


**Quality Assessment:  
Hospice Governing Bodies**

Patrice C. Moore RN, MSN, President Founder  
Anne Kissel PhD, NCC, Executive Associate


“Control is not leadership.  
Management is not leadership.  
LEADERSHIP is leadership.”

D. Hock, CEO and Founder of Visa



“Management is efficiency in climbing  
the ladder of success;  
Leadership determines whether  
the ladder is leaning against  
the right wall”

Stephen R. Covey



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for  
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- **Goals for Today**
- Identify key characteristics of an effective hospice governing body and critical board member functions and skills
- List core elements to include in board assessments and methods
- Identify approaches to board performance assessment and strategies for using assessment results

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- Board Basics:
- Hospice Regulations for Governing Bodies
  - Federal
  - State
  - Organizational
  - Best Practices

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Board Basics:

- Creating an Effective Governing Body
  - Recruitment
  - Orientation and Training
  - Roles and Responsibilities
  - Retention
  - Recognition

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- The Best Board Ever!
- What are the key characteristics of an *effective* governing body?
- How effective is your board?
- How do you know this?

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What are the critical functions of an effective Board?

Which skills and qualities of members best meet those responsibilities?

To Govern means the Board:  
Makes decisions and judgments about

Self Management:  
Board Composition  
Individual Membership performance  
Board meeting agendas

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3 Key Assessment Tasks:

- QAPI oversight function of the board (quality assessment performance improvement)
- Self-assessment, monitoring the board's own performance
- Financial oversight, monthly/quarterly/annually

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QAPI Oversight

- What is the role of the hospice governing body?
- What does *your* board do to meet this responsibility?
- How can this task apply to board self-assessment?

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Self Assessment Oversight

- Of its own performance
- Achievement of goals

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Core Elements of Self Assessment Plan:

- purpose and goals
- timing and frequency
- participants
- scope
- methods
- follow up

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Core Elements of Self-Assessment Plan:

- Purpose: Clarify why the evaluation is being done and the goal of the exercise

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Core Elements of Self-Assessment Plan

- Timing:
  - When should it be done?
  - How often?
  - Annual review?
  - Special needs evaluation
  - CEO change?

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Core Elements of Self-Assessment Plan

- Participants
  - Who should be involved?
  - In-house?
  - Consultation?
  - Staff vs. Board members?
  - Committees of the Board?

**Role of Board Chairperson:**

Trust but verify  
 Be inclusive  
 Do not bring personal agendas  
 Be proactive  
 Don't overprotect the CEO or staff  
 Constructive partnership  
 It's about LEADERSHIP

**Role of CEO:**

Management of operations  
 Reports to the board on fiscal, quality, growth, marketing, regulatory issues  
 Carries out the Strategic Plan  
 Humanizes staff to board & vice versa  
 Embodies the Mission

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Core Elements of Self-Assessment Plan

- Scope:
  - Broad brush vs. Targeted on specific area of concern
  - Financial/Revenue generation
  - Compliance/QAPI
  - Operations
  - Mission
  - Governance/oversight

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Core Elements of Self-Assessment Plan

- Scope:
  - Strategic planning and implementation
  - CEO evaluation, hiring, support, compensation, etc.
  - Other key staff relationships
  - Ethics
  - Community engagement, marketing
  - Board operations

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Core Elements of Self-Assessment Plan

- Methods:
  - Paper survey
  - Survey Monkey
  - Personal Interviews
  - Special Meeting or Retreat

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Core Elements of Self-Assessment Plan

- Methods:
  - Data analysis
  - Records review
  - External consultants

“Boards and board members perform best when they exercise their responsibilities primarily by asking good and timely questions rather than by ‘running’ programs or implementing their own policies.”

Richard Ingram, in Ten Basic Responsibilities of Nonprofit Boards

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Core Elements of Self-Assessment Plan is COMPLETE!

NOW WHAT??

“In a well functioning nonprofit organization, the executive will take responsibility for assuring that the Governance function is properly organized and maintained”

Peter Drucker

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Board assessment follow up:

- Follow up on the follow up!
- Use elements of the QAPI model
- It is a process not an event

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Board assessment follow up:

- Relate results to Goals
- How does your assessment compare to previous years? To other boards?
- Did assessment method match purpose?

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Board assessment follow up:

- identify critical areas for improvement
- develop action plan and responsibilities
- share results with key individuals/groups
- incorporate information into planning and board operations

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- Resources:
- NHPCO: [www.nhpco.org](http://www.nhpco.org)
- Management Resources: [www.managementhelp.org](http://www.managementhelp.org)
- Nonprofit Risk Management Center: [www.nonprofitrisk.org](http://www.nonprofitrisk.org)
- Board Source: [www.boardsource.org](http://www.boardsource.org)
- American Society of Association Executives: [www.asaecenter.org](http://www.asaecenter.org)

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- Resources:
- Board Self-Evaluation Performance Inventory: James LaRose, Development Systems Inter. : [www.Development.net](http://www.Development.net)
- “Board Cafe” Compass Point: [www.compasspoint.org/board-cafe-home](http://www.compasspoint.org/board-cafe-home)
- Local and state centers for non-profits; university management schools(i.e.: UCLA board best practices training), etc.

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**“The first responsibility of a leader  
is to define reality.  
The last is to say thank you.  
In between, the leader is a servant.”**

Max DePree

The Watershed Group, Inc.

**NHPCO MANAGEMENT and LEADERSHIP CONFERENCE**

**Thank you for:**

- **caring for hospice patients**
- **providing leadership for staff**
- **attending our session !**

Patrice C. Moore RN, MSN, President and Founder  
352.495.2800 [pattimoore@thewatershedgroup.com](mailto:pattimoore@thewatershedgroup.com)

Anne Kissel PhD, NCC, Executive Associate  
352.495.2800 [annekissel@thewatershedgroup.com](mailto:annekissel@thewatershedgroup.com)

