

2024 AHA National Healthcare Governance Survey File Layout

| Item Description | Survey Question Number | Field Name |
|--|------------------------|------------|
| Notes: Key FOLLOWS each question set | | |
| AHA unique identifier | | AHAID |
| Key First digit = denotes type of organization where 6 equals hospital Second digit = AHA region code Second and third digit = AHA state code Fourth through seventh digit = AHA hospital number | | |
| Organization name | | MNAME |
| Organization address | | MLOCADDR |
| City | | MLOCCITY |
| State | | MSTATE |
| Zip | | MLOCZIP |
| Control code: indicates the type of authority responsible for establishing policy concerning overall operation of the hospital | | CNTRL |
| Key Government, nonfederal 12 = State 13 = County 14 = City 15 = City-county 16 = Hospital district or authority Nongovernment, not-for-profit (NFP) 21 = Church-operated 23 = Other not-for-profit (including NFP corporation) Investor-owned, for-profit 31 = Individual 32 = Partnership 33 = Corporation Government, federal 41 = Air Force 42 = Army 43 = Navy 44 = Public Health Service 45 = Veterans' Affairs 46 = Federal other than 41-45 or 47-48 47 = PHS Indian Service 48 = Department of Justice | | |

Service: indicates the category that best describes the type of service the hospital provides to the majority of patients

SERV

Key

- 10 = General medical and surgical
- 11 = Hospital unit of an institution (prison hospital, college infirmary)
- 12 = Hospital unit within an institution for persons with intellectual disabilities
- 13 = Surgical
- 18 = Rural Emergency Hospitals (REH)
- 22 = Psychiatric
- 33 = Tuberculosis and other respiratory diseases
- 41 = Cancer
- 42 = Heart
- 44 = Obstetrics and gynecology
- 45 = Eye, ear, nose and throat
- 46 = Rehabilitation
- 47 = Orthopedic
- 48 = Chronic disease
- 49 = Other - specify treatment area
- 50 = Children's general
- 51 = Children's hospital unit of an institution
- 52 = Children's psychiatric
- 53 = Children's tuberculosis and other respiratory diseases
- 55 = Children's eye, ear, nose and throat
- 56 = Children's rehabilitation
- 57 = Children's orthopedic
- 58 = Children's chronic disease
- 59 = Children's other specialty
- 62 = Intellectual disabilities
- 80 = Acute long-term care hospital
- 82 = Alcoholism and other chemical dependency
- 90 = Children's acute long-term
- 91 = Children's cancer

Bed-size category

BSC

Key

- 1 = 6 to 24 beds
- 2 = 25 to 49 beds
- 3 = 50 to 99 beds
- 4 = 100 to 199 beds
- 5 = 200 to 299 beds
- 6 = 300 to 399 beds
- 7 = 400 to 499 beds
- 8 = 500 or more beds

Section I: Board Composition and the Community

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

| | Pre_Q1 | BRDESC |
|---|--------|--------|
| Key 1 = Freestanding hospital board 2 = System board 3 = Hospital board within a system | | |

1. How many individuals serve on your board?

| | Q1a | BRDNUMV |
|----------------------------------|-----|----------|
| Number of voting individuals | Q1a | BRDNUMV |
| Number of non voting individuals | Q1b | BRDNUMNV |

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

| | Q2 | BRDNONREP |
|--|----|-----------|
| Key 1 = Yes 2 = No 3 = Do not know | | |

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

Demographic Categories

c. Age

| | Q3_C1 | BRDALT35 |
|---------------|-------|----------|
| 35 or younger | Q3_C1 | BRDALT35 |
| 36 - 50 | Q3_C2 | BRDA3045 |
| 51 - 70 | Q3_C3 | BRDA4160 |
| 71 or older | Q3_C4 | BRDA71P |

d. Clinical Background

| | Q3_D1 | BRDCBNURS |
|---|-------|-----------|
| Nurse | Q3_D1 | BRDCBNURS |
| Physician | Q3_D2 | BRDCBPHY |
| Other clinician (e.g., pharmacist, therapist) | Q3_D3 | BRDCBOTH |

