National
Family Planning
& Reproductive Health Association

Life After 40
Provider Self-Assessment Questionnaire

I. **Describe the organization's strategic direction and priorities:**

    a. What are the organization's vision and values?
    b. What are the organization's key goals, strategies, and objectives?
    c. Who are the major stakeholders and constituents served?
    d. How do practice and performance align with stated strategy?

II. **What are the programs and services offered** *(current and historic)*?

    a. Describe the organization's products and deliverables:
        i. What are the types of services offered at the clinic level?
        ii. What are the types and levels of programs offered throughout the organization (number of events, classes, meetings, products, publications, etc.)?
        iii. Are cost assessments performed? What are the most and the least cost-effective services?
        iv. Other providers (affiliated or otherwise):
            1. What types of providers/referrals do your patients most need outside of what is provided at your facility?
            2. Which providers or types of providers do you think are most likely to make formal referral agreements with your center/system?
            3. What entities are your competitors for the patients you serve?

    b. Describe the target audience:
        i. Who are the target audiences (number and profile of customers, participants, partners)?
        ii. What is the patient mix (age, gender, racial/ethnic background, income level, immigration status, etc.) of the organization?
        iii. What is the payer mix (i.e. Medicaid, private insurance, uninsured, etc.) of the organization?
        iv. Are any temporary or conditional funding sources (Vaccines for Children program, federal, state or local grants, foundation funds, individual or community donors) fully utilized?

    c. What are the methods used to evaluate impact?

III. **Describe the organization's structure** *(historic and trend data as well as current):*

a. Describe the organization's current and historic staffing:
  i. What is the mix of full-time equivalents and part time?
  ii. What is the clinician mix (ARNPs, RNs, PAs, MDs)? What is the mix of full-time/part-time/per diem clinicians?
  iii. What is the mix of paid staff and volunteers?
  iv. Do you have any additional staff support (float clinicians/staff, nursing/physician residents or students or per diem staff/clinicians)?
  v. Is the staff diverse (race/ethnicity, gender, education level, etc)?
  vi. Describe staff expertise and competencies:
    1. What are the core competencies expected of staff (admin staff, clinicians, clinic support staff, educators)?
    2. Where are the areas of excess expertise or additional capacity among the staff?
    3. Where are the areas of missing expertise or insufficient capacity among the staff?
  vii. Describe reporting mechanisms. Is there an org chart (for the organization as a whole, for each clinic, etc)?
  viii. What mechanisms exist for communicating and sharing information within the organization?

b. Describe the organization's governance:
  i. Who makes up the formal/legal membership?
  ii. Describe the board:
    1. How large is the board?
    2. What is the average tenure of a board member?
    3. Describe the diversity and profile of the board members (mix of skills, expertise, knowledge, backgrounds, perspectives, affiliations, etc.).
    4. What is the committee structure (especially related to administrative and financial oversight)?
    5. Who are the board officers?
    6. What is the including board's role and responsibilities, relationship to CEO, etc.)
  iii. Do any task forces, ad hoc groups, etc. exist?

c. Describe any inter-organizational linkages, coalitions and partnerships (formal and informal).

IV. **What systems exist and who within the organization bears the responsibility for managing the following functions?**

  a. Financial Management
      i. Budget development and monitoring
      ii. Reporting
      iii. Accounting policies, practices, and procedures
      iv. Internal controls

  b. Human resources
      i. Personnel policies, practices, and procedures (and personnel manual)
      ii. Recruitment
      iii. Training and development
      iv. Compensation and benefits administration
      v. Performance management
      vi. HR philosophy
      vii. HR Information Management

  c. Marketing
  d. Public relations
  e. Legal
  f. Internal communications
  g. Facilities and infrastructure
  h. Research and development
  i. Planning

V. **Describe the organization's financial performance** *(current and past three to five years)*:

  a. Describe the organization's net assets in each category:
      i. Total
      ii. Restricted
      iii. Unrestricted
      iv. Capital
      v. Other

  b. Describe the organization's revenue:
      i. Total
      ii. Fundraising (clarify criteria for each category)
          1. Direct mail/individuals
          2. Membership
          3. Major donors
          4. Board giving
          5. Foundations
          6. Corporations

7. Government grants
                    8. Other
            iii. Insurance reimbursement
                    1. Medicaid
                    2. Commercial insurance (non-Medicaid)
                    3. Medicare
            iv. Earned income; by source, e.g.,
                    1. Publications
                    2. Conferences
                    3. Training
            v. In kind
            vi. Other

    c. What are the organization's expenses?
            i. Program; break out by program or category if possible, e.g.,
                    1. Professional education
                    2. Public education
                    3. Advocacy
                    4. Lobbying
            ii. Financial Management
            iii. Fundraising
            iv. Other Administration (break out and explain if possible)

    d. Describe any loans and debt the organization has or has had.
    e. Describe the organization's cash flow and liquidity.
    f. What is the organization's investment portfolio and strategy?

    g. What are the key ratios and indicators?
            i. Debt/net assets
            ii. Reserves (liquid assets/annual expenses)
            iii. Fundraising
                    1. fundraising expenses/fundraising income
                    2. fundraising expenses/total income

VI. Describe the organization's culture:

    a. What are the dominant characteristics of the organization's culture (e.g., family-like, entrepreneurial, results-oriented, structured and controlled)?
    b. What are the dominant characteristics of the organization's leadership (e.g., nurturing, entrepreneurial, risk-taking, aggressive, controlling, efficient, conservative)?
    c. What is the organization's management style (e.g., participative, hands-off, demanding, competitive, conformist, relationship-based)?

    d.   What are the common values that hold the organization together (e.g., mutual trust, loyalty, commitment to innovation, achievement, adherence to rules)?

    e.   What is the organizations' strategic focus (e.g., human development, creating new challenges, competitive positioning, efficiency, cost-effectiveness)?

    f.   What are the criteria for individual success (e.g., commitment, teamwork, innovation, efficiency, beating the competition)?

VII.   Information Systems & Technology

    a.   What hardware and software system does the organization currently own and use?

    b.   How current is the practice management system?

    c.   Does the organization currently have an electronic medical record/electronic health record (EHR)?

    d.   Does the practice management system have EHR capabilities?

    e.   Is there a process for training the staff on the organization's health information technology including periodic retraining for system updates?

    f.   What is the contingency plan if/when health information technology fails?

VIII.   Capacity for growth

    a.   Describe the organization's capacity for growth:
        i.   How could number of patients seen per day be increased?
        ii.   How could clinic hours be increased (add Saturdays, add one hour per day during the week, change staff lunch schedules)?
        iii.   How could you the range of services be broadened (include immunizations, general preventive services, see different types of patients, etc.)?
        iv.   How could any systems for increasing efficiency be improved (IT, medical records system, practice management, etc.)?

    b.   Describe the organization's desire for growth (patients, services, hours).

    c.   What resources are needed for growth in the immediate future (e.g. health information technology, FT clinician, exam space) given current budget restraints?