



## Board of Directors 2012 Self-Evaluation

**Directions:** Please answer ALL of the following questions by circling your answer to the best of your ability according to the scale below:

Strongly Disagree = 1       $\longrightarrow$       Strongly Agree = 5

| MISSION AND PLANNING   |   |   |   |   |   |
|--|---|---|---|---|---|
| 1.) The directors are familiar with Family Health Network's Mission, Vision, and Values  | 1 | 2 | 3 | 4 | 5 |
| 2.) The Mission and Vision describes the commitment to the community and is used by the board to evaluate all key decisions facing the organization  | 1 | 2 | 3 | 4 | 5 |
| 3.) The organization collaborates with other community groups to assess, monitor, and improve community health   | 1 | 2 | 3 | 4 | 5 |
| 4.) The organization has a strategic plan  | 1 | 2 | 3 | 4 | 5 |
| 5.) The organization updates its strategic plan annually   | 1 | 2 | 3 | 4 | 5 |
| 6.) The board is <b>meaningfully involved</b> in strategic planning  | 1 | 2 | 3 | 4 | 5 |
| 7.) The board <b>effectively monitors</b> progress toward achieving its mission, vision and strategic initiatives  | 1 | 2 | 3 | 4 | 5 |
| 8.) The board, key executive staff, and physician leaders meet together at least <b>quarterly</b> to discuss key issues and concerns   | 1 | 2 | 3 | 4 | 5 |
| ROLES AND RESPONSIBILITIES   |   |   |   |   |   |
| 1.) The board members understand their relationships to:   |   |   |   |   |   |
| a.) Management   | 1 | 2 | 3 | 4 | 5 |
| b.) Employees  | 1 | 2 | 3 | 4 | 5 |
| c.) Medical Staff  | 1 | 2 | 3 | 4 | 5 |
| 2.) Directors have a <b>clear understanding of the role</b> of the Board   | 1 | 2 | 3 | 4 | 5 |
| 3.) The board and the CEO have mutually developed performance expectations and goals that are used throughout the year as the basis for performance assessment and development for the CEO | 1 | 2 | 3 | 4 | 5 |
| 4.) Job descriptions <b>exist</b> for board members and for board officers   | 1 | 2 | 3 | 4 | 5 |
| 5.) Job descriptions are <b>known</b> for board members and for board officers by all  | 1 | 2 | 3 | 4 | 5 |
| 6.) The chairperson's job description is used as the basis for the chair's orientation and training  | 1 | 2 | 3 | 4 | 5 |
| 7.) Board of directors job descriptions are shared with potential new board members as part of the recruitment and orientation process   | 1 | 2 | 3 | 4 | 5 |
| GOVERNANCE   |   |   |   |   |   |
| 1.) Directors are familiar with the organization's bylaws  | 1 | 2 | 3 | 4 | 5 |
| 2.) Physicians are partners in leadership and are involved in governance and management <b>throughout</b> the organization   | 1 | 2 | 3 | 4 | 5 |
| 3.) Board members are selected based on <b>explicit</b> , pre-established criteria, including community leadership or membership   | 1 | 2 | 3 | 4 | 5 |
| 4.) The board is intentionally composed of a cross-section of community members  | 1 | 2 | 3 | 4 | 5 |
| 5.) The board has a clearly articulated process for removing non-performing board members  | 1 | 2 | 3 | 4 | 5 |
| 6.) Management's and director's time is used <b>efficiently</b> in the current governance  | 1 | 2 | 3 | 4 | 5 |