4. If there are physicians on your board, how many are: (check all that apply)

| | Q4_1a | EMPHV |
|--|-------|---------|
| Employed by your hospital/system - voting | Q4_1a | EMPHV |
| Employed by your hospital/system - non- voting | Q4_1b | EMPHNV |
| Not employed by your hospital/system - voting | Q4_2a | NEMPHV |
| Not employed by your hospital/system - non- voting | Q4_2b | NEMPHNV |

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

Q5

CEOVM

Key

1 = Yes
0 = No

6. Does your board include emeritus members?

Q6

EMTSBRD

Key

1 = Yes
0 = No

6a. If your board includes emeritus members, please indicate their voting status (check all that apply):

They can vote in board meetings

Q6a_1

EMTSVBM

They can vote in committee meetings

Q6a_2

EMTSVCM

They cannot vote in board or committee meetings

Q6a_3

EMTSNV

Key

1 = Yes

7. What efforts, if any, has your board/organization undertaken to engage millennials (individuals between the ages of 28-43) in governance? (check all that apply)

Established a millennial council that can help identify potential board candidates

Q7_A

MLLCNCL

Specifically targeted millennials when seeking new board members

Q7_B

MLLTRG

Included millennials as outside (non-board) members on board committees

Q7_C

MLLNBRD

None of the above

Q7_D

MLLNONE

Key

1 = Yes

8. Does your board have an age limit?

Q8

AGELIMIT

Key

1 = Yes
0 = No

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

Q8a

MAXAGE

Key

1 = Greater than 75 years old
2 = Less than 75 years old

Section II: Board Structure

9. Does your board have term limits?

Q9

TRMLMTS

Key

1 = Yes

0 = No

10. If yes, what is the term length for your board members?

Term Length (years)

Q10

LENTERM

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

Maximum number of consecutive terms

Q11

MAXTERM

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

Q12

BMCOPE

Key

1 = Yes

0 = No

12a. If yes, how are they compensated?

a. Annual Fee

Board Member

Q12a_A1

CMPANNUAL

Board Chair

Q12a_A2

BCANNUAL

Committee Chair

Q12a_A3

CCANNUAL

b. Per-meeting Fee

Board Member

Q12a_B1

CMPMEET

Board Chair

Q12a_B2

BCMEET

Committee Chair

Q12a_B3

CCMEET

c. Other

Board Member

Q12a_C1

BMVAR

Board Chair

Q12a_C2

BCVAR

Committee Chair

Q12a_C3

CCVAR

Other description

Q12a_C

COMPOTH_DESC

Key

1 = Yes

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

Q12b

BMCOMPFUT

Key

1 = Yes

0 = No

12c. If you compensate your board, how much?

Q12c

BMCOMPAMT

Key

- 1 = \$5,000 and below
- 2 = \$5,001 - \$10,000
- 3 = \$10,001 - \$20,000
- 4 = \$20,001 - \$30,000
- 5 = \$30,000+

12d. Does the board chair receive a higher fee?

Q12d

BCHIGHER

Key

- 1 = Yes
- 0 = No

12d. If board chair receives a higher fee, how much?

Board chair fee

Q12d2

BCFEEAMT

13. Which of the following standing committees does your organization currently have? (check all that apply)

- | | | |
|----------------------------------|-----------|----------|
| a. Quality | Q13_A | SCQUAL |
| b. Executive Compensation | Q13_B | SCEXCOMP |
| c. Finance | Q13_C | SCFIN |
| d. Fundraising/Development | Q13_D | SCFUND |
| e. Audit/Compliance | Q13_E | SCAUD |
| f. Advocacy/Government Relations | Q13_F | SCGOVREL |
| g. Governance/Nominating | Q13_G | SCGOV |
| h. Workforce | Q13_H | SCWRKFRC |
| i. Community Benefit/Mission | Q13_I | SCCOM |
| j. Innovation | Q13_J | SCINNVTN |
| l. Enterprise Risk Management | Q13_L | SCERM |
| m. Executive | Q13_M | SCEXE |
| n. Cybersecurity | Q13_N | SCCYBER |
| o. Strategic Planning | Q13_O | SCSTRAPL |
| p. Artificial Intelligence (AI) | Q13_P | SCAI |
| q. Other | Q13_Q | SCOTH |
| q. Other Description | Q13_Q_OTH | SCO_DESC |

Key

- 1 = Yes

15. If your board has an Executive Committee, how does it function?

Q15

EXCOMFUNC

Key

- 1 = Has broad decision-making authority on behalf of the full board
- 2 = Has limited decision-making authority and primarily makes recommendations for action by the full board
- 3 = Not Applicable

