



# INVENIAS PARTNERS

*Delivering Leadership Excellence*

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## Is your healthcare board as effective as it could be?

*InveniasPartners, a Chicago-based executive search, assessment and talent management firm, supports hospitals, health systems, payers and medical groups in their quest to find top c-suite and board talent.*



Few healthcare organizations (HCOs) conduct formal board performance evaluations. Individual evaluations are even less common and more controversial. InveniasPartners, a Chicago-based executive search, assessment and talent management advisory services firm, believes that C-Suite executives who aren't yet ready to conduct comprehensive board evaluations can pose questions that reflect the multiple dimensions of board performance. Among the questions are the following:

**Knowledge of healthcare and business and clinical performance:** Does your board have an adequate understanding of the healthcare industry, as well as your organization's values, mission, vision, markets, services, competitors, financials, operations, regulatory concerns and technologies?

**Knowledge of senior management:** How well does your board understand the knowledge, skills and leadership styles of C-Suite executives? Do board members grasp the rationale, process and outcomes of succession planning? Do they have adequate personal contact with senior executives and managers beyond the C-Suite?

**Initiative:** Do board members take the initiative to secure information on top boardroom issues? If board members miss meetings, do they make sure they're brought up-to-date on board discussions? Do they initiate contact with the board chair and committee chairs?  
Preparation: Do board members come prepared for meetings, having read advance materials and completed pre-meeting assignments? Do they spend the time needed to master healthcare issues and trends and make informed board decisions?

**Time commitment:** Do board members attend a sufficient number of board and assigned committee meetings?

**Judgment and candor:** Do board members feel free to express themselves even when their views are different from those of others? Do members contribute to board discussions, offering innovative ideas, concepts and solutions?

**Integrity:** Are board members able to keep board-related information private and confidential? Are they objective, fair and ethical?

While board self-assessments are useful, many organizations benefit from more formal board peer assessments. Results are summarized, interpreted and delivered by a trusted external consultant experienced in board assessment and development.

Assessments offer a way for board members and the CEO to hold each other accountable for defined performance expectations. They ensure that board members and the CEO focus on top priorities, while fulfilling the HCO's mission, vision and values.

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Definition of Invenias

In\*ven\*i\*as verb \in -`ven - ē - əs\

1. To Find
2. Discover
3. To come upon by searching or effort