



TAHOE FOREST HOSPITAL DISTRICT

# 2022-01-19 Board Governance Committee

Wednesday, January 19, 2022 at 2:00 p.m.

Pursuant to Assembly Bill 361, the Board Governance Committee meeting for January 19, 2022 will be conducted telephonically through Zoom.

Please be advised that pursuant to legislation and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting.

Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

If you would like to speak on an agenda item, you can access the meeting remotely: Please use this web link: <https://tfhd.zoom.us/j/83719537510>

If you prefer to use your phone, you may call in using the following numbers: (346) 248 7799 or (301) 715 8592, Meeting ID: 837 1953 7510

# Meeting Book - 2022-01-19 Board Governance Committee

01/19/2022 Governance Committee

## AGENDA

2022-01-19 Board Governance Committee\_FINAL Agenda.pdf 3

ITEMS 1 - 4: See Agenda

## 5. APPROVAL OF MINUTES

2021-11-12 Board Governance Committee\_DRAFT Minutes.pdf 5

## 6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

### 6.1. Board Governance

6.1.1.a. 2021 Board Self-Assessment Results.pdf 8

6.1.1.b. Copy of Board Self-Assessment Work Plan.pdf 55

6.1.2. Governance Committee Charter 2022\_0113 DRAFT.pdf 56

### 6.1.3. Board Education

Discussion item only.

ITEMS 7 - 9: See Agenda



# GOVERNANCE COMMITTEE AGENDA

Wednesday, January 19, 2022 at 2:00 p.m.

Pursuant to Assembly Bill 361, the Board Governance Committee meeting for January 19, 2022 will be conducted telephonically through Zoom. Please be advised that pursuant to legislation and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

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Public comment will also be accepted by email to [mrochefort@tfhd.com](mailto:mrochefort@tfhd.com). Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

Oral public comments will be subject to the three-minute time limitation (approximately 350 words). Written comments will be distributed to the board prior to the meeting but not read at the meeting.

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA**

**4. INPUT – AUDIENCE**

This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Committee cannot take action on any item not on the agenda. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

**5. APPROVAL OF MINUTES OF: 11/12/2021**

**6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION**

**6.1. Board Governance**

**6.1.1. 2021 Board Self-Assessment Results** ..... ATTACHMENT  
Governance Committee will review and discuss the results of the 2021 Board Self-Assessment.

**6.1.2. Governance Committee Charter Review** ..... ATTACHMENT  
Governance Committee will review and discuss the committee’s charter.

**6.1.3. Board Education**

Governance Committee will discuss board education for 2022.

**7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS****8. NEXT MEETING DATE**

The Governance Committee will meet again as needed.

**9. ADJOURN**

\*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

# GOVERNANCE COMMITTEE

## DRAFT MINUTES

Friday, November 12, 2021 at 10:30 a.m.

Pursuant to Assembly Bill 361, the Board Governance Committee meeting for November 12, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to legislation and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

### 1. CALL TO ORDER

Meeting was called to order at 10:30 a.m.

### 2. ROLL CALL

Board: Alyce Wong, Mary Brown

Staff in attendance: Harry Weis, President & Chief Executive Officer; Crystal Betts, Chief Financial Officer; Matt Musher, In-House Counsel; Ted Owens, Executive Director of Governance; Martina Rochefort, Clerk of the Board

Other: Pam Knecht & Joel Emrich of ACCORD Limited

### 3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

### 4. INPUT – AUDIENCE

No changes were made to the agenda.

### 5. APPROVAL OF MINUTES OF: 07/13/2021

Director Brown moved to approve the Governance Committee Minutes of July 13, 2021, seconded by Director Wong.

### 6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

#### 6.1. Board Governance

##### 6.1.1. Board Self-Assessment Tool

Governance Committee reviewed and discussed updating the board self-assessment tool.

Pam Knecht of ACCORD Limited reviewed the preparation assignment and assumptions on page 9 of the packet.

Ted Owens, Executive Director of Governance, confirmed as long as the District is under contract with ACCORD, they will administer the Board Self-Assessment tool. The tool will remain a tool of the board. It will enable the ability for the Board to benchmark against itself. The board would not be able to benchmark against other hospitals unless a standardized tool is used and standardized tools can have problems because a number of questions would not apply.

