

**Table 2.1.** Key responsibilities and associated activities of HSO/HS GBs

Responsibilities	Associated activities
Representing, balancing, preserving, and advancing the interests of its various stakeholders in the entity	<ul style="list-style-type: none"> <li>• Addressing needs of internal stakeholders such as employees, physicians, and volunteers</li> <li>• Addressing needs of external stakeholders such as consumers, regulators, and suppliers</li> </ul>
Formulating organizational ends (vision, mission, and objectives)	<ul style="list-style-type: none"> <li>• Assessing community needs</li> <li>• Planning and monitoring the implementation of the entity's <ul style="list-style-type: none"> <li>• mission, vision, and value statements</li> <li>• goals and objectives</li> </ul> </li> </ul>
Ensuring suitable performance by the chief executive officer	<ul style="list-style-type: none"> <li>• Selecting, evaluating, and retaining or dismissing the CEO</li> <li>• Balancing the relationship with the CEO so that the board governs and management manages</li> </ul>
Ensuring acceptable quality of care and services	<ul style="list-style-type: none"> <li>• Credentialing professional staff</li> <li>• Ensuring that procedures are in place for the assessment of the processes for, and the outcome of, care</li> </ul>
Overseeing finances and financial performance	<ul style="list-style-type: none"> <li>• Establishing financial objectives</li> <li>• Approving and monitoring the budget</li> </ul>
Ensuring compliance with laws, regulations, and accreditation standards	<ul style="list-style-type: none"> <li>• Making certain that management and the professional staff are in compliance with <ul style="list-style-type: none"> <li>• laws and regulations</li> <li>• accreditation standards</li> </ul> </li> </ul>
Assisting with fund-raising	<ul style="list-style-type: none"> <li>• Contributing to the entity</li> <li>• Facilitating contributions from the community</li> </ul>
Advocating with the private and public sectors for the entity and field	<ul style="list-style-type: none"> <li>• Advocating on behalf of the entity to private and public sectors</li> <li>• Advocating on behalf of the healthcare field</li> </ul>
Governing in an effective and efficient manner	<ul style="list-style-type: none"> <li>• Ensuring that bylaws, policies, and processes are appropriate</li> <li>• Evaluating board performance</li> <li>• Selecting new board members</li> <li>• Conducting board orientation and continuing governance education (CGE)</li> </ul>

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