
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

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

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

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

Strongly Disagree — Strongly Agree

01 02 03 04 05

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

Strongly Disagree — Strongly Agree


01 02 03 04 05

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

Strongly Disagree w Strongly Agree

01 02 03 04 05


-
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

goals, objectives, or ongoing responsibilities.

Strongly Disagree — Strongly Agree

01 02 Os O4 05

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

01 Oz 03 04 05

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

Strongly Disagree _ Strongly Agree

01 Oz 03 04 05

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

Strongly Disagree — Strongly Agree

01 Oz 03 O4 05

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

Strongly Disagree fl Strongly Agree

01 Oz 03 04 05

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

Strongly Disagree _ Strongly Agree

01 Oz 03 O4 Os


12. The hospital has a designated public information officer.

Strongly Disagree — Strongly Agree

01 Oz Os O4 05

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

13. The trustees are familiar with the hospital bylaws.

Strongly Disagree — Strongly Agree

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

0 1 0 2 0 3 0 4 0 5

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

Strongly Disagree — Strongly Agree

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

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

Strongly Disagree — Strongly Agree

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

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

Strongly Disagree _ Strongly Agree

01 Oz 03 O4 05

22.All standing committees meet regularly.

Strongly Disagree — Strongly Agree

01 Oz 03 O4 05

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

Strongly Disagree M Strongly Agree

01 Oz 03 O4 05

MISSION/PLANNING

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

Strongly Disagree M Strongly Agree

01 Oz 03 O4 05

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 fl Strongly Agree

01 Oz 03 O4 05

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

Strongly Disagree — Strongly Agree

OI 02 03 O4 05

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

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

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

01 Oz 03 O4 05

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

Strongly Disagree — Strongly Agree

01 Oz 03 O4 05

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

Strongly Disagree — Strongly Agree

01 Oz 03 O4 05

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

01 Oz 03 O4 05

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

Strongly Disagree _ Strongly Agree

01 Oz 03 O4 05

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

Strongly Disagree _ Strongly Agree

01 02 03 O4 05

BOARD EFFECTIVENESS

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

Strongly Disagree — Strongly Agree

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

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

43. The board focuses on policy at each meeting.

Strongly Disagree _ Strongly Agree

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

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

Strongly Disagree M Strongly Agree

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

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

statement.

Strongly Disagree _ Strongly Agree

01 Oz 03 O4 05

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

Strongly Disagree _ Strongly Agree

OI 02 03 O4 05

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

Strongly Disagree _ Strongly Agree

01 02 O3 O4 05

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

Strongly Disagree — Strongly Agree

01 Oz 03 O4 05

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

Board Governance Respcnsibilities

Medical Staff Relations

Leadership and Management

Strategic Pianning

Financial Performance (overall, by department, by service) CUsomer 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

DUDUDUDUDDDEJDEIDU

FINANCIAL

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

Strongly Disagree _ Strongly Agree

0 1 0 2 0 3 0 4 0 5

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

Strongly Disagree — Strongly Agree

0 1 0 2 0 3 0 4 0 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

0 1 0 2 0 3 0 4 C) 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

56. Financial reports are understood by the board.

Strongly Disagree _ Strongly Agree

0 1 0 2 0 3 0 4 0 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

0 1 0 2 0 3 0 4 0 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

0 1 0 2 0 3 C) 4 0 5

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

recommendations.

Strongly Disagree — Strongly Agree

01 02 03 04 05

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

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

01 02 03 04 05

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

Strongly Disagree — Strongly Agree

01 02 03 04 05

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

Strongly Disagree _ Strongly Agree

65. A foundation representative regularly attends hospital board meetings.

Strongly Disagree _ Strongly Agree