

2023 BOARD SELF-ASSESSMENT RESULTS

Level 5: I *strongly agree* with this statement. We *always* practice this as a part of our governance. Our performance in this area is *outstanding*.

Level 4: I generally agree with this statement. We usually practice this as a part of our governance, but not always. We *perform well* in this area.

Level 3: I *somewhat agree* with this statement. We *often* practice this in our governance, but we are not consistent. We perform *fairly well* in this area.

Level 2: I *somewhat disagree* with this statement. We *inconsistently* practice this as a part of our governance. We *do not perform well* in this area.

Level 1: I *disagree* with this statement. We *never* practice this as a part of our governance. We perform *very poorly* in this area.

N/S: Not sure. I do not have enough information to make a determination about our performance in this area.

N/A: Not applicable.

Leadership Responsibility 1: Mission, Values and Vision:

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Our organization has a clear, focused and relevant <u>written mission</u>	5						
Our organization has a clear, focused and relevant <u>written vision</u>	4	1					
Our organization has a clear, focused and relevant <u>written values</u>	1	2				1	1
The mission, values and vision drive decision making at all board meetings	1	2					1
The mission, values and vision drive organizational strategies, objectives and action plans	1	3					1
The board uses the mission, values and vision when making policy and strategic decisions in the best long-term interests of the organization and the community we serve	2	1	1				1
The board tests all policy and strategy decisions by asking how/if they will strengthen our ability to achieve the mission and vision		3	2				
The board regularly reviews the status of strategies and objectives to ensure fit with the mission and vision		4					
Board members fulfill their leadership role in ensuring achievement of the mission, values and vision	1	3	1				

How can the board improve leadership in this area?

Be more involved with the public and listening to what they say.

Ensure alignment on process and controls, drive understanding of policies and previous practices for board members and ensure coordinated and thought out staff recommendations supporting healthy dialogue and discussions at board meetings.

Leadership Responsibility 2: Strategic Direction

The Strategic Planning Process

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board's collective understanding of the evolving health care environment (local, regional and national) ensures effective strategic decision making	4	1					
Our organization's strategic objectives are clearly communicated to the board, employees and other stakeholders, individuals and organizations	3	2					
Board members understand strategic issues the organization is facing, and the factors most critical to organizational success and performance	3	2					
The board is well-familiar with the planning data and assumptions that form the foundation for the strategic plan	2	3					
Strategic information provided to the board enables a clear understanding of issues and challenges, and facilitates decision making	2	3					
Our organization has a flexible, responsive strategic planning process	2						
The board focuses the majority of its time on strategic <u>thinking</u> and strategic <u>leadership</u> rather than strategic <u>plans</u>	1	4					
The board responds to new challenges with knowledge-based ideas and direction	4		1				

Community and Stakeholder Perspectives

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

The board ensures that stakeholders' and constituents' needs, interests and viewpoints are assessed in developing goals and strategies	3	1	1				
Board members understand critical community health needs and challenges	2	2	1				
Governance decisions are principally based on meeting community health needs	5						

Monitoring Progress

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

The board regularly monitors progress toward the achievement of our strategic objectives, using board-approved key performance indicators that define organization's success	3	1				1	
The board takes timely corrective actions if/when objectives are not being met	1	2	1			1	
Criteria is in place for evaluating new service feasibility and value in fulfilling the mission and vision		4				1	
The board annually reviews the strengths and weaknesses of the organization's entities, and their role and value in mission and vision fulfillment		3	1			1	

How can the board improve its leadership in this area?

The board can improve leadership by taking an active role in community needs and staying up to date on data/health initiatives.

Ensure appropriate trainings and discussions are held at our meetings and opportunities brought forward to support education and initiatives that bolsters the district's ability to support its residents.

Leadership Responsibility 3: Leadership Structure and Governance Processes

Board Roles and Responsibilities

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board's roles and responsibilities are clearly defined in a written document	5						
The board's role and responsibilities are consistently adhered to	3	2					
Decision protocols and procedures have been established	3	2					
Board members consistently follow our decision protocols and procedures	1	3	1				
Directors' and officers liability insurance provides the protection needed to reassure trustees that a "safe" governance environment exists	3	1				1	
New board members go through an orientation process	5						

Board Structure and Composition

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board fosters leaders who understand how to encourage innovation and welcome organizational change	4	1					
The board encourages critical dialogue among its members	4	1					

