ongoing program of education and development.

Strongly Disagree  Strongly Agree

1 2 3 4 5


BOARD EFFECTIVENESS

40. The board has developed performance standards that are used to assess each member's performance and needs.

Strongly Disagree  Strongly Agree

1 2 3 4 5

41. The full board engages in formal self-assessment at least annually that examines both strengths and weaknesses and plans for improved performance.

Strongly Disagree  Strongly Agree

1 2 3 4 5

42. The board's agenda materials consist primarily of management and financial reports and committee minutes.

Strongly Disagree  Strongly Agree

1 2 3 4 5

43. The board focuses on policy at each meeting.

Strongly Disagree  Strongly Agree

1 2 3 4 5

44. During board meetings, we spend the majority of our time reviewing what happened at committee meetings and approving the actions taken by committees.

Strongly Disagree  Strongly Agree

1 2 3 4 5

45. The board does not act in an administrative/management capacity in day-to-day operations of the facility.

Strongly Disagree  Strongly Agree


1 2 3 4 5

46. During board meetings time is set aside for discussion of the strategic plan.

Strongly Disagree  Strongly Agree

1 2 3 4 5

47. The board agenda materials for each meeting include the organization's mission statement.

Strongly Disagree  Strongly Agree


1 2 3 4 5

48. The board chair's performance is evaluated by the board each year.

Strongly Disagree  Strongly Agree


1 2 3 4 5

49. The chair takes a leadership role in organizing and overseeing the CEO annual evaluation process.

Strongly Disagree  Strongly Agree

1 2 3 4 5

50. The board(s) does not lack certain necessary skill sets or attributes among members.

Strongly Disagree  Strongly Agree

1 2 3 4 5

51. We would benefit from training in the following areas: (check all that apply)

- Board Governance Responsibilities
- Medical Staff Relations
- Leadership and Management
- Strategic Planning
- Financial Performance (overall, by department, by service)
- Customer Perception/Satisfaction
- Market/Community Awareness
- Patient Satisfaction
- Information Management and Analysis
- Staff Satisfaction
- Staff Development and Training
- Access Measures (emergency, primary care, home health, etc.)
- Intake and Triage Processes
- Discharge/Referral/Placement Processes
- Patient Care Related Processes
- Patient Safety Measures
- Physician Satisfaction
- Clinical Outcomes

FINANCIAL

52. The board reviews and adopts an annual budget that sets revenue and expense targets.

Strongly Disagree  Strongly Agree


1 2 3 4 5

53. The budget reflects the priorities established in the strategic plan.

Strongly Disagree  Strongly Agree


1 2 3 4 5

54. The board receives and adopts a long-term capital expenditure plan that estimates projected sources, uses, and costs of future funds for buildings and equipment.

Strongly Disagree  Strongly Agree

1 2 3 4 5

55. The board receives and discusses regular financial reports during the year to determine compliance with annual budget and capital expenditure plans.

Strongly Disagree  Strongly Agree

1 2 3 4 5

56. Financial reports are understood by the board.

Strongly Disagree  Strongly Agree


1 2 3 4 5

57. The board approves specific targets and limits on items such as debt, liquidity, return on investment, and other financial ratios to provide us with early warning signals of poor financial performance.

Strongly Disagree  Strongly Agree

1 2 3 4 5

58. We receive and review follow-up reports on programs that were previously approved, such as joint ventures, to ensure that original projections and expectations are being met.

Strongly Disagree  Strongly Agree

1 2 3 4 5

59. The board requires an annual independent audit and considers the auditors' recommendations.

Strongly Disagree  Strongly Agree


1 2 3 4 5

60. The hospital has a foundation that supports the mission.

Yes No . (skip to Question #67)

FOUNDATION/FUND-RAISING

61. The board works closely with the foundation's executive director to ensure mutual goal setting.

Strongly Disagree  Strongly Agree

1 2 3 4 5

62. The foundation has a mission statement that clearly identifies its primary purpose and priority areas for funding.

Strongly Disagree  Strongly Agree

1 2 3 4 5

63. The foundation's mission is consistent with and supports the hospital's mission and strategic plan.

Strongly Disagree  Strongly Agree

1 2 3 4 5

64. The foundation actively seeks input from the hospital's administrative and management staff about funding needs.

Strongly Disagree  Strongly Agree

1 2 3 4 5

65. A foundation representative regularly attends hospital board meetings.

Strongly Disagree  Strongly Agree

1 2 3 4 5

66. Hospital board members attend foundation board meetings.

Strongly Disagree  Strongly Agree

1 2 3 4 5

QUALITY ASSURANCE/PERFORMANCE IMPROVEMENT

67. The board has a quality assurance/performance improvement (QA/PI) program for monitoring the quality of care at the hospital.

Strongly Disagree  Strongly Agree

1 2 3 4 5

68. The board establishes clinical outcome expectations or targets to insure performance improvement.

Strongly Disagree  Strongly Agree

1 2 3 4 5

69. We review and discuss quality reports that provide comparative statistical data about the hospital's clinical services and patient care.

Strongly Disagree  Strongly Agree

1 2 3 4 5

70. The board members are actively involved with quality assurance/performance improvement on a regular basis.

Strongly Disagree  Strongly Agree


1 2 3 4 5

71. Board members are provided an orientation to risk management, EMTALA, and medical liability issues.

Strongly Disagree  Strongly Agree

1 2 3 4 5

72. The board has directors and officers liability insurance.

Strongly Disagree  Strongly Agree


1 2 3 4 5

73. Board members are provided an orientation to the credentialing process for medical staff.

Strongly Disagree  Strongly Agree


1 2 3 4 5

74. Board members receive formal continuing education in the area of quality assurance/performance improvement.

Strongly Disagree  Strongly Agree

1 2 3 4 5

75. The organization makes available to the community a report card showing the level of quality and service it delivers.

Strongly Disagree  Strongly Agree

1 2 3 4 5

GENERAL QUESTIONS:

A. What are the top three priorities for our hospital in the next 12 to 24 months?

B. From the community's perspective, what does the hospital do well?

C. What areas need improvement (from the community's perspective)?