16. Do committees other than the executive committee have delegated authority?

Q16 CMDLAUTH

Key
1 = Yes
0 = No

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

Q17 OUTBRD

Key
1 = Yes
2 = No
3 = Do not know

18. In the past 3 years, have you engaged in efforts to restructure your board? (check all that apply)

- a. Reduce board size Q18_A RDBRDSZ
- b. Expand board size Q18_B EXPBRDSZ
- c. Sought new board member skills/competencies Q18_C NEWSKILL
- d. Added board committees Q18_D ADBRDCOM
- e. Reduced the number of board committees Q18_E RDBRDCOM
- f. Eliminated all board committees Q18_F ELBRDCOM
- g. Redefined authority among system subsidiary boards Q18_G REDEFAULTH
- h. None of the above Q18_H NONERSTC

Key
1 = Yes

19. Does your board use an electronic portal?

Q19 EBRDPRTL

Key
1 = Yes
0 = No

20. Who supports the functioning of your board? (check all that apply)

- a. Chief Executive Officer Q20_A BFCEO
- b. CEO's Executive Assistant or another administrative assistant Q20_B BFEA
- c. Chief Legal Officer/General Council Q20_C BFCLC
- d. Dedicated governance professional staff member(s) such as Board Manager or Chief Governance Officer Q20_D BFDGP

Key
1 = Yes

21. Do you have a board chair succession plan in place?

Q21 BRDCHRS

Key
1 = Yes
0 = No

Section III: Board Selection

22. Does your board or board's governance or nominating committee use a set of approved knowledge, skills and behavioral competencies for selecting the following?

Q22 BRDKFBC

Key
1 = Yes, for all board members
2 = Yes, for board chairs
3 = Yes, for committee chairs
4 = Yes, for committee members
5 = No

23. 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?

Q23 BRDRENOM

Key
1 = Yes
0 = No

23a. If yes, why? (check all that apply)

| | | |
|--|------------|---------------|
| 1. Board sought different competencies | Q23a_1 | DIFFCOMP |
| 2. Behavior issues | Q23a_2 | BEHIS |
| 3. Performance issues | Q23a_3 | PERFIS |
| 4. Other | Q23a_4 | RENOMOTH |
| Other description | Q23a_4_OTH | RENOMOTH_DESC |

Key

1 = Yes

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

Q24 EFFRTBDM

Key

1 = More effort

2 = Same effort/no change

3 = Less effort

25. Compared to other age cohorts, on a scale of 1-5, how much effort is required to recruit millennials (ages 28 - 43) to your board?

Q25 MILLRCRT

Key

5 = Extreme effort

4

3

2

1 = Little effort

Section IV: Board Orientation and Education**28. For which of the following positions does your board have job descriptions? (check all that apply)**

| | | |
|----------------------|-------|----------|
| a. Board member | Q28_A | BMJBDSC |
| b. Board chair | Q28_B | BCJBDSC |
| c. Committee chair | Q28_C | CCJBDSC |
| d. None of the above | Q28_D | NONEBDSC |

Key

1 = Yes

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

Q29 NBDMORTN

Key

1 = Yes

0 = No

29a. If yes, which of the following are included in your board's new member orientation?

| | | |
|---|------------|---------------|
| a. Health care orientation | Q29a_A | BRDORHC |
| b. Health care governance orientation | Q29a_B | BRDORHCG |
| c. System orientation | Q29a_C | BRDORORG |
| d. Formal mentoring with a senior board member | Q29a_D | ORDORMENT |
| e. Meeting with the CEO and/or senior leadership team | Q29a_E | BRDORCEO |
| f. Meeting with the board chair | Q29a_F | BRDORCH |
| g. Facility tour | Q29a_G | BRDORTOUR |
| h. Community served | Q29a_H | BRDORCMSRV |
| i. Other | Q29a_I | BRDOROTH |
| Other description | Q29a_I_OTH | BRDOROTH_DESC |