Board Member Performance

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board has a process for determining when a board member is not performing to the board's standards or requirements		2	2			1	
The board has a process for improving individual board member effectiveness when non-		3	1			1	
The board has a process for removing a board member from the board for non-performance	1	3				1	

Strategic Focus

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board adheres to its policy-making function, and does not engage in operational thinking or decision making		4					
At least 75 percent of the board's meeting time is spent focusing on strategic issues	2	1	2				
The board engages in productive policy-making and strategic discussion	1	3	1				
The board resolves problems effectively, even when the solutions are uncomfortable to implement	1	3				1	

Board Meetings

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

Board meetings comply with the Ralph M. Brown Act	5						
The frequency of our board meetings ensures timely decisions	5						
Board meeting attendance meets our organization's need for broad-based and inclusive dialogue, and consensus-based decision making	4	1					
Meeting agendas provide adequate time to discuss and act on significant strategic issues	4	1					
Agendas reflect our strategic issues and priorities, and focus on specific outcomes the board wants to achieve at the meeting	4	1					
The board chair keeps a tight rein on digressions, members' side discussions, and issues that have already been addressed	4	1					
The board chair is well-skilled in the dynamics of effective meeting management and leadership, and keeps meetings well-organized and tightly constructed.	4	1					
Board members' time is respected and used efficiently, and board member involvement and participation are enhanced as a result	4	1					
The board saves critical time for important discussions by utilizing a consent agenda covering	3	1	1				

Board Member Knowledge

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

Each board member is provided with background information and intelligence resources required for active participation in board dialogue	4	1					
Board members receive well thought-out strategic options and alternatives from management prior to defining a strategic course of action	2	3					
A continual flow of new information and assumptions are presented at board meetings, and	2	3					
Board members have a clear and comprehensive understanding of the changing health care and its effects on the organization	1	3					
A regular environmental assessment is conducted, ensuring board understanding of the changes taking place in the health care environment, and their implications on the organization, its physicians, and local health care consumers		1	1	1			

Governance Development

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
A governance development process is in place that identifies governance issues, determines educational needs, and manages the governance self-assessment process	1	1	1	1		1	
The board develops and implements an annual governance improvement	1	1	1	1			1
The board has an education development plan that assures board member understanding of issues essential to effective governance, including education and orientation at every board meeting, and annually at the board retreat	1			2		2	
Board orientation and education broadens board members' perspectives about challenges our	2		1	1			

Meeting Materials

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Board members receive agendas and meeting materials at least five days in advance of board, committee and task force meetings	5						
Our meeting materials promote meaningful dialogue and critical decision-making	4	1					
The information the board receives is relevant, timely, understandable and actionable, and facilitates board decision making	2						

Board Relationships and Communication

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Working relationships among trustees are good	4	1					
The board has an environment where board members engage in vibrant dialogue that challenges conventional thinking	3	2					
Board dialogue creates consensus and positive new directions	3	1					
The board takes time to discuss difficult issues	3	2					
Board members are open about their thoughts and feelings	3	2					
The board's decision-making culture includes active involvement, questioning, probing, challenging and stimulating discussion and dialogue on meaningful issues	4	1					
The governance culture is open to alternative views, and constructively challenges "conventional wisdom"	3	2					
The board's decision pathways ensure that all critical decisions include the proper mix of background, discussion of alternatives, potential outcomes and preferred choice	3	2					
Every board member has a voice in our governance decisions	5						
Opportunities for individual participation strengthen decision-making, enrich discussion, build understanding and prepare individual board members for future leadership challenges	4	1					

The board has a conflict of interest policy	3					3	
The board has a conflict resolution process	1	1				4	
Board members and senior leaders annually declare conflicts that may inhibit their ability to provide unbiased, independent thinking and decision making	3			1		1	

How can the board improve its leadership in this area?

On-going discussion about educational or policy thoughts to better position the district towards supporting its residents in the District.

The Board should have quarterly governance education opportunities, whether it be in meetings or committee work.

I am unaware of the Board's conflict resolution process.

Leadership Responsibility 5: Community Relations

Ensuring Public Trust and Confidence

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Our organization has a plan for board member advocacy that advances the organization's image, reputation and market position	1	2	2				
Our organization regularly measures the public's perceptions of its programs and services, community contribution, perceived trust, and overall value as a community health asset		1	2	1		1	
The board's actions contribute to building and sustaining a positive image for the organization	2	2	1				

Ensuring Community Communication and Feedback

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board has established a process for eliciting community input and viewpoints about future service needs and opportunities		3	1	1			
The board ensures that the organization's plans and priorities are well-communicated to our community stakeholders		1	4				
The board utilizes board members as community "ambassadors" to communicate with stakeholders on important health care issues	3	2					
The board works with others in the community to develop collaborative partnerships in building a healthier community	2	3					
The board's role in local, regional and state political advocacy advances the organization's standing with political leaders	2	2					
Our legislators understand our mission/role	1	2	1	1			

How can the board improve its leadership in this area?