Governance Committee reviewed the proposed questions for the Board Self-Assessment.

The mission statement will always be updated to reflect the current mission of the District.

Governance Committee would like to add word “financial” to clarify the type of audit on question eight.

Governance Committee discussed question 12 and whether respecting board members and the public should be added. Executive Director of Governance, CFO and Ms. Knecht recommended separating into two questions.

Director Wong would like to add best practice language to question 14.

Governance Committee discussed the term “enterprise risk management” and how it applies to the organization. Ms. Knecht offered to share slides on enterprise risk management. Executive Director of Governance also noted this could help with agenda management.

Questions 21 and 22 are designed to be qualitative.

Director Brown would like to see an engagement question added. The committee discussed ending the assessment with it using a 1-10 scale and comment box.

On question 15, Governance Committee would like to change from “all board members” to “I”.

Director Wong would like to see the questions grouped in categories.

Governance Committee discussed addressing time commitment for board members in Order and Decorum or at the board retreat.

#### **6.1.2. Governance Committee Charter Review**

Governance Committee reviewed and discussed the committee’s charter.

Ms. Knecht share two major areas missing from the charter - overseeing and ensuring an effective board orientation plan and ensure education.

Governance Committee discussed removing dates from the charter.

Executive Director of Governance suggested removing “all” in the first sentence under Responsibilities. Ms. Knecht recommended changing “addressing” to “overseeing”.

Charter should reference governance best practices and add a review of board policies.

#### **6.1.3. Board Vacancy Interview Questions**

Governance Committee reviewed and discussed interview questions used during board vacancy interviews.

Director Brown proposed adding a question on leadership style and philosophy. Ms. Knecht added that a follow up question could be whether or not the candidate is interested in a leadership position. Joel Emrich of ACCORD noted a question could be asked if they have ever served as an officer on a board.

**7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS**

No discussion was held.

**8. NEXT MEETING DATE**

The Governance Committee will meet again on January 18 or 19, 2022.

**9. ADJOURN**

Meeting adjourned at 12:01 p.m.

DRAFT

# Tahoe Forest Health System

## 2021 Board Self-Assessment Results Report

Presented by  
**ACCORD LIMITED**

**Draft as of 1.13.22**





# Table of Contents

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- I. Introduction
- II. Process Overview
- III. 2021 Quantitative Results Summary
- IV. Analysis and Initial Suggestions for Enhancement
- V. January 19<sup>th</sup> Governance Committee Meeting
- VI. Appendix

# I. Introduction

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Following the May 2021 Board Retreat, **ACCORD LIMITED (ACCORD)** was engaged to help refine and conduct the Tahoe Forest Health System (TFHS) 2021 Board Self-Assessment (BSA) tool and process. In collaboration with the Governance Committee, **ACCORD** worked to streamline the number of questions, sharpen the assessment's focus, ensure benchmarking against previous assessment results, incorporate best practices, and enhance assessment scope through the addition of several new questions.

The body of this report describes the process used, provides a high-level summary of results, and includes suggestions for action items to enhance the effectiveness and efficiency of the TFHS Board.

The Appendix includes the communication letter that was sent to the Board as well as the detailed results from the 2021 Survey.

## II. Process Overview

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The Governance Committee helped refine the overall Board assessment process and the survey instrument that **ACCORD** drafted using SurveyMonkey.

In the end, 26 quantitative questions were included in the instrument along with 2 opportunities to provide specific suggestions for improvement. The 28-question survey was provided to all 5 TFHS Board members via an electronic link that allowed them to reply anonymously. It is important to note that one Board member who responded was appointed to the Board in late 2021.

Respondents were asked to rate the Board's collective performance, using a scale ranging from Strongly Agree to Strongly Disagree. Results are reported on a numerical scale with values of "5" for "Strongly Agree"; "4" for "Agree"; "3" for "Neutral"; "2" for "Disagree"; and "1" for "Strongly Disagree". There was also an option to answer: "Do Not Know."

