Our board requires the assistance of standing committees to effectively/efficiently meet its obligations, fulfill its responsibilities and perform its roles because: some aspects of governance work are best tackled by small groups; and our board does not have enough time, when it meets, to accomplish everything required of it. Excluding noted exceptions, standing committees are not authorized to formulate policies or make decisions on behalf of our board. Rather, committees are charged with performing governance “staff work” that leverages our board’s time and effort.

purposes

✔ assist our board to fulfill its responsibility for ensuring __ [organization name] _______ ends (vision/mission, goals and strategies) are appropriate and effectively pursued/accomplished

✔ assist our board in formulating policies regarding, making decisions about and overseeing __ [organization name] ends (vision/mission, goals and strategies)

tasks

✔ develop an annual committee work plan; forward to the executive committee for review/input and approval

✔ annually, review management descriptions/analyses of community demographics and socio-economics; forward to the board for review/discussion

✔ periodically, review the specification of key stakeholders including their characteristics and needs/expectations; forward to the board for review/discussion
✔ every other year, review the appropriateness of ___[organization name]___vision/mission; forward analyses and recommendations to the board for review/discussion and action

✔ annually, review the appropriateness of proposed ___[organization name]___goals (drafted by management); forward analyses and recommendations to the board for review/discussion and action

✔ annually, review the extent ___[organization name]___strategies proposed by management are aligned with the vision/mission and goals; forward analyses and recommendations to the board for review/discussion and action

✔ draft policies and decisions regarding ends (vision/mission, goals and strategies); forward to the board for discussion/action

✔ review and analyze all management proposals regarding ends (vision/mission, goals and strategies); forward to the board for discussion/action

✔ specify quantitative performance measures (indicators, standards/benchmarks) and process/monitoring time lines that should be included in our board’s ends (vision/mission, goals and strategies) assessment process; forward recommendations to the board for discussion/approval

✔ at least annually, review quantitative performance measures (indicators, standards/benchmarks) and process/monitoring timelines regarding the extent:
  - stakeholder needs/expectations are being met
  - the vision/mission is being fulfilled
- goals are being accomplished
- strategies are being effectively pursued

if deficiencies are detected, forward an assessment and recommendations to the board for discussion/action

✓ as requested, serve as a “sounding board” and “brain-storming” group for the President/CEO and Chief Strategic Officer regarding ___[organization name]__ends (vision/mission, goals and strategies)

✓ as needed, coordinate its work with other board committees (particularly finance)

✓ perform other tasks, dealing with ends (vision/mission, goals and strategy), assigned by the board

✓ annually, forward a report to the executive committee: detailing the committee’s activities/accomplishment; assessing its performance; making recommendations for alteration in functions/processes/procedures

meetings

✓ every other month, six times per year

✓ expected duration: 1.5 hours

✓ agenda books and background materials will be distributed to committee members at least ___ days prior to the meeting

composition

✓ at least four directors (voting)
✓ Chief Strategic Planning Officer (ex officio without vote)

✓ one non-director with knowledge/experience in the area of competitive strategy and/or strategic planning (voting)

✓ the President/CEO will be invited to attend all meetings (non-member)

✓ the finance committee chairperson will be invited to all meetings (non-member)

**staffing**

✓ professional: one senior member of the strategic planning staff designated by the Chief Strategic Planning Officer

✓ administrative/secretarial: individual designated by the Chief Strategic Planning Officer

**NOTES:**

A charter assists in directing and structuring committee work. This illustrative charter is crafted for the planning committee of a free-standing hospital board based on current best practices; modifications would need to be made for: health system (parent) boards; boards of hospitals which are system subsidiaries; and boards of other healthcare organizations (e.g., medical group, health plan).

*This is an illustration* and not meant to be comprehensive or inclusive. It is provided as a template, and point of departure, for formulating your board’s planning committee charter.

The charter is grounded on a model of healthcare organization governance forwarded in Board Work by Dennis Pointer and James Orlikoff (Jossey-Bass, 1999).