The Board should focus more on community involvement to better promote the EHD.

The Board should look at opportunities to eliciting community input.

Regular dialogue with community residents by attending events, meetings and lobbying elected leaders on the importance and opportunities to serve the community by the District.

Leadership Responsibility 6: Relationship with CEO

<i>Board and CEO Roles</i>	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board and CEO have clearly defined roles	5						
The board's strategic/policy responsibilities vs. the CEO's operational responsibilities are followed	4	1					
The board and CEO have clear, mutually agreed-upon expectations of one another	4	1					
Board members adhere to the governing board's policy-making role and do not interfere in the CEO's operations management role	4	1					

Communication, Support and Shared Goals

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board consistently supports the CEO in the pursuit and implementation of board-approved objectives	5						
Mutual trust and respect exist between board members and the CEO	5						
The board and CEO work together with a sense of purpose	5						
The board always hears from the CEO in advance of a difficult or potentially problematic organizational issue	3	2					
The chairman-CEO relationship sets a positive, constructive framework for the overall board-CEO relationship	5						
The board uses executive sessions to promote open communication between the board and CEO	5						

CEO Evaluation

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board evaluates and compensates the CEO using pre-defined expectations and defined performance targets tied to achievement of the mission, vision, and strategic objectives annually	5						
The CEO's compensation is linked to strategic performance	4		1				
The board ensures that the CEO's compensation package stimulates and rewards excellent performance	2	2					
The board regularly reviews the CEO's compensation to ensure that it is reflective of compensation trends among other organizations of similar size, and that it reflects the magnitude of challenges and issues facing the administration and the organization	4	1	1				

How can the board improve its leadership in this area?

Ensure active listening of concerns brought forth by the CEO and drive analysis of other health district activities, leveraging best practices and leaning into new opportunities for the District.

The Board is fortunate to have a positive working relationship with the CEO.

Leadership Responsibility 8: Financial Leadership

The Fiduciary Responsibility

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board successfully carries out its fiduciary responsibility for the oversight of financial resources and direction	4	1					
The board uses the annual budget process to define the most effective allocation of our organization's limited resources	4	1					
The board leads the development of long-range and short-range financial planning	3	1	1				
The board measures operational performance against the plans	3	2					
Regular financial reports made to the board are understandable and meaningful	4		1				
The board annually adopts a long-term capital expenditure budget, with expenditures prioritized based on greatest value	3	2					
The board ensures that adequate capital is available for our organization's investment strategies	5						
The board directs the conduct of an annual audit, and thoroughly discusses all recommendations from the independent auditor's report and management letter	4	1					
Board members are comfortable asking questions about financial issues during board meetings	4						

Monitoring Progress

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board identifies and approves targets for important measures of financial and operational performance need by the board to monitor organizational performance and make timely, informed decisions	2	3					
Performance targets are discussed at least quarterly	1	2				1	
Financial reports are presented in a format that is easy to understand, highlights major trends and stimulates creative discussion that enables timely and effective decision making	4	1					
The board uses financial performance reports to modify assumptions and shift resources, as necessary	4	1					

How can the board improve its leadership in this area?

The CEO and Financial Director should meet prior to board meetings to discuss the Financial Reports and address the presentation and any potential issues.

Provide bullet point summaries on the properties and their financial impact, as we work towards our financial budget (variance or not) and ensuring that the documents are in a format to highlight/copy via OCR for ease of searchability in the PDF format (minor detail).

