

The Governance Institute

Governance vs. Management Matrix

Core Responsibility	Governance-Level Questions
Setting Strategic Direction	<ul style="list-style-type: none"> How will we increase access to healthcare services in the outlying areas of our community? Why has our market share in orthopedics continued to decrease over the last five years, and what is management doing to reverse the trend? <p><i>(The board should not decide exactly which piece of property should be purchased for a new clinic.)</i></p>
Financial Oversight	<ul style="list-style-type: none"> What is our targeted bond rating and how well are we doing towards achieving that goal? Why is ___ (insert the measure) trending down, and what is management doing to correct it? <p><i>(Not analyzing the budget, line-item by line-item to determine how to reduce costs by \$100,000.)</i></p>
Quality & Patient Safety	<ul style="list-style-type: none"> What are our clinical quality and patient safety outcomes vs. our own targets, our peers' scores, and national benchmarks (e.g., CMS core measures)? What is management doing to improve our rank/scores? What serious, care-related adverse events have occurred in the past year? What did we learn from these events? What processes did management put in place to ensure they won't ever happen again? <p><i>(The board should not decide whether Mary should be promoted to Director of Quality Improvement.)</i></p>
Management Oversight	<ul style="list-style-type: none"> What annual goals will we set for the CEO's individual performance and the performance of the organization as a whole? Why hasn't the CEO accomplished the ___ goal, and what is he/she doing to ensure achievement of that target? <p><i>(The board should not encourage nurses and physicians to come to the board with their concerns about the CEO's performance.)</i></p>
Community Health & Advocacy	<ul style="list-style-type: none"> What percentage of our revenues will be dedicated to community benefit? Why hasn't management assessed the community's healthcare needs in the last three years, and what is management doing to correct that situation? <p><i>(The board should not be involved in labor negotiations.)</i></p>
Board Self-Assessment & Development	<ul style="list-style-type: none"> What improvement goals does management think we as a board should set for ourselves? Are we micromanaging? What should we do differently to ensure a healthy, collaborative relationship with the CEO and the senior management team? <p><i>(The board should not include any managers other than the CEO in a session devoted to board enhancement.)</i></p>