Five (5) of the 5 Board members completed the survey online, yielding a 100% response rate, which is excellent.

# III. 2021 Quantitative Results Summary

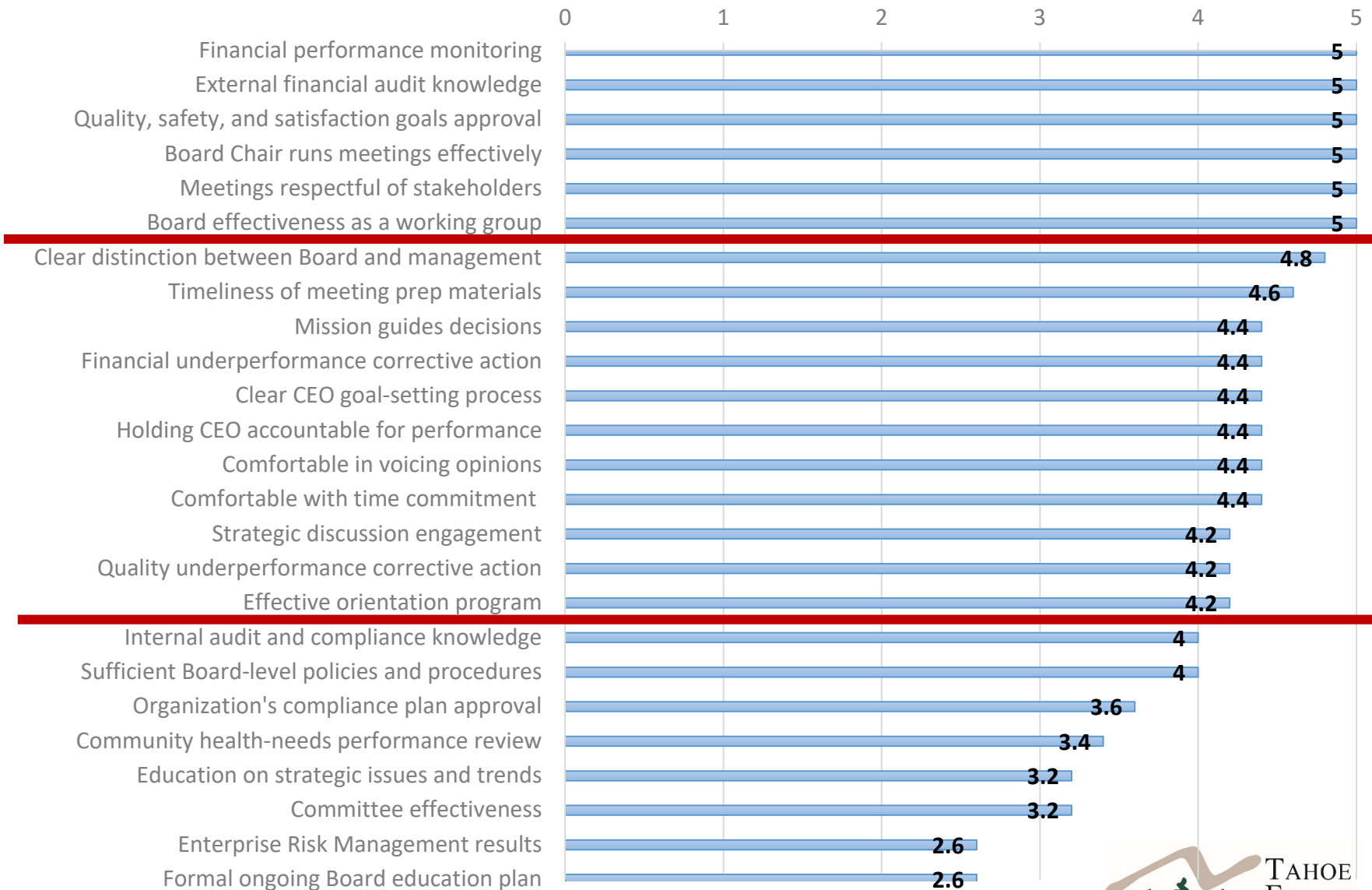
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The next page is a summary of the average scores for the 25 questions that required a quantitative response on a scale of 1 to 5, displayed from highest- to lowest-rated.

