



2021 National Health Care Governance Survey

Except where a specific time frame 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
- d. Other, please specify: _____

1. How many individuals serve on your board?

a. Voting	b. Non-Voting
_____	_____

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. Do not know

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

Demographic Categories

**Number of
Current Board
Members**

Race/Ethnicity

- 1. American Indian or Alaska Native _____
- 2. Asian _____
- 3. Black or African American _____
- 4. Hispanic or Latino _____
- 5. Native Hawaiian or Other Pacific Islander _____
- 6. White _____
- 7. Other _____

B. Gender

- 1. Male _____
- 2. Female _____
- 3. Other _____

C. Ages

- 1. 35 or younger _____
- 2. 36-50 _____
- 3. 51-70 _____
- 4. 71 or older _____

D. Clinical Background

- 1. Nurse _____
- 2. Physician _____
- 3. Other clinician (e.g., pharmacist, therapist) _____

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

	a. Voting	b. Non-Voting
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?

- a. Yes b. No (*skip to question 7*)

6a. If your board includes emeritus members, please indicate their voting status.
(*Check all 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 24-40) in governance? (*Check 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, please specify: _____
e. None of the above

8. Does your board have an age limit?

- a. Yes b. No (*skip to question 9*)

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?

- a. Yes b. No (*skip to question 12*)

10. What is the length of a term for board service? _____ years

11. What is the maximum number of consecutive terms a board member may serve?

12. Do you compensate board members excluding reimbursement for out-of-pocket expenses?

- a. Yes b. No (*skip to question 12b*)

12a. If yes, how are they compensated?

	Board Member \$	Board Chair \$	Committee Chair \$
a. Annual fee	_____	_____	_____
b. Per-meeting fee	_____	_____	_____
c. Other	_____	_____	_____

12b. If no, are you currently considering board compensation or have you considered it in the past year?

- a. Yes b. No

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

- a. Quality
- b. Finance
- c. Audit/Compliance
- d. Governance/ Nominating
- e. Community Benefit/Mission
- f. Diversity, Equity and Inclusion
- g. Executive
- h. Strategic Planning
- i. Executive Compensation
- j. Fundraising/Development
- k. Advocacy/Government Relations
- l. Workforce
- m. Innovation

- n. Enterprise Risk Management
- o. Cybersecurity
- p. Other, please specify: _____

14. If your board does not have a separate Diversity, Equity and Inclusion Committee, where do discussions reside on these issues?

- a. In another committee, please specify: _____
- b. We do not discuss diversity and equity in a committee, but rather at the full board level.
- c. We do not discuss diversity and equity issues.
- d. Not applicable

15. 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

16. Does your board have “outsiders” (non-board members and non-staff) who serve as members of some board committees?

- a. Yes
- b. No
- c. Do not know

17. In the past three years, have you engaged in efforts to restructure your board?
(Check 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

18. Does your board use an electronic board portal?

- a. Yes b. No

19. 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) such as a Board Manager or Chief Governance Officer

SECTION III: BOARD SELECTION

20. Does your board or board's selection committee use a set of approved knowledge, skills and behavioral competencies (see below for examples) for selecting the following? (*Check 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 (*skip to question 21*)

20a. Indicate below the top five essential knowledge, skills and behavior competencies you used most recently when selecting board members and board chairs.

Areas of Competency	1. Board Member Selection Competencies	2. Board Chair Selection Competencies
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 community needs and health)	<input type="checkbox"/>	<input type="checkbox"/>

Areas of Competency	1. Board Member Selection Competencies	2. Board Chair Selection Competencies
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"/>
m. Organizational Awareness (Familiar with expectations, priorities and values of health care stakeholders)	<input type="checkbox"/>	<input type="checkbox"/>
n. Past Governance Experience	<input type="checkbox"/>	<input type="checkbox"/>
o. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>
p. Quality and Safety Expertise	<input type="checkbox"/>	<input type="checkbox"/>
q. Relationship Building	<input type="checkbox"/>	<input type="checkbox"/>
r. Strategic Orientation (Understands forces that shape health care over the next 5 to 10 years; helps shape mission and vision, policy and advocacy)	<input type="checkbox"/>	<input type="checkbox"/>
s. Systems Thinking	<input type="checkbox"/>	<input type="checkbox"/>
t. Team Leadership	<input type="checkbox"/>	<input type="checkbox"/>
u. Cybersecurity Expertise	<input type="checkbox"/>	<input type="checkbox"/>
v. Diversity and Equity Expertise	<input type="checkbox"/>	<input type="checkbox"/>
w. Other, please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>

21. Has any board member been replaced during their term or not been reappointed or reelected when eligible for renomination in the past three years?

