

This tool offers a basic framework that leaders can use to evaluate how successfully their board is engaged in the quality improvement work of the organization. It is not intended to be a benchmark against the performance of others. Rather, it should be used to generate discussion and help promote the effective implementation of policies and practices that support improvement work.

The Board's Role in Quality Improvement & Eliminating Patient Harm

	Yes	More Needs To Be Done	No
Does your organization have a board-level quality committee and/or clinical quality committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the quality committee report to the board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have a strategic quality improvement plan with clear goals for improvement that use data and benchmarks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your hospital/health system have a method for monitoring quality and patient safety events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» And are quality measures and patient safety events reported to the board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board have written, well-defined leadership and oversight responsibilities for quality improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are improving quality and patient safety embedded into the strategic plan and planning process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board spend a significant amount of meaningful time and energy discussing quality improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How Boards Can Be Effective in Improving Quality & Eliminating Patient Harm

	Yes	More Needs To Be Done	No
What type of governance education is offered to ensure that board members thoroughly understand the importance of quality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you recruit board members with quality expertise in mind?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have you assessed your committee's effectiveness in the past two years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have you identified a quality improvement priority?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization actively look to learn from patient safety events and implement changes based on such events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	More Needs To Be Done	No
Does your organization have specific, measureable targets for improving quality and eliminating patient harm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are these target goals structured to hold leadership and staff accountable for quality performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board assess and continuously improve quality and safety literacy through education and training?			
Does your board employ strategies that include hearing directly from patients, helping to put a human face on data?			

Aligning Safety and Quality with Financial Performance

	Yes	More Needs To Be Done	No
Do quality improvement and efficiency measures play a role in your financial planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does quality play a role equal to that of finance within board meetings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization's quality improvement strategies impact your financial performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your board received education on value-based payment, readmissions penalties and hospital-acquired condition penalties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board allocate resources for data collection and to support and implement quality improvement initiatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board have a clear, understood approach to monitor quality that includes a dashboard for monitoring overall performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Boards Must Collect & Review Meaningful Data to Keep Pace in A Changing Landscape

	Yes	More Needs To Be Done	No
Does your organization currently collect and report quality measures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Does the board review these measures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization begun moving from the first curve to the second curve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization implemented strategies that move the organization toward a value-based reimbursement structure?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board routinely track quality performance and patient harm in order to improve quality and patient safety?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	More Needs To Be Done	No
Is your board engaged in asking strategic questions of your organization to assess readiness in moving from the first curve to the second curve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Have the answers been used to help direct your actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board oversee and ensure that strategies are put into place to help the transition from first to second curve, while still improving quality for patients?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Importance of Measuring Harm Across the Board

	Yes	More Needs To Be Done	No
Does your board know the total patient harm rate within your organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» For the past year, past quarter?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can you state your organization's key strategic priorities in terms of reducing patient harm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your leadership and clinical team track, collect and share reliable quality and patient safety information monthly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board ensure that the various quality metrics used are aggregated into an overall composite rate to track patient safety events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board play an active role in identifying major organization-wide strategies to eliminate patient harm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Boards Must Have a Clear Organizational Approach & Process for Improving Quality

	Yes	More Needs To Be Done	No
Does your organization have a notification process in place to both track and react to patient safety events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board take steps to learn about and understand all patient safety events, understanding the event and the factors involved in why it may have happened?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How does your board reinforce accountability while continuing to monitor outcomes of care?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have effective quality and safety measures and tracking processes in place to identify when patient safety events occur?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board and hospital/health system leadership have an established process for responding to and learning from events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Along with your leadership, is your board transparent about performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Is your board open to hearing the bad, as well as the good, examples and patient stories?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ensuring Clinician Engagement is Crucial in Eliminating Patient Harm

	Yes	More Needs To Be Done	No
Does your board hear from clinical leaders frequently?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board have at least one physician or “quality champion” serving on it?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do your clinicians communicate and interact with your board with regard to quality improvement policies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Does your board ensure that clinicians achieve set quality goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board have reliable, on-going mechanisms to communicate with and engage with clinicians about quality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your board make-up such that it has clinical competencies that allow the board to track performance improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your board identified clinical champions within the organization to help improve quality and enhance clinician support and engagement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Importance of a Strong Quality Culture

	Yes	More Needs To Be Done	No
Has your organization adopted a culture of safety?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Has the board taken steps to promote an environment of excellence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board engage management in performance improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board tie financial incentives to meeting organizational goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board recognize successes and share lessons learned among all parts of the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have a clearly defined culture that centers on the patient, emphasizing transparency, reward and recognition?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board oversee the process of assessing the organization’s values, policies and leadership actions against your desired culture?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board support a strong safety culture that involves training, education, resources, trust, respect and a clear set of expected values and behaviors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Importance of Patient, Family & Community Engagement in Improving Quality

	Yes	More Needs To Be Done	No
Does your organization have methods to engage patients, families and the community in setting quality goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	More Needs To Be Done	No
Does your organization have an active patient and family advisory council that participates in your organization's improvement efforts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization work to educate patients and families about their health and their role in quality improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board invite patients into board meetings to share both positive and negative stories?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do your leaders engage patients and families to learn about the care process and identify opportunities for quality and safety improvements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board support and encourage engagement strategies that help educate patients and engage them as active partners in their health?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How Diversity in the Board Room Can Improve Quality & Eliminate Disparities

	Yes	More Needs To Be Done	No
Does your board reflect the diversity of your hospital/health system in terms of staff, patients and the community you serve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board measure and understand potential disparities among your patient populations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board ensure that patient diversity and disparities in care are accounted for and considered when quality improvement goals are set?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board reflect the patient population and community your organization serves?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your board set and monitor efforts to reduce disparities in care? Does your board enforce that strategies are clearly set and followed through on by staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is patient diversity and disparities in care a key factor monitored when collecting data and setting overall quality improvement goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>