



American Hospital  
Association®

# 2018 National Healthcare Governance Survey

Please return to:  
AHA Annual Survey  
155 N Wacker Drive  
Suite 400  
Chicago IL 60606

Except where a specific timeframe is stated, please respond with information regarding your board's composition and practices today.

## **SECTION I: BOARD COMPOSITION AND THE COMMUNITY**

❖ For purposes of responding to this survey, what type of board are you describing?

- a.  Freestanding hospital board
- b.  System board (i.e., parent board or board with ultimate accountable authority within a system)
- c.  Hospital board within a system (check one):
  - 1.  Local hospital board with significant decision-making authority
  - 2.  Local hospital board with limited decision-making authority (e.g. credentialing, local quality, community relationships)
  - 3.  Local hospital board with advisory responsibilities

**a. Voting**

**b. Non-Voting**

1. How many individuals serve on your board? \_\_\_\_\_

2. Does your board include members from outside your organization's service area who are not representatives of sponsoring organizations or other system entities?

- a.  Yes
- b.  No
- c.  Don't Know

3. Indicate how many of your **voting** board members fit into the following demographic categories:

<b>Demographic Categories</b>	<b>Number of Current Board Members</b>
<b>A. Race/Ethnicity</b>	
1. Caucasian	_____
2. African American	_____
3. Hispanic/Latino	_____
4. Asian/Pacific Islander	_____
5. American Indian	_____
6. Other	_____
<b>B. Gender</b>	
1. Male	_____
2. Female	_____
3. Other	_____
<b>C. Ages</b>	
1. 35 or younger	_____
2. 36-50	_____
3. 51-70	_____
4. 71 or older	_____
<b>D. Clinical Background</b>	
1. Nurse	_____
2. Physician	_____
3. Other clinician (e.g., pharmacist, therapist)	_____

4. If there are physicians on your board, how many are:

	<b>a. Voting</b>	<b>b. Non-Voting</b>
1. Employed by your hospital/system	_____	_____
2. Not Employed by your hospital/system	_____	_____

5. Is your organization's CEO a voting member of the board?

- a.  Yes      b.  No

6. Does your board include emeritus members? (If no, go to Question 7)

- a.  Yes                      b.  No

6a. If your board includes emeritus members, please check all of the following that apply:

1.  They can vote in board meetings
2.  They can vote in committee meetings
3.  They cannot vote in board or committee meetings

7. What efforts, if any, has your board/organization undertaken to engage Millennials (individuals between the ages of 21-35) in governance? (Select all that apply).

- a.  Established a Millennial Council that can help identify potential board candidates
- b.  Specifically targeted Millennials when seeking new board members
- c.  Included Millennials as outside (non-board) members on board committees
- d.  Other
- e.  None of the above

8. Does your board have an age limit? (If no, go to Question 9)

- a.  Yes                      b.  No

8a. If yes, what is the maximum age?

1.  > 75 years old
2.  < 75 years old

**SECTION II: BOARD STRUCTURE**

**9.** Does your board have term limits? (If no, go to Question 10)

- a.  Yes                      b.  No

**9a.** If yes, what is the term length for board members? \_\_\_\_\_ years

**10.** What is the maximum number of consecutive terms a board member may serve? \_\_\_\_\_

**11.** Do you compensate board members excluding reimbursement for out-of-pocket expenses? (If no, go to Question 11b).

- a.  Yes                      b.  No

**11a.** If yes, how are they compensated?

	<b>1. Board Member</b>	<b>2. Board Chair</b>	<b>3. Committee Chair</b>
a. Annual Fee	_____	_____	_____
b. Per-Meeting Fee	_____	_____	_____
c. Varies by Position	_____	_____	_____