The full text and detailed scores for each question can be found in the Appendix.

The following two slides include a summary of TFHS 2021 BSA results followed by a 2021 vs. 2020 results comparison.

# Summary of TFHS' 2021 BSA Results - Highest to Lowest Weighted Averages



# 2021 vs. 2020 TFHS BSA Results Comparison for Same 19 Questions



AXIS-TITLE

# IV. Analysis and Initial Suggestions for Consideration

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This section includes **ACCORD**'s overall analysis of the survey results, as well as enhancement suggestions for consideration. As a reminder, this report details the Board's assessment of its own performance. The perspectives and opinions are based on what Board members know (and do not know). During January and February, **ACCORD** will help the Governance Committee and the Board to further explore these nuances and develop Board Enhancement Goals.

## **Highest-Scored Practices (Perfect Score of 5)**

- The Board rated itself most highly in its finance; audit; and quality oversight responsibilities.
- The Board is also pleased with its leadership and culture (e.g., how the meetings are run; its ability to be an effective group; positive individual Board member experience).

## **Medium-Scored Practices (Scores between 4.8 to 4.2)**

- The practices that were very good, but not perfect included: holding management accountable for underperformance; strategy engagement; and decisions based on the mission.
- There were also some concerns about time commitment; receiving materials in a timely fashion; and feeling comfortable voicing opinions.

# IV. Analysis and Initial Suggestions for Consideration (continued)

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## Lowest-Scored Practices (Scores between 4.0 and 2.6)

- The lowest scores related to:
  - Board education plan and education on strategic issues and trends
  - ERM oversight
  - Committee effectiveness
  - Community health needs identification
  - Audit and compliance oversight
  - Board policies and procedures.
- When comparing 2021 and 2020 results for the 19 questions that were the same, 3 questions covering *internal audit and compliance knowledge*, *sufficient board-level policies and procedures* and *organization compliance plan approval* scored significantly higher when weighted averages were recalculated after removing “Don’t Know” responses.
- The written comments and individual rankings of the Board experience suggest that the following issues should also be addressed:
  - Revisiting committee membership and setting annual committee meeting schedules
  - Increasing engagement between the Board, leadership and staff (e.g., retreats)
  - Receiving strategic plan progress updates
  - Focusing on Board development
  - Meeting the community’s health needs (especially for the underserved)
  - Learning about the future state of healthcare delivery
  - Helping Board members understand how they can make a difference



## IV. Analysis and Initial Suggestions for Consideration (continued)

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### **Lowest Scored Items in 2020** (Developed by ACCORD for May 2021 Retreat)

- Involvement in strategic direction-setting
- Education on internal and external issues
- Keeping closed session information confidential (Don't knows)
- Annually reviewing performance:
  - Community health needs
  - Goals for quality and service performance
  - Compliance program/plan approval
- Demands corrective action to underperformance on financial and capital plans
- Effective orientation
- Comfortable voicing opinions

# IV. Analysis and Initial Suggestions for Consideration (continued)

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## **ACCORD's Initial Suggestions for Board Enhancement Goals**

1. Establish a Board Education Plan that targets health care topics, trends and challenges as they relate to TFHS.
2. Enhance the initial Board Orientation program.
3. Deepen the Board's understanding of Enterprise Risk Management (ERM) oversight responsibilities.
4. Align Committee work/goals and meeting dates with Board work/goals in 2022.
5. Clarify TFHS' community health needs and the Board's obligations in that area.
6. Provide information on audit and compliance oversight practices.
7. Learn more about why Board policies and procedures were rated lower.
8. Determine how to better engage the Board members who are not sure they are making a difference and / or who rated their Board experience a "6".
9. Define the role of the Board as it relates to strategy engagement and monitoring.
10. Convene more retreats and other events to build relationships, focus on Board development and address strategic issues.

# V. Draft January 19<sup>th</sup> Governance Committee Meeting Primary Objectives

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1. Clarify the results of the TFHS Board Self-Assessment (BSA) Report.
2. Discuss ACCORD LIMITED's suggestions for enhancement.
3. Begin to identify and prioritize Board Enhancement Goals, both short-term and long-term.
4. Discuss how best to engage the Board in discussion and action planning during the February 15 and 16 Board Retreat.

