Hospital Logo/Header

**Leadership Survey**

***We’d like to hear your viewpoints and ideas...***

***Thank you for completing this survey***

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he Hospital Name Board of Trustees is interested in your viewpoints about issues impacting our current health care environment and the importance of various components of a future health care delivery system for the people we serve. This survey will help the board of trustees to analyze potential future strategic directions for the hospital and make important decisions for the future of health care services in the community.

We sincerely appreciate your time and perspectives.

***Please submit this survey by 5:00 p.m., day of the week, date***

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

Are you a:

* Board Member
* Member of the Administrative Team
* Member of the Medical Staff

**Importance of Organizational Features**

**Please indicate the importance of each of the following in ensuing** **Hospital Name’s future success:**

**Critical** = Absolutely vital to future success. This factor must be considered with the highest of importance as decisions are made about ways in which Hospital Name can best meet the future health care needs of the community.

**Somewhat Important** = A non-critical, but still meaningful factor, to future success. This factor should have influence on decisions the hospital’s leadership makes about ways in which the hospital can best meet the future health care needs of the community.

**Not Important** = Not a factor in future success. This factor should not be considered by hospital leadership in its decisions about ways in which the hospital can best meet the future health care needs of the community.

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| --- | --- | --- | --- | --- | --- |
|  | **Critical** |  | **Somewhat Important** |  | **Not Important** |
| Flexibility to address hospital needs through a variety of readily available professional administrative resources |  |  |  |  |  |
| Enhancement of the public's perception of the hospital as a community-owned, community-governed and locally managed hospital |  |  |  |  |  |
| Administrator reports only to the board of trustees, ensuring clear lines of responsibility and authority |  |  |  |  |  |
| Flexibility in making operating changes |  |  |  |  |  |
| Maintenance of current organizational structure and identities |  |  |  |  |  |
| Involvement of experienced, motivated and educated trustees |  |  |  |  |  |
| Ability to develop services determined most crucial and essential to the hospital in meeting the needs of local health care consumers |  |  |  |  |  |
| Access to tested and proven methods of solving a multitude of challenging problems |  |  |  |  |  |
| Easy and immediate access to a broad range of administrative resources |  |  |  |  |  |
| Resources and experience in dealing with reimbursement and regulatory requirements of federal and state governments |  |  |  |  |  |
| Preservation of governing autonomy and flexibility |  |  |  |  |  |
| Access to proven and tested organizational systems and programs which may be successfully adapted to the needs of the hospital |  |  |  |  |  |
| Access to backup personnel and other personnel resources in the event of personnel problems or other serious operating concerns |  |  |  |  |  |
| Being part of a larger regional health care organization |  |  |  |  |  |
| Opportunity for information exchange with other hospitals with similar needs |  |  |  |  |  |
| Flexibility to change if the board of trustees becomes dissatisfied with hospital direction |  |  |  |  |  |
| Requirement that key personnel be hospital employees |  |  |  |  |  |
| Ability to select, use and pay for only those services determined most crucial and essential to the hospital in meeting the needs of local health care consumers |  |  |  |  |  |
| Access to new sources of capital |  |  |  |  |  |
| Predictable stream of income to the hospital, which can be used in a variety of ways consistent with the hospital’s mission |  |  |  |  |  |
| Full ownership of the facility by the hospital |  |  |  |  |  |
| Decisions fully vested in local board governance |  |  |  |  |  |
| Flexibility in making operating changes |  |  |  |  |  |
| Increased clout to negotiate with vendors and suppliers |  |  |  |  |  |
| Reduction of business risk |  |  |  |  |  |
| Reduction of long-term debt |  |  |  |  |  |
| Elimination of long-term debt |  |  |  |  |  |
| Stronger managed care negotiating position |  |  |  |  |  |
| Ability to do joint managed care contracting with physicians |  |  |  |  |  |
| Streamlined governance and operational decision-making and direction |  |  |  |  |  |
| Ability to be more competitive in the areas of cost and quality |  |  |  |  |  |
| Ability to develop regional health initiatives |  |  |  |  |  |

**Issues and Challenges**

1. What are the most dominant issues facing the hospital today? (Please check all that apply)
* Need for improved market position
* Need for improved financial position
* Increasing competition
* Limitations on expansion
* Need to improve community reputation

What additional issues are facing the hospital today?

1. What factors are most critical to the hospital’s success over the next 1-3 years? (Please check all that apply
* Improved cost efficiency
* Quality improvement
* Improvements in information technology
* Improvements in medical technology
* Improved patient satisfaction
* Improved payer satisfaction
* Employee development
* Service innovation
* Enhancement of community relationships

What additional factors are most critical to the hospital’s success over the next 1-3 years?

1. What are the hospital’s major strengths and competitive advantages?
2. What are the hospital’s most significant weaknesses and competitive liabilities?
3. What would you most like to be able to say about the hospital five years from now?

**Physician Viewpoints**

1. Is the hospital a better place to practice today than it was five years ago?
* Yes
* No
* Have not been here long enough to determine

Why or why not?

1. What must occur during the next decade to make the hospital an even more attractive place to practice?
2. What options are most important for the hospital to pursue to remain highly competitive and successful? (Please check all that apply)
* Reduce costs
* Increase marketing efforts
* Add new services
* Upgrade technology
* Recruit additional physicians

What additional options are most important for the hospital to pursue to remain highly competitive and successful?

1. Is there a need to improve any of the hospital-based services? If so, how can they be improved (e.g. number of physicians, quality of service, access to service, etc.)?
2. What can the hospital do to attract and retain more local patients who can be served as well here as at any competing hospital?
3. What services do you believe will be needed in the future that either don’t exist at the hospital today, or are under-developed?

**Final Thoughts...**

What additional comments or suggestions do you have that will assist the board of trustees in its efforts to make decisions about the future structure of the organization?

***Thank you for your time and opinions!***