



Job Description: Sarasota County Public Hospital Board

Core Responsibilities

The Sarasota County Public Hospital Board (SCPHB) must fulfill the following core responsibilities in its oversight of the Sarasota Memorial Healthcare System (System):

1. Financial Oversight
2. Quality Oversight
3. Setting Strategic Direction/Mission Oversight
4. Self-Assessment and Development
5. Management Oversight
6. Compliance Oversight
7. Advocacy

The SCPHB fulfills these responsibilities by adopting specific outcome targets against which to measure the System's performance. To accomplish this, the SCPHB must:

- Establish policy guidelines and criteria for implementing the mission statement. The SCPHB also reviews the mission statements of any subsidiaries to ensure that they are consistent with the overall mission.
- Evaluate proposals brought to the SCPHB to ensure that they are consistent with the mission statement.
- Monitor programs and activities of the hospital and any subsidiaries to ensure mission consistency.
- Periodically review, discuss, and amend the mission statement if necessary.

Financial Oversight

The SCPHB has responsibility for the financial soundness of the System. To accomplish this, the SCPHB must:

- Review and approve overall financial policies and plans for the System.
- Receive and review financial reports to assess actual performance compared to projections.
- Review and adopt ethical financial policies and guidelines.
- Review major capital plans proposed for the System.
- Ensure that the financial, capital, and strategic plans are aligned.

Quality Oversight

The SCPHB has responsibility to assess the quality of all services provided by all individuals who perform their duties in the System or under the sponsorship of the SCPHB. To accomplish this, the SCPHB must:

- Make quality of care and patient safety top priorities for the System.

- Approve and oversee quality improvement initiatives recommended by senior management and the medical staff.
- Review and carefully discuss quality reports that provide comparative statistical data, and set measurable policy targets to ensure continual improvement in quality performance.
- Carefully review recommendations of the medical staff regarding new physicians who wish to practice in the System and act upon these recommendations in accordance with the Bylaws of the Medical Staff.
- Evaluate the performance of members of the medical staff using comparative outcome data when available.
- Appoint physicians to governing committees and seek physician participation in the governance process to assist the SCPHB in its quality of care assessment responsibilities.
- Regularly receive and discuss malpractice data reflecting the System's experience and the experience of individual physicians who have been appointed to the medical staff.
- Regularly receive and discuss data about medical staff to assure that future staffing will be adequate in terms of ages, numbers, specialties, and other demographic characteristics.
- Monitor programs and services to ensure that they comply with policies and standards relating to quality.
- Take corrective action to improve quality performance when appropriate and/or necessary.

Setting Strategic Direction/Mission Oversight

The SCPHB has responsibility to recommend the future direction that the System will take to meet the community's health needs. To accomplish this, the SCPHB must:

- Review and approve a comprehensive strategic plan and supportive policy statements.
- Ensure that the System's strategic plan is consistent with the mission.
- Ensure that the System plan reflects the needs and concerns of subsidiaries and that they understand their role in implementation.
- Monitor the programs and initiatives of subsidiaries to ensure consistency with overall System strategy.
- Regularly review progress toward meeting goals in the strategic plan.
- Periodically review, discuss, and amend the strategic plan to ensure its relevance to the mission.

Self-Assessment and Development

The SCPHB must assume responsibility for its own effective and efficient performance in order to discharge its stewardship responsibility to the public. To accomplish this, the SCPHB must:

- Annually participate in a formal board evaluation process.
- Maintain and update policy statements regarding roles, responsibilities, duties, and job descriptions for the SCPHB, its members, officers, and committees.
- Participate both as a board and as individuals in orientation programs and continuing education programs.

- Maintain written conflict of interest policies that include guidelines for the resolution of existing or apparent conflicts of interest.
- Periodically review SCPHB committee structure to assess appropriateness.
- Ensure that each SCPHB member understands and agrees to maintain confidentiality with regard to information discussed by the SCPHB and its committees.
- Seek amendment, as appropriate, of the SCPHB Charter.
- Maintain an up-to-date SCPHB policy manual.

Management Oversight

The SCPHB has final authority regarding oversight of management performance by the CEO and support staff. To exercise this authority, the SCPHB must:

- Recruit, employ, and evaluate the performance of the System CEO.
- Support and assist the CEO to help achieve the System's mission.
- Communicate regularly with the CEO regarding goals, expectations, and concerns.
- Evaluate the performance of the CEO annually using goals and objectives agreed upon at the beginning of the evaluation cycle.
- Periodically survey CEO employment arrangements at comparable organizations to ensure the reasonableness and competitiveness of the System CEO compensation package.
- Periodically review management succession plans to ensure leadership continuity.
- Establish specific performance policies that provide the CEO with a clear understanding of SCPHB expectations and update these policies based on changing conditions.

Compliance Oversight

The SCPHB has responsibility to insure compliance with the requirements of regulatory and accrediting bodies. To accomplish this, the SCPHB must:

- Promote an ethical, self-governing culture throughout the System.
- Oversee the effectiveness of the System's corporate compliance program.
- Oversee the performance of the System in licensure and accreditation surveys.

Advocacy

The SCPHB has responsibility to focus on advocacy on public policy issues. To accomplish this, the SCPHB must:

- Conduct a periodic community health needs assessment to understand the health issues of the communities served.
- Set goals for the System around the issue of public advocacy.
- Establish a policy that spells out the role of the SCPHB in fund development and philanthropy efforts.