



# GOVERNANCE & MANAGERIAL TRANSFORMATION READINESS SURVEY

**O**ntario hospitals, CCAC's, and publically funded healthcare delivery organizations will have a new organizational architecture that includes: Performance Agreements, Accountability Agreements, and Local Health Integration Networks.

You and the partners within your network are now embarking on a learning journey in which there will be a fundamental transformation of your local delivery system over the next three years. What should you change? How should you change it? And, are you ready for a fundamental transformation?

How is your organization going to proactively determine what outcomes/results you are going to achieve with these new tools and within these new structures over the next 3 to 4 years?

This Transformation Readiness Survey has been designed to provoke your thinking about "what needs to change" at the governance and managerial levels of your organization to adapt best practices in organizational design to your unique circumstances.

The survey will enable you to assess the extent of your governance problems; measure your overall score on managerial alignment; and help you assess your readiness for integration within your local delivery system.

## SURVEY INSTRUCTIONS

- Score 1** If you strongly disagree with the statement, (i.e. there is no evidence this is taking place at your organization).
- Score 2** If you disagree with statement, (i.e. your organization is only talking about addressing this area).
- Score 3** If you neither agree nor disagree, (i.e. your organization has started, but is not making much progress yet).
- Score 4** If you agree with the statements, (i.e. your organization is making headway and is comfortable with its progress).
- Score 5** If you strongly agree with the statement, (i.e. your organization is currently demonstrating best practice abilities in this area).



**QUANTUM LEARNING SYSTEMS**

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# BOARD ALIGNMENT SURVEY

BOARD'S ROLE	BOARD ASSESSMENT QUESTIONS	SCORE
Mission & Vision	1. Board members understand that their purpose (their mission) is to represent the interests of the "owners": i.e. the citizens of our community, and provincial and national taxpayers.	
	2. The Board is in stewardship to the creation of a powerful shared vision by requiring highly participatory staff processes that enables the Board to regularly review and adjust the organization's emerging vision.	
Approve Strategic Directions	3. The Board's role is to determine the "ends to be achieved" and approve the strategic directions of the organization.	
	4. The Board has sufficient knowledge to constructively review management's evolving strategies for achieving the outcomes/results that are set. (This could be an Organizational Balanced Scorecard.)	
	5. Board members understand the key drivers of value for the organization and "push the envelope" on behalf of the organization's owners and customers.	
Oversee Financial Activities	6. The Board understands the extent to which strategic expenditures are advancing the outcomes for which they are holding the CEO accountable.	
	7. The organization has a monitoring process in place to review progress for achieving the financial outcomes set by the Board.	
Coach the CEO/ Chief-of-Staff and Partner with Senior Management	8. The Board asks probing questions on behalf of the "customers" and "owners" – while providing feedback to the CEO and Chief-of-Staff.	
	9. Board meetings are designed to promote high level strategic discussions that "add value" to the thinking of the CEO and their senior staff.	
	10. The Board has an Accountability Agreement with the CEO and Chief-of-Staff that balances the outcomes expected with the supports required to achieve them.	
Select CEO, motivate executives, provide succession planning and hold staff accountable	11. The Board has a succession plan for the CEO/Chief-of-Staff, and other key staff members.	
	12. The Board invests in the learning and growth of the board and staff and provides stewardship for managerial development.	
	13. The Board has a best practice Accountability Agreement with the CEO and Chief-of-Staff – their only two employees.	
Ensure compliance, Focus on Quality and Promote Transparency & Trust	14. The Board has a monitoring process that requires the CEO/Chief-of-Staff to report progress on the indicators/measures agreed to by the Board.	
	15. The Board has an explicit and precise working definition of quality and monitors performance through a Quality Committee that provides regular reports to the Board.	
	16. The Board promotes and models openness, honesty, transparency and trust.	