# Governance Committee Discussion Questions Regarding BSA Results

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## Clarify:

- Didn't understand the question/terms?
- Don't know the answer?
- Think the board's performance is less than desired?

## Determine:

- Is the practice used, but some board members don't know it?
- Is additional education needed?
- What actions are needed to demonstrably enhance performance?

(Note: It is recommended that the impact of COVID-19 be considered when discussing results.)

# Sample Board Enhancement Goals

<b>Sample Board Goals</b>	<b>Lead</b>	<b>Due Date</b>	<b>Status</b>
1. Change board agenda and materials to ensure more strategic discussions	Board Chair* CEO	July 1	TBD
2. Revisit competency matrix to ensure strategic expertise and perspectives	Governance Committee	August 1	TBD
3. Develop comprehensive on-going education plan for the board and its committees (include annual health care industry trends update)	Governance Committee	September 1	TBD

\*Individual with primary accountability

# TFHS' Board Enhancement Goals Prioritization

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Which 4-5 goals should be prioritized for enhancing TFHS Board's effectiveness and efficiency during 2022?

# Appendix

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# Appendix A: Introductory Message

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*This is the email that was sent by Martina Rochefort on behalf of Pam Knecht to introduce the process. The Board Members were blind copied.*

Dear Board Members,

The purpose of this survey is to conduct an assessment of the Tahoe Forest Health System (TFHS) Board's performance as a whole and to benchmark that performance against the Board's 2020 results.

Please click on the link below to access the Board Self-Assessment (BSA) which has been developed in SurveyMonkey: [link included]

We ask that you complete this survey by Friday, December 17<sup>th</sup> using the following scale to answer each question:

1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree; 0-Don't know

There will also be an opportunity to add comments and suggestions for enhancement.

The survey should be taken by current Board members only and should take approximately 20 minutes to complete. All individual responses are considered confidential.

Please contact Pam Knecht at [pknecht@accordlimited.com](mailto:pknecht@accordlimited.com) with any questions.

Thank you for your attention to this important initiative.



# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results

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This section includes the detailed results for each question.

The bar charts indicate how many people gave the following answers to each question:

“5” for “Strongly Agree”

“4” for “Agree”

“3” for “Neutral”

“2” for “Disagree”

“1” for “Strongly Disagree”

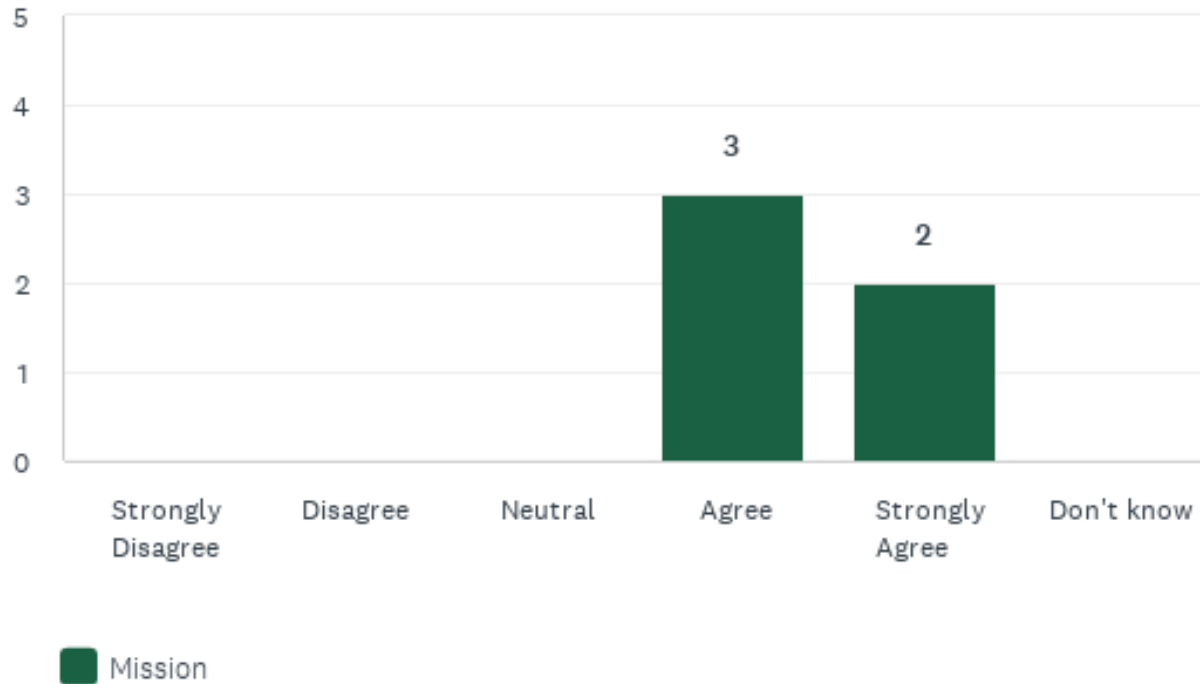
“0” for “Don’t Know”