Key

1 = Yes

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

Q30 NDBCORTN

Key

1 = Yes

0 = No

31. Is continuing education a requirement for board members?

Q31 CNTEDREQ

Key

1 = Yes

0 = No

32. How do board members engage in continuing education? (check all that apply)

| | | |
|---|-------|----------|
| a. At board/committee meetings | Q32_A | CEMTGS |
| b. At board retreats | Q32_B | CEBDRTS |
| c. At outside conferences | Q32_C | CECONF |
| d. Self-directed (articles, online resources, etc.) | Q32_D | CESLFDIR |
| e. None of the above | Q32_E | CENONE |

Key

1 = Yes

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

Q33 ORGEDACT

Key

1 = Monthly
2 = Quarterly
3 = Annually
4 = Other

Other description Q33_OTH ORGEDACT_DESC

34. On which of the following does the board periodically receive an educational briefing with legal counsel? (check all that apply).

| | | |
|--|-------|-----------|
| a. Legal fiduciary duties of loyalty, care, and obedience | Q34_A | LEGFID |
| b. Trustee conflicts of interest/independence and how they should be disclosed | Q34_B | LEGCOF |
| c. The need for trustees to keep board matters confidential | Q34_C | LEGCONF |
| d. Compliance issues | Q34_D | LEGCOMPIS |
| e. Director and officer liability insurance | Q34_E | LEGLBYINS |

Key

1 = Yes

Section V: Board Evaluation

35. Which of the following types of assessments has your board used in the past three years? (Check all that apply).

| | | |
|---|-------|-----------|
| a. Full Board Assessment | Q35_A | BRDEVFULL |
| b. Individual Board Member Performance Evaluation | Q35_B | BRDEVEVAL |
| c. Board Chair Assessment | Q35_C | BRDEVBC |
| d. Board Meeting Evaluation | Q35_D | BRDEVMTG |
| e. Committee Meeting Evaluation | Q35_E | BRDEVCOM |
| f. None of the Above | Q35_F | BRDEVNONE |

Key

1 = Yes

35a. If you conduct a full board assessment, what is the focus of that assessment? (check all that apply)

| | | |
|--|------------|-------------|
| a. Understanding of board structure, roles and responsibilities | Q35a_A | FBASTRCT |
| b. The extent to which the board achieved its goals/workplan | Q35a_B | FBAGOALS |
| c. The extent to which the board contributed to achievement of the organization's strategic priorities | Q35a_C | FBASTRAT |
| d. Other | Q35a_D | FBAOTH |
| Other description | Q35a_D_OTH | FBAOTH_DESC |

Key

1 = Yes

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

Q36 RESPLAN

Key

1 = Yes

0 = No

37. Are assessment results used in the process for reappointment to additional terms of service for board members, board chairs, or committee chairs?

Q37 RESREAPP

Key

1 = Yes

0 = No

38. 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 | Q38_A | IBPATT |
| b. Arrives fully prepared to participate in meetings | Q38_B | IBPPREP |
| c. Actively engages in board discussions | Q38_C | IBPDISC |
| d. Offers valuable insights and demonstrates a high degree of competence | Q38_D | IPBCOMP |
| e. Fosters a culture of mutual respect | Q38_E | IBPRES |
| f. Other | Q38_F | IBPOTHER |
| Other description | Q38_F_OTH | IPBOTH_DESC |

Key

1 = Yes

Section VI: Performance Oversight

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

Q39 CEOTRNPLN

Key

- 1 = Less than 1 year ago
- 2 = At least 1 year ago but less than 2 years ago
- 3 = At least 2 years ago
- 4 = Don't know
- 5 = Not applicable - Board does not have a formal CEO succession plan

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

Q40 POFNLAPP

Key

- 1 = Full board
- 3 = Compensation Committee
- 3 = Other

Other description

Q40_OTH POFNLAP_DESC

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

Q41 CEOTERM

Key

- 1. Hospital board
- 2. System board
- 3. System CEO
- 4. Sponsoring organization
- 5. Other

Other description

Q41_OTH

CEOTERM_DESC

42. 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?