**11b.** If no, are you currently considering board compensation or have you considered it in the past year?

- a.  Yes                      b.  No

**12.** Which of the following standing committees does your board have? (Select all that apply.)

- a.  Quality
- b.  Finance
- c.  Audit/Compliance
- d.  Governance/ Nominating
- e.  Community Benefit/Mission
- f.  Executive
- g.  Strategic Planning
- h.  Executive Compensation
- i.  Fundraising/Development
- j.  Government Relations
- k.  Workforce
- l.  Innovation
- m.  Enterprise Risk Management

- 13.** If your board has an Executive Committee, how does it function?
- a.  Has broad decision-making authority on behalf of the full board
  - b.  Has limited decision-making authority and primarily makes recommendations for action by the full board
  - c.  Not Applicable
- 14.** Does your board have “outsiders” (non-board members and non-staff) who serve as members of some board committees?
- a.  Yes
  - b.  No
  - c.  Don’t know
- 15.** In the past 3 years, have you engaged in efforts to restructure your board?  
(Select all that apply.)
- a.  Reduced board size
  - b.  Expanded board size
  - c.  Sought new board member skills/competencies
  - d.  Added board committees
  - e.  Reduced the number of board committees
  - f.  Eliminated all board committees
  - g.  Redefined authority among system and subsidiary boards
  - h.  None of the above
- 16.** Who supports the functioning of your board?
- a.  Chief Executive Officer
  - b.  CEO’s Executive Assistant or another administrative assistant
  - c.  Chief Legal Officer/General Counsel
  - d.  Dedicated governance professional staff member(s)

**SECTION III: BOARD SELECTION**

**17.** Does your board or board’s selection committee use a set of approved knowledge, skills and behavioral competencies [see question 18 for examples] for selecting the following?  
(Select all that apply.)

- a.  Yes, for all board members
- b.  Yes, for board chairs
- c.  Yes, for committee chairs
- d.  Yes, for committee members
- e.  No (if selected, please skip to question 19.)

**18.** Indicate below the top 5 essential knowledge, skills and behavior competencies you used most recently when selecting board members and board chairs.

<b>Areas of Competency</b>	<b>1. Board Member Selection Competencies</b>	<b>2. Board Chair Selection Competencies</b>
a. Accountability	<input type="checkbox"/>	<input type="checkbox"/>
b. Achievement Orientation (Assures high standards, sets goals, and priorities)	<input type="checkbox"/>	<input type="checkbox"/>
c. Change Leadership (Perceives and utilizes new information/technology)	<input type="checkbox"/>	<input type="checkbox"/>
d. Collaboration	<input type="checkbox"/>	<input type="checkbox"/>
e. Community Orientation (Understands the community needs and health)	<input type="checkbox"/>	<input type="checkbox"/>
f. Complexity Management (Balances tradeoffs, competing interests, and contradictions)	<input type="checkbox"/>	<input type="checkbox"/>
g. Impact and Influence	<input type="checkbox"/>	<input type="checkbox"/>
h. Information Seeking	<input type="checkbox"/>	<input type="checkbox"/>
i. Innovative Thinking	<input type="checkbox"/>	<input type="checkbox"/>
j. Knowledge of Business and Finance	<input type="checkbox"/>	<input type="checkbox"/>
k. Knowledge of Health Care Delivery and Performance	<input type="checkbox"/>	<input type="checkbox"/>
l. Knowledge of Human Resources Development	<input type="checkbox"/>	<input type="checkbox"/>

**Areas of Competency**

**m.** Organizational Awareness (Familiar with expectations, priorities, and values of health care stakeholders)

**n.** Past Governance Experience

**o.** Professionalism

**p.** Quality & Safety Expertise

**q.** Relationship Building

**r.** Strategic Orientation (Understands forces that shape health care over the next 5 to 10 years, helps shape mission and vision, policy & advocacy)

**s.** Systems Thinking

**t.** Team Leadership

**u.** Other (specify) \_\_\_\_\_

	<b>1. Board Member Selection Competencies</b>	<b>2. Board Chair Selection Competencies</b>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

**19.** Has any board member been replaced during their term or not been reappointed or re-elected when eligible for renomination in the past 3 years? (If no, go to Question 20).

