

# A PRELUDE TO STRATEGIC PLANNING CHECKLIST

## (Administration, Board, and Medical Staff)

**Critical Element No. 1:**

There is a reasonable level of proficiency in the functioning of the board, management staff, and medical staff organization.

**A). The Board is functioning appropriately.**

1. Board understands that its role is to focus on planning, goal and policy setting, and oversight, while leaving the management of hospital operations to the administrator.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
2. Board members exhibit a willingness to participate in planning and learn about hospital and community health care issues and needs.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
3. Board meetings are generally productive and include healthy debate when board members disagree.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know

**B). The management team is functioning appropriately.**

4. The administrator, director of nursing, and chief financial officer are generally regarded as proficient in discharging their respective areas of responsibility.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
5. The administrator, director of nursing services and chief financial officer can each be expected to encourage open flow of information among a broad range of participants in a planning process.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
6. The members of top management function reasonably well as a team, with productive internal discussion and debate.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
7. Timely and accurate financial reports are produced for management and board review.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know

**C). The medical staff organization is functioning appropriately.**

8. The chief of staff (and other medical staff officers if present) understands his/her role as a leader as well as a representative of the medical staff and will actively participate to a planning process.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
9. Relationships among physicians in both hospital and community settings are generally collegial.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
10. Medical staff meetings are effective and will be useful for getting full medical staff input on planning issues and for reaching consensus to take action on strategies adopted.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know

**Critical Element No. 2:**

A reasonable level of teamwork exists among the board, management, employees, and medical staff of the hospital, i.e., absence of major tension, chronic disagreement, distrust, and/or blatant conflict.

**A). Board, management, and medical staff function together without major conflict.**

11. Board, administrator, and medical staff understand each others' role in the governance, management, and operation of the hospital.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
12. All parties talk constructively with one another, in both formal and informal meetings.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
13. The administrator actively assists the board in discharging its policy, planning, and oversight functions and receives general support and encouragement in fulfilling his/her own responsibilities.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know

**B). Management-employee relations are appropriate and contribute to the stability of the organization.**

14. Employees feel free to approach management with problems and concerns about the functioning of the organization.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
15. Employees have a sense of ownership about the facility and strive to contribute to the success of the organization.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know
16. Management listens to employees and responds appropriately to concerns.	<input type="checkbox"/> Yes, acceptable or better <input type="checkbox"/> Maybe, might need work <input type="checkbox"/> No, problems exist <input type="checkbox"/> Don't know

What is your role?       Management       Medical Staff       Board member