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|   |   |   |   |   |   |
|---|---|---|---|---|---|
| structure and process   |   |   |   |   |   |
| 7.) The board structure and processes are conducive to an <b>efficient and effective</b> decision-making process                                    | 1 | 2 | 3 | 4 | 5 |
| 8.) The number, type, and purpose of the board committees has been <b>explicitly discussed</b> by the entire board within the <b>past two years</b> | 1 | 2 | 3 | 4 | 5 |
| 9.) The board evaluates its <b>structure</b> and function <b>annually</b> , and modifies it when necessary  | 1 | 2 | 3 | 4 | 5 |
| 12.) The size of the board is appropriate to ensure opportunities for FHN member participation and representation                                   | 1 | 2 | 3 | 4 | 5 |
| <b>BOARD DEVELOPMENT</b>  |   |   |   |   |   |
| 1.) The board has a formal new director orientation process   | 1 | 2 | 3 | 4 | 5 |
| 2.) Several board members are involved in planning and conducting the director orientation  | 1 | 2 | 3 | 4 | 5 |
| 3.) All new board members are required to complete the orientation process  | 1 | 2 | 3 | 4 | 5 |
| 4.) The orientation process introduces board members to health care, the board and governance culture, and hospital services                        | 1 | 2 | 3 | 4 | 5 |
| 5.) The board orientation process includes opportunities to meet and socialize with administration and department managers                          | 1 | 2 | 3 | 4 | 5 |
| 6.) The board periodically evaluates the content, format and process of board member orientation to ensure it meets its purposes                    | 1 | 2 | 3 | 4 | 5 |
| 7.) All board members participate in continuing education process that is based on identified needs   | 1 | 2 | 3 | 4 | 5 |
| 8.) Orientation is complemented and reinforced by board with an ongoing program of education and development  | 1 | 2 | 3 | 4 | 5 |
| <b>BOARD EFFECTIVENESS</b>  |   |   |   |   |   |
| 1.) The board has developed performance standards that are used to assess each member's performance and needs                                       | 1 | 2 | 3 | 4 | 5 |
| 3.) The board's agenda materials consist primarily of management and financial reports and committee minutes  | 1 | 2 | 3 | 4 | 5 |
| 4.) The board focuses on policy at each meeting   | 1 | 2 | 3 | 4 | 5 |
| 5.) Board meetings are rarely dominated by a few member   | 1 | 2 | 3 | 4 | 5 |
| 6.) During board meetings time is set aside for discussion of the strategic plan  | 1 | 2 | 3 | 4 | 5 |
| 7.) The length of our board meetings allows sufficient time to fully explore the most critical issues facing the association                        | 1 | 2 | 3 | 4 | 5 |
| 8.) Board members have a sufficient level of understanding of the issues being addressed by the board   | 1 | 2 | 3 | 4 | 5 |
| 9.) Director attendance at board meetings ensures that they are effectively engaged in the association's decisions and direction                    | 1 | 2 | 3 | 4 | 5 |
| 10.) The involvement and participation of board members in decision making meets the organization's needs   | 1 | 2 | 3 | 4 | 5 |
| 11.) The composition of the board ensures representation of FHN's community viewpoints and needs  | 1 | 2 | 3 | 4 | 5 |
| 12.) The board does not lack certain necessary skill sets or attributes among members in order to be effective                                      | 1 | 2 | 3 | 4 | 5 |
| 13.) Board members receive clear and succinct meeting agendas   | 1 | 2 | 3 | 4 | 5 |
| 14.) Board meetings are well-organized, productive, and make good use of member's time  | 1 | 2 | 3 | 4 | 5 |



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|--|---|---|---|---|---|
| 15.) Board members receive meeting agendas and supporting material far enough in advance of meetings   | 1 | 2 | 3 | 4 | 5 |
| 16.) Materials provided in advance of board meetings facilitate effective decision making  | 1 | 2 | 3 | 4 | 5 |
| 17.) The board spends adequate time focusing on the issue of most critical importance to the membership  | 1 | 2 | 3 | 4 | 5 |
| 18.) The board encourages meaningful trustee dialogue; we ask for and listen to one another's input  | 1 | 2 | 3 | 4 | 5 |
| 19.) Board members demonstrate an active commitment to collaborative discussion and problem-solving  | 1 | 2 | 3 | 4 | 5 |
| 20.) Directors come prepared to contribute to board dialogue   | 1 | 2 | 3 | 4 | 5 |
| <b>FINANCIAL</b>   |   |   |   |   |   |
| 1.) The board reviews and adopts an annual budget that sets revenue and expense targets  | 1 | 2 | 3 | 4 | 5 |
| 2.) The budget reflects the priorities established in the strategic plan   | 1 | 2 | 3 | 4 | 5 |
| 3.) 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                       | 1 | 2 | 3 | 4 | 5 |
| 4.) The board receives and discusses regular financial reports during the year to determine compliance with annual budget and capital expenditure plans                                    | 1 | 2 | 3 | 4 | 5 |
| 5.) Financial reports are understood by the board  | 1 | 2 | 3 | 4 | 5 |
| 6.) The Board receives and reviews follow-up reports on programs that were previously approved, such as joint ventures, to ensure that original projections and expectations are being met | 1 | 2 | 3 | 4 | 5 |
| <b>QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT</b>   |   |   |   |   |   |
| 1.) The board has a quality assurance/performance improvement program for monitoring the quality of care for our members   | 1 | 2 | 3 | 4 | 5 |
| 2.) The board establishes clinical outcome expectations or targets to insure performance improvement   | 1 | 2 | 3 | 4 | 5 |
| 3.) The Board reviews and discusses quality reports that provide comparative statistical data about FHN's clinical services and patient care   | 1 | 2 | 3 | 4 | 5 |
| 4.) The board members are actively involved with quality assurance/performance improvement on a regular bases  | 1 | 2 | 3 | 4 | 5 |
| 5.) Board members are provided orientation to risk management, EMTALA, and medical liability issues  | 1 | 2 | 3 | 4 | 5 |
| 6.) Board members are provided an orientation the credentialing process for the medical staff  | 1 | 2 | 3 | 4 | 5 |
| 7.) Board members receive formal continuing education in the area of quality assurance/performance improvement   | 1 | 2 | 3 | 4 | 5 |
| 8.) The organization makes available to the community a report card showing the level of quality for the services it delivers  | 1 | 2 | 3 | 4 | 5 |

**GENERAL QUESTIONS**

- 1.) What are the top three priorities for FHN in the next 12 to 24 months?



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- 2.) From the community's perspective what does FHN do well?
  
- 3.) What are areas that need improvement (from the community's perspective)?