



# Board of Trustees Survey

## HEALTH EQUITY READINESS

Via Healthcare Consulting, Inc and Impact4Health, LLC bring a combined 35 years of work in consulting to hospital boards on governance and advisory services regarding diversity, equity and inclusion strategy. Together they have created a brief survey on board readiness to respond to health equity and to inspire candid conversations about the growing concerns over health inequities. The survey contains 20 different statements that reflect different best practices that can inform improved governance to address racial bias and the long-standing negative impact of systemic bias in healthcare. These are divided into four key areas of focus: 1) Establishing a Board culture that values diversity, inclusive leadership, and health equity; 2) Creating Board accountability for health equity; 3) Reviewing key metrics on health equity to inform the Board; and 4) Developing the Board's inclusive community engagement.

As the nation continues to see the enormous health inequities made clear during the Covid19 pandemic, boards will face increasing pressure from a wide range of stakeholders to ensure that hospitals have a clear and comprehensive strategy to advance health equity. We hope this brief survey sparks new insights on the vital work ahead.

---Karma Bass, MPH, FACHE, President of Via Healthcare Consulting



---Maria Hernandez, PhD, President & COO Impact4Health, LLC

**About Via HealthCare Consulting** is an established consulting firm with a warm and engaging culture that helps boards and executives transform governance to better serve their missions. We take our work seriously, work hard for our clients, and take pride in what we do and how we do it. We are accountable and responsive, customizing projects to meet each client's unique needs. For more information, visit [www.viahealthcareconsulting.com](http://www.viahealthcareconsulting.com) or call 760.814.8578 or email [info@viahealthcareconsulting.com](mailto:info@viahealthcareconsulting.com)



**About Impact4Health, LLC** Impact4Health advances health equity through technical assistance, training, organizational development, executive education and Pay for Success initiatives. Our multidisciplinary team leverage best practices for culturally competent care and broad organizational strategies that support a culture of Inclusion—a key foundation for achieving health equity. For more information, visit [www.impact4health.com](http://www.impact4health.com) or call

510.550.7182 or email [info@impact4health.com](mailto:info@impact4health.com)

**DIRECTIONS: Please read each statement and rate the extent to which you believe your board demonstrates these best practices. Use the rating scale provided for your assessment.**

**Board Culture**

**RATING SCALE:**

- 1-- no evidence of this practice exists
- 2-- early considerations of adopting this practice have begun
- 3-- this practice is now in development
- 4-- we have adopted this practice
- 5-- we have adopted this practice and regularly review our progress

1. The board demonstrates inclusive leadership recognizing the value of diverse perspectives--all voices are heard and not just one group of members.	1	2	3	4	5
2. The board models a tone of respect and collaboration to foster cultural humility in its interactions with its members, clinicians, executive staff, patients and other key stakeholders.	1	2	3	4	5
3. Board discussions consistently invite and integrate considerations of health equity, diversity and inclusion in all decisions.	1	2	3	4	5
4. The board and CEO have candid and authentic dialogue about race, racism, and the historic roots of systemic bias in healthcare that can shape decisions.	1	2	3	4	5
5. The board is actively engaged in identifying diverse candidates for future Board vacancies and opportunities to represent the communities served.	1	2	3	4	5
SUBTOTAL					
SECTION TOTAL					

OTHER COMMENTS:

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## Board Accountability

### RATING SCALE:

- 1-- no evidence of this practice exists
- 2-- early considerations of adopting this practice have begun
- 3-- this practice is now in development
- 4-- we have adopted this practice
- 5-- we have adopted this practice and regularly review our progress

6. The board frequently discusses the link between quality of care provided to all patients and the organization's existing health equity initiatives, community health programs, or policies.	1	2	3	4	5
7. The board schedules regular updates on key services or programs geared to meet the needs of demographic groups reflective of the communities it serves.	1	2	3	4	5
8. The board's evaluation of the CEO takes into account demonstrated inclusive leadership and commitment to advance health equity.	1	2	3	4	5
9. The board regularly receives updates at a Board or committee meeting on organizational programs and initiatives that management leads to support a culture of inclusion.(i.e. training, employee resource groups, CEO listening sessions).	1	2	3	4	5
10. Individual board members accept personal responsibility for advocating for health equity	1	2	3	4	5
SUBTOTAL					
SECTION TOTAL					