Q42

AUTHMTX

Key

1 = Yes

0 = No

43. 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

Q43_A

ELDKEY

b. Reviews executive leadership development plans for specific positions at least annually

Q43_B

ELDANLREV

c. Ensures candidates for executive leadership positions interact with the board at meetings, retreats and other forums

Q43_C

ELDBRDINT

d. Other

Q43_D

ELDOTH

Other description

Q43_D_OTH

ELDOTH_DESC

Key

1 = Yes

44. Does your board use precise and quantifiable metrics, objectives or Key Performance Indicators (KPIs) to evaluate organizational performance in the following areas? (Select all that apply).

| | | |
|--|-----------|-------------|
| a. Clinical quality | Q44_A | QUALCLN |
| c. Patient safety | Q44_C | QUALPATSFTY |
| d. Service quality/patient satisfaction | Q44_D | QUALPATSAT |
| e. Financial/capital allocation/investment performance | Q44_E | QUALFINPERF |
| f. Employee satisfaction | Q44_F | QUALEMPSAT |
| g. Physician engagement/satisfaction | Q44_G | QUALPHYSAT |
| h. Achievement of strategic priorities | Q44_H | QUALACHPR |
| i. Community/population health | Q44_I | QUALPOPH |
| j. Other | Q44_J | QUALOTH |
| Other description | Q44_J_OTH | QUAL_DESC |

Key
1 = Yes

Section VII: Board Culture

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

Q46 MEETYR

Key
1 = 4
2 = 6
3 = 12
4 = Other

Other description Q46_OTH MEETYR_DESC

47. In the past 3 years, have you increased the number of times the board meets annually?

Q47 NUMINC

Key
1 = Yes
0 = No

48. In the past 3 years, have you increased the length of your board meetings?

Q48 LGNTHINC

Key
1 = Yes
0 = No

49. How many hours does a typical board meeting currently last?

Q49 BMHOURS

Key
1 = 1 - 2 hours
2 = 2 - 3 hours
3 = 3 - 5 hours
4 = 5 - 6 hours
5 = 6+ hours

50. Compared to 3 years ago, what amount of time is your board spending on board work and related activities?

Q50 BRDWKTM

Key
 1 = More time
 2 = No change
 3 = Less time

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

Q51 BMTMCMT

Key
 1 = Yes
 2 = No
 3 = Don't know

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

Q52 EXSESAG

Key
 1 = Yes
 0 = No

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

Q53 ESCEOPRT

Key
 1 = Yes
 0 = No

53a. If yes, how?

Q53a CEOEXESES

Key
 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).

- a. Executive performance evaluation
 - 1. CEO present Q54_A1 ESEXPRFEVP
 - 2. CEO not present Q54_A2 ESEXPRFEVNP
- b. Executive compensation
 - 1. CEO present Q54_B1 ESEXCOMP
 - 2. CEO not present Q54_B2 ESEXCOMPNP
- c. Board performance evaluation
 - 1. CEO present Q54_C1 ESBRDPRFEVP
 - 2. CEO not present Q54_C2 ESBRDPRFEVNP
- d. Board member performance evaluation
 - 1. CEO present Q54_D1 ESEXMPPEP
 - 2. CEO not present Q54_D2 ESEXMPENP
- e. Board recruitment and selection
 - 1. CEO present Q54_E1 ESBDRCRTP
 - 2. CEO not present Q54_E2 ESBDRCRTNP
- f. Board development
 - 1. CEO present Q54_F1 EBRDDVLPP
 - 2. CEO not present Q54_F2 EBRDDVLNP
- g. Financial performance of health system/hospital(s)
 - 1. CEO present Q54_G1 ESFINPERFP
 - 2. CEO not present Q54_G2 ESFINPERFNP
- h. Clinical or quality performance measures
 - 1. CEO present Q54_H1 ESCLQUALP
 - 2. CEO not present Q54_H2 ESCLQUALNP
- i. General strategic issues/planning
 - 1. CEO present Q54_I1 ESSTRPLP
 - 2. CEO not present Q54_I2 ESSTRPLNP
- j. Other - please specify
 - 1. CEO present Q54_J1 ESOTHP
 - 2. CEO not present Q54_J2 ESOTHPNP

Other description

Q54_J_OTH

ESOTH_DESC

Key

1 = Yes

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

Q55

ACTDISC

Key

1 = Greater than 0% but less than or equal to 25%

2 = Greater than 25% but less than or equal to 50%

3 = Greater than 50% but less than or equal to 75%

4 = Greater than 75% up to and including 100%

56. Please check the box for who on your staff assists with your board preparations and governance work:

Key

1 = Chief governance officer

2 = Board manager/liaison/coordinator

3 = Executive assistant

4 = General council

Q56

BRDPREP