- a. Yes b. No (*skip to question 22*)

21a. If yes, why?

1. Board sought different competencies
2. Behavior issues
3. Performance issues
4. Other, please specify: _____

22. 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

23. 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

24. On a scale of 1-5, how much effort is required to recruit diverse members (age, race, gender ethnicity, skill set) on your board?

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

25. Is your hospital or health system interested in identifying and engaging individuals on the board who represent diverse characteristics including race/ethnicity, age, gender and disability?

- a. Yes
b. No

SECTION IV: BOARD ORIENTATION AND EDUCATION

26. For which of the following positions does your board have job descriptions? (*Check all that apply*)

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

27. Does your board have a formal new board member orientation?

- a. Yes
- b. No (*skip to question 28*)

27a. If yes, which of the following are included in your board's new member orientation? (*Check all that apply*)

- 1. Health care orientation
- 2. Health care governance orientation
- 3. System 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. Community served
- 9. Other, please specify: _____

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

- a. Yes
- b. No

29. Is continuing education a requirement for board members?

- a. Yes
- b. No

30. How frequently does your board engage in organized education activities?

- a. Monthly
- b. Quarterly
- c. Annually
- d. Other, please specify: _____

31. How do board members engage in continuing education? *(Check 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

32. On which of the following does your board periodically receive an educational briefing with legal counsel? *(Check 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 officer liability insurance

SECTION V: BOARD EVALUATION

33. Which of the following types of assessments has your board used in the past three years? *(Check 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 *(Skip to question 36)*

33a. If you conduct a full board assessment, what is the focus of that assessment? *(Check all that apply)*

- 1. Understanding of board structure, roles and responsibilities
- 2. The extent to which the board achieved its goals/work plan
- 3. The extent to which the board contributed to achievement of the organization's strategic priorities
- 4. Other, please specify: _____

34. Are assessment results used to create an action plan and/or provide feedback to improve performance?

- a. Yes b. No

35. 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

36. Which of the following criteria does your board use when evaluating individual board member performance? (*Check 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
- f. Other, please specify: _____

SECTION VI: PERFORMANCE OVERSIGHT

37. When did your board last update its CEO succession plan?

- a. Less than one year ago
- b. At least 1 year ago but less than two years ago
- c. At least two years ago
- d. Don't know
- e. Not applicable — Board does not have a formal CEO succession plan

38. Who does final approval of the CEO's compensation?

- a. Full board
- b. Compensation committee
- c. Other, please specify: _____ -

39. Which of the following has the authority to hire and terminate the CEO?

- a. Hospital board
- b. System board
- c. System CEO
- d. Sponsoring organization
- e. Other, please specify: _____

40. 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

41. How does your board oversee executive leadership development? (*Check 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, please specify: _____

42. Does your board use precise and quantifiable metrics and objectives to evaluate organizational performance in the following areas? (*Check all that apply*)

- a. Clinical quality
- b. Diversity and health equity
- c. Patient safety
- d. Service quality/patient satisfaction
- e. Financial/capital allocation/investment performance
- f. Employee satisfaction
- g. Physician engagement/satisfaction
- h. Achievement of strategic priorities
- i. Community/population health
- j. Other, please specify: _____

43. Does your board hold the CEO accountable for diversity, equity and inclusion goals in performance reviews and compensation?

- a. Yes b. No

44. 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

45. How many regularly scheduled meetings does your board hold each year?

- a. 4
b. 6
c. 12
d. Other, please specify _____

46. In the past three years, have you increased the number of times the board meets annually?

- a. Yes b. No

47. In the past three years, have you increased the length of your board meetings?

- a. Yes b. No

48. 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

49. During the COVID-19 pandemic (March 2020 to present), has your board:

- a. Met more frequently
- b. Met less frequently
- c. Met virtually
- d. Met in-person
- e. Met using a hybrid model (virtual and in-person meetings)

50. Compared to three 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

51. Have board members voiced concerns about the time commitments associated with board service?

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

52. Is an executive session routinely included in the agenda of every board meeting?

- a. Yes
- b. No

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

- a. Yes
- b. No (*skip to question 54*)

53a. 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.

54. To the best of your knowledge, what type(s) of business would normally be discussed at your board's executive sessions? (*Check 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, please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>

55. 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% and up to and including 100%

Please provide your contact information below.

Full Name: _____

Title: _____

Email: _____

Phone: _____

Thank you for your participation in this important survey.