# BOARD ALIGNMENT SURVEY

BOARD'S ROLE	BOARD ASSESSMENT QUESTIONS	SCORE
Integration of Services to Customers	17. The Board's focus is on the well-being of the community -- which it achieves by ensuring that there is collaboration with other local health service providers in their LHIN.	
	18. The Board is holding the CEO and Chief-of-Staff accountable for agreed-upon service integration outcomes across the continuum of care. (This could be an Integrated Health System BSC)	
Self-Assessment	19. The Board has a self-assessment process that enables them to continuously improve. (This could be a Balanced Governance Scorecard)	
	20. The Board is continually improving its own governance processes.	

# MANAGERIAL ALIGNMENT SURVEY

CEO/CHIEF-OF STAFF AND SENIOR MANAGEMENT ROLE	MANAGEMENT ASSESSMENT QUESTIONS	SCORE
Mission & Shared Vision	1. Front-line staff and physicians hold a shared vision of the future and understand their role in bringing it into existence.	
	2. Everyone understands and is aligned on the organization's mission, our purpose for being.	
Define and Communicate Strategy	3. The CEO has a strategy team that invests at least 2-days per month on strategy development and execution.	
	4. Strategy is developed in highly participative and on-going processes that engage all managers and service delivery teams across the organization.	
	5. Hospital staff and physicians know, understand and support the hospital's strategy.	
	6. We have clearly defined strategies that describe how our customer and financial outcomes will be achieved.	
Managing Financial Performance	7. Financial resources are allocated based on the Board's "Ends Policies" (i.e. strategic budgeting).	
	8. Financial targets are set in the context of strategy and take into account non-financial drivers of financial performance.	
	9. There is active collaboration with other health system partners on supply chain management/leverage use of system resources.	
Organizational and People Alignment/ Accountability Systems, Structures and Processes	10. Managers have individual Accountability Agreements that are fully aligned with the organization's strategic outcomes; the Board's "Ends Policies"; the organization's Performance Agreement with the province; and, the health system integration outcomes for your network.	
	11. The Strategy Team is continuously shaping the organization's structures, culture and skills to ensure that the organization achieves the outcomes for which the CEO, the VP's, Directors, and Managers are accountable.	

# BOARD ALIGNMENT SURVEY

CEO/CHIEF-OF STAFF AND SENIOR MANAGEMENT ROLE	MANAGEMENT ASSESSMENT QUESTIONS	SCORE
Build Capacity of Staff and Managers to Manage Change	12. The organization invests 1% to 5% of its payroll budget on Learning and Growth initiatives that support the achievement of the strategic outcomes listed in the organization's Balanced Scorecard.	
	13. Middle managers are integrating cross-functionally and are becoming coaches in a learning organization, rather bosses in a command & control hierarchy.	
	14. Annual culture surveys track staff and physician attitudes, thinking, and behavior and provide on-going feedback on organizational actions intended to shift culture, improve relationships and increase job satisfaction rates.	
Strategic Focus, Organizational Alignment, and Strategy Execution	15. Our organization has adapted best practices for balanced scorecarding to the unique circumstances of the organization, and to achieving the integration of services across the continuum of care offered in our network.	
	16. The organization's Balanced Scorecard contains a performance measurement system that guides our decision-making and enables us to continuously assess our progress internally and within our Local Health Integration Network.	
	17. The outcomes from our Accountability/Performance Agreement with MOHLTC; the Board's "Ends Policies", and our network's integration outcomes are all incorporated in Managerial Accountability Agreements that link all of management to the decisions of our community board of governance .	
	18. Managerial Accountability Agreements provide the "supports required" for each manager to be successful at achieving their outcomes.	
	19. Financial and non-financial measures are used to regularly communicate the organization's performance to the Board, stakeholders, customers and the "owners", (i.e. the people of our community).	
	20. There is a critical mass of staff/physicians who understand the strategy – and are focused on execution/implementation.	

**BOARD SCORE** Total your scores and divide by 20 (e.g.: 60/20 = 3) This is the overall score for your hospital board.



**MANAGEMENT ALIGNMENT SCORE** Total your scores and divide by 20 (e.g.: 60/20 = 3). This is the overall score on managerial alignment.