Leadership Responsibility 9: Community Health

Development and Support of Community Health Initiatives

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Our organization has defined what constitutes our "community"	4	1					
There is a board-wide understanding of and commitment to building a healthier community	5						
The board understands the strategic importance of initiatives designed to improve the health of the community	4	1					
Our organization promotes and supports specific initiatives whose sole purpose is improving the community health, regardless of financial gain	4	1					
CEO performance objectives include a focus on improving community health	3	2					
Our organization jointly advocates with other community organizations for legislation, regulation and other actions to address community health and socioeconomic issues	3	2					
Our organization conducts an annual or semi-annual community needs that defines and measures improvement in the community's health		2	1	1		1	
The board has a clear and consensus-driven understanding of the most important community health needs and issues	1	3	1				

Community Involvement and Communication

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Our organization, in conjunction with its community partners, regularly assesses the value and impact of our joint community health improvement efforts using specific measures of health status, health outcomes and services provided		4	1				
Our organization has a process to secure and evaluate community feedback on the value of our programs and services		2	2				
Our organization uses feedback from the community to enhance responsiveness to its community health improvement opportunities	1	4					
Our organization establishes community partnerships to leverage services and resources to maximize community benefit and carry out our community health improvement agenda	3	2					
Our organization and its community partners disseminate the results of their shared improvement efforts to the community and interested stakeholders		3	2				

How can the board improve its leadership in this area?

Provide effective communication tools to the board and staff that promotes our actions at the District via hard copy, mail and social media with press releases that are picked up by the press, but keep doing the bulletin that goes out to community members.

The Board needs to consistently look at opportunities to disseminate information.

Leadership Responsibility 10: Organizational Ethics

Organizational Ethics

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board has adopted a statement of values and ethical principles for the organization	1					3	
The board has adopted a statement of values and ethical principles for the board members	1					3	
The board ensures that procedures and training are in place to ensure that our values and principles are consistently applied to governance decision making processes	2					2	
The board ensures compliance with applicable state, federal and local regulatory and statutory requirements	2	1				1	
The board's workforce development policy ensures that compliance with our ethical values and principles is a component of employee evaluations	1	1				2	

Awareness of Ethical Issues

Level 5 Level 4 Level 3 Level 2 Level 1 N/S N/A

The board ensures that information on our ethical principles and values are , provided to all individuals who are employed by, volunteer with, or are formally affiliated with our organization	1		1			2	
The board ensures that information on our ethical principles and values are provided to patients and their families	1					1	2
The board ensures a process to allow <u>patients</u> to confidentially bring concerns about ethical issues to the attention of management						1	3
The board ensures a process to allow <u>employees</u> to confidentially bring concerns about ethical issues to the attention of management	1					3	
The board ensures a process to allow <u>physicians</u> to confidentially bring concerns about ethical issues to the attention of management						1	3

How can the board improve its leadership in this area?

On-going or regular awareness training of ethical concerns.

The Board does annual Ethics Training. I am not aware of the "process" to bring concerns to the attention of management unless it means by contacting the CEO directly. I would like more information in this area.

What is your single highest priority for the board in the next year?

1. Keep our finances in order to comply with our refinancing efforts.
2. My highest priority is securing the future of St. Rose's sustainability.
3. Financial health of the organization, driving additional resources to the community while meeting our obligations such as the Sutter payments and ensuring proper maintenance of our assets.
4. Assisting St. Rose in remaining open and available for emergency and community health services.

What are the board's most significant strengths?

1. We all work together for a common goal. The Board is small and able to act quickly on items of concern.
2. The board's most significant strengths are the committed board members and staff.
3. History, positive cash flow and opportunity to add value to the community via grants.
4. Strong working relationships internally and externally.

What are the board's most significant weaknesses?

1. Need more money to put into the community.
2. The board's most significant weaknesses are succession planning and identification of directors from each district.
3. Limited assets, no taxing authority.
4. Lack of fiscal understanding.

What key issues should occupy the board's time and attention in the next year?

1. Keeping St. Rose open.
2. Key issues for the board are the district's ongoing financial viability and community support.
3. Support St. Rose, partner with organizations to drive mental health/housing/homelessness solutions and drive the Taxing Authority with community support.
4. St. Rose Hospital. Arising community health needs-mental health, housing, community health, community health, senior access/resources.

What do you see as the most significant trends that the board must be able to understand and deal with next year?

1. Our limited funds that can be used for the community.
2. Significant trends are to understand changes in healthcare access, homelessness, and mental health services.
3. How to successfully grow the District's influence and ability to support organizations that are providing the most needed services for our vulnerable populations.
4. Increase in mental health needs.

What factors are most critical to be addressed if the organization is to successfully achieve its goals?

1. Need to keep a close eye on our finances.
2. To be successful the district needs to partner & collaborate with organizations that provide the direct services the district sees as a priority for the health and well being of the district's residents.
3. A healthy balance sheet that can support strategic goals where we can deploy resources (grants/sponsorships) to organizations that are best equipped to improve health outcomes.
4. Understanding the financial constraints/obligations. Looking at ways to improve our long term financial sustainability (taxing authority, investments, etc.)