- a.**  Yes      **b.**  No

**19a.** If yes, why:

- 1.**  Board sought different competencies
- 2.**  Behavior issues
- 3.**  Performance issues
- 4.**  Other

**20.** Compared to three years ago, how much effort is required to recruit new board members?

- a.**  More effort
- b.**  Same effort/no change
- c.**  Less effort

21. Compared to other age cohorts, on a scale of 1-5, how much effort is required to recruit Millennials to your board?

- a.  5 – extreme effort
- b.  4
- c.  3
- d.  2
- e.  1 – little effort

#### **SECTION IV: BOARD ORIENTATION AND EDUCATION**

22. For which of the following positions does your board have job descriptions?  
(Select all that apply.)

- a.  Board member
- b.  Board chair
- c.  Committee chair
- d.  None of the above

23. Does your board have a formal new board member orientation? (If no, go to Question 24).

- a.  Yes
- b.  No

23a. If yes, which of the following are included in your new board member orientation?  
(Select all that apply.)

- 1.  Health care orientation
- 2.  Health care governance orientation
- 3.  Organization orientation
- 4.  Formal mentoring with a senior board member
- 5.  Meeting with the CEO and/or senior leadership team
- 6.  Meeting with the board chair
- 7.  Facility tour
- 8.  Other

24. Does your board have a formal orientation for new board chairs?

- a.  Yes
- b.  No



25. Is continuing education a requirement for board members?
- a.  Yes                      b.  No
26. How frequently does your board engage in organized education activities?
- a.  Ongoing  
b.  Monthly  
c.  Quarterly  
d.  Annually  
e.  Other
27. How do board members engage in continuing education (Select all that apply)?
- a.  At board/committee meetings  
b.  At board retreats  
c.  At outside conferences  
d.  Self-directed (articles, online resources, etc.)  
e.  None of the above
28. On which of the following does your board periodically receive an educational briefing with legal counsel? (Select all that apply.)
- a.  Legal fiduciary duties of loyalty, care, and obedience  
b.  Trustee conflicts of interest/independence and how they should be disclosed  
c.  The need for trustees to keep board matters confidential  
d.  Compliance issues  
e.  Director and officers liability insurance

#### **SECTION V: BOARD EVALUATION**

29. Which of the following types of assessments has your board used in the past three years? (Select all that apply.)
- a.  Full Board Assessment  
b.  Individual Board Member Performance Evaluation  
c.  Board Chair Assessment  
d.  Board Meeting Evaluation  
e.  Committee Meeting Evaluation  
f.  None (If selected, please skip to Questions 32)

**29a.** If you conduct a full board assessment, what is the focus of that assessment?  
(Please select all that apply.)

1.  Understanding of board structure, roles and responsibilities
  2.  The extent to which the board achieved its goals/workplan
  3.  The extent to which the board contributed to achievement of the organization's strategic priorities
  4.  Other (specify) \_\_\_\_\_
- 30.** Are assessment results used to create an action plan and/or provide feedback to improve performance?  
a.  Yes   b.  No
- 31.** Are assessment results used in the process for reappointment to additional terms of service for board members, board chairs, or committee chairs?  
a.  Yes   b.  No
- 32.** Which of the following criteria does your board use when evaluating individual board member performance? (Select all that apply.)
- a.  Meets the board and committee attendance requirement
  - b.  Arrives fully prepared to participate in meetings
  - c.  Actively engages in board discussions
  - d.  Offers valuable insights and demonstrates a high degree of competence
  - e.  Fosters a culture of mutual respect

## **SECTION VI: PERFORMANCE OVERSIGHT**

- 33.** When did your board last update its CEO succession plan?
- a.  Less than 1 year ago
  - b.  At least 1 year ago but less than 2 years ago
  - c.  At least 2 years ago
  - d.  Don't know
  - e.  Not applicable—Board does not have a formal CEO succession plan.

