

# 2021 National Health Care Governance Survey

Except where a specific time was provided, the data represent current board 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

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

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5.



- 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.

Areas of Competency

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1. Board Member  
Selection  
Competencies

2. Board Chair  
Selection  
Competencies

f. Complexity Management (Balances tradeoffs,

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 (



#### 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: \_\_\_\_\_



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.



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?

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)