OTHER COMMENTS: \_\_\_\_\_

\_\_\_\_\_

**Metrics on Inclusion and Health Equity**

**RATING SCALE:**

- 1-- no evidence of this practice exists
- 2-- early considerations of adopting this practice have begun
- 3-- this practice is now in development
- 4-- we have adopted this practice
- 5-- we have adopted this practice and regularly review our progress

11. The board or its committees regularly review quality metrics and health outcome data (i.e. rehospitalization rates, maternal morbidity, diabetes) by demographic groups (Race, Ethnicity, and Language as well as Sexual Orientation and Gender Identify--REAL and SO/GI) to explore where there are health inequities to be addressed.	1	2	3	4	5
12. The board reviews patient and staff experience satisfaction scores (i.e. Hospital Consumer Assessment of Healthcare Providers and Systems--HCAHPS, annual employee surveys, etc.) by different demographic groups (REAL and SO/GI) to look for improvement opportunities	1	2	3	4	5
13. The board reviews the organization’s employee and provider demographics to monitor whether these reflect the communities being served.	1	2	3	4	5
14. The board regularly reviews reports on the status of employee programs that support diverse employee recruitment, retention, advancement and pay equity.	1	2	3	4	5
15. The board expects adequate resources will support the hospital’s Health Equity, Diversity and Inclusion infrastructure.	1	2	3	4	5
16. The board reviews the progress of the hospital’s supplier diversity program to engage locally owned, minority, women or veteran owned businesses.	1	2	3	4	5
SUBTOTAL					
SECTION TOTAL					

OTHER COMMENTS: \_\_\_\_\_

**Inclusive Community Engagement**

**RATING SCALE:**

- 1-- no evidence of this practice exists
- 2-- early considerations of adopting this practice have begun
- 3-- this practice is now in development
- 4-- we have adopted this practice
- 5-- we have adopted this practice and regularly review our progress

17. The board regularly reviews information related to the Community Health Needs Assessment (CHNA) to understand how community benefit resources are used to address the community’s health needs.	1	2	3	4	5
18. The board is knowledgeable of and involved in reviewing community health investments that advance health equity.	1	2	3	4	5
19. The board encourages the organization’s executives to seek out strategic community partnerships with local nonprofits, public health programs or faith based groups that can support service delivery to underserved populations	1	2	3	4	5
20. Board members participate, as requested by the organization’s leadership, in local community events or regional Town Halls that invite diverse patient and family perspectives on quality of care and promote a culture of inclusion	1	2	3	4	5
SUB TOTALS					
SECTION TOTAL					

OTHER COMMENTS: \_\_\_\_\_

**Add the subtotals from each section for your final score.**

**Total Score:** \_\_\_\_\_

## Scoring Guide

Add the total number of points you have given in your responses for all sections and use the following range of scores for a status review. The minimum number of points that can be given is 20 and the maximum is 100. Here are some guidelines for how to interpret your score.

### **20 - 30**

*Not yet committed to the work of health equity*

The board needs to set aside time for additional learning on how health equity is linked to quality of care. A board retreat featuring guest speakers and a pre-read of the [2021- 2023 American Medical Association's Organizational Plan to Embed Racial Justice and to Advance Health Equity](#) is an important resource and background reading to consider. The American Hospital Association has published a [Health Equity Toolkit](#) to help systems get started.

### **31 – 60**

*Board possesses an emerging awareness of the importance of health equity that needs to be more fully explored*

The board should invite management to update its strategy to advance health equity. A current state analysis may be needed to identify additional ways for advancing health equity. The [Inclusion Scorecard for Population Health](#) is an online tool to review over 70 best practices and the level of adoption at a site. This tool is available for free from [Impact4Health](#).

### **61 – 80**

*Commitment may exist but additional work to adopt key best practices can strengthen overall strategy*

The board and management may want to invite key community stakeholders to form a Community Advisory Task Force on Health Equity to inform its Health Equity strategy and reinvigorate efforts to partner with community organizations, public health and major employers to support health equity initiatives. Data on health outcomes by REaL and SO/GI need to be collected to discuss how health inequities are being addressed and invite community input on additional strategies to partner with community stakeholders.

### **81 - 100**

*Board has a strong commitment to health equity.*

A strong commitment to advance Health Equity exists. The board and management should continue quarterly updates on progress made and continuously review health outcome data to monitor if health inequities are being addressed. Continue to look for and monitor the degree to which a strong culture of inclusion supports the workplace environment.