- 34.** Which of the following has the authority to hire and fire the CEO?
- a.  Hospital Board
  - b.  System Board
  - c.  System CEO
  - d.  Sponsoring organization
  - e.  Other
- 35.** Does your board have an authority matrix or policy that defines management oversight and accountability versus governance oversight and accountability for spending limits, signature authorities, when certain actions require board approval?
- a.  Yes    b.  No
- 36.** How does your board oversee executive leadership development? (Select all that apply.)
- a.  Ensures that executive leadership development is a key priority for the CEO
  - b.  Reviews executive leadership development plans for specific positions at least annually
  - c.  Ensures candidates for executive leadership positions interact with the board at meetings, retreats and other forums
  - d.  Other (specify) \_\_\_\_\_
- 37.** Does your board use precise and quantifiable metrics and objectives to evaluate organizational performance in the following areas? (Select all that apply.)
- a.  Clinical quality
  - b.  Patient safety
  - c.  Service quality/patient satisfaction
  - d.  Financial/capital allocation/investment performance
  - e.  Employee satisfaction
  - f.  Physician engagement/satisfaction
  - g.  Achievement of strategic priorities
  - h.  Community/population health
  - i.  Other (specify) \_\_\_\_\_
- 38.** In developing your board's strategic plan, does the board consider the results of the organization's community health needs assessment?
- a.  Yes
  - b.  No
  - c.  Not applicable

## **SECTION VII: BOARD CULTURE**

39. How many regularly scheduled meetings does your board hold each year?
- a.  4
  - b.  6
  - c.  12
  - d.  Other
40. In the past 3 years, have you increased the number of times the board meets annually?
- a.  Yes
  - b.  No
41. In the past 3 years, have you increased the length of your board meetings?
- a.  Yes
  - b.  No
42. How many hours does a typical board meeting currently last?
- a.  1-2 hours
  - b.  2-3 hours
  - c.  3-5 hours
  - d.  5+ hours
43. Compared to 3 years ago, what amount of time is your board spending on board work and related activities?
- a.  More time
  - b.  No change
  - c.  Less time
44. Have board members voiced concerns about the time commitments associated with board service?
- a.  Yes
  - b.  No
  - c.  Don't know
45. Is an executive session routinely included in the agenda of every board meeting?
- a.  Yes
  - b.  No

**46.** If you have executive sessions, does the CEO participate in any portion of these executive sessions?

- a.  Yes    b.  No (If no, go to Question 47).

**46a.** If yes, how?

1.  Participates in the entire executive session
2.  Participates in part of the executive session
3.  Participates in some but not all executive sessions held throughout the year

**47.** To the best of your knowledge, what type(s) of business would normally be discussed at your board's executive sessions? (Select all that apply.)

	1. <u>CEO Present</u>	2. <u>CEO Not Present</u>
a. Executive performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>
b. Executive compensation	<input type="checkbox"/>	<input type="checkbox"/>
c. Board performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>
d. Board member performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>
e. Board recruitment and selection	<input type="checkbox"/>	<input type="checkbox"/>
f. Board development	<input type="checkbox"/>	<input type="checkbox"/>
g. Financial performance of the health system/hospital(s)	<input type="checkbox"/>	<input type="checkbox"/>
h. Clinical or quality performance measures	<input type="checkbox"/>	<input type="checkbox"/>
i. General strategic issues/planning	<input type="checkbox"/>	<input type="checkbox"/>
j. Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

**48.** Approximately what percentage of board meeting time does your board normally spend in active discussion, deliberation, and debate at each board meeting?

- a.  Greater than 0% but less than or equal to 25%
- b.  Greater than 25% but less than or equal to 50%
- c.  Greater than 50% but less than or equal to 75%
- d.  Greater than 75% up to and including 100%

**49.** Does your board use an electronic board portal?

- a.  Yes                      b.  No

Please provide your contact information below.

Full Name: \_\_\_\_\_

Title: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

Thanks so much for your participation in this important survey.