The last item on each slide indicates the area of Board responsibility for that question (e.g., Mission).

The last three slides are the verbatim comments in response to questions about the individual’s Board experience, suggestions for change, and desired education/information.

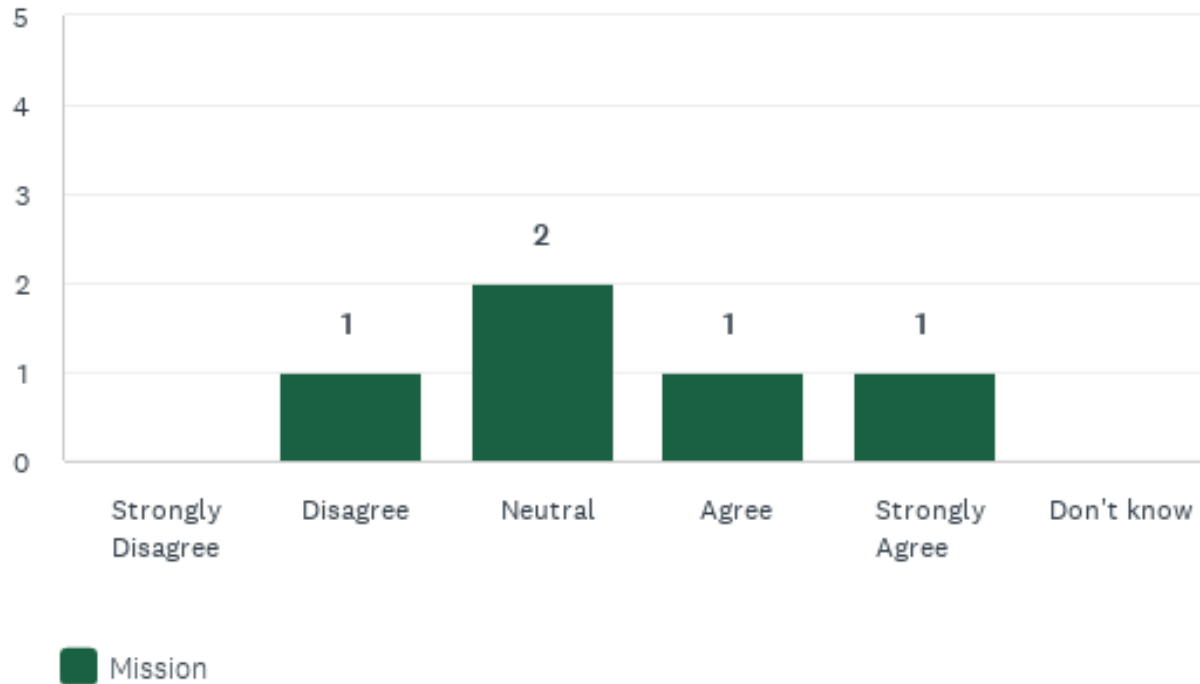
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results

**Q1: The Board uses the following Mission statement to guide its decision making: "We exist to make a difference in the health of our communities through excellence and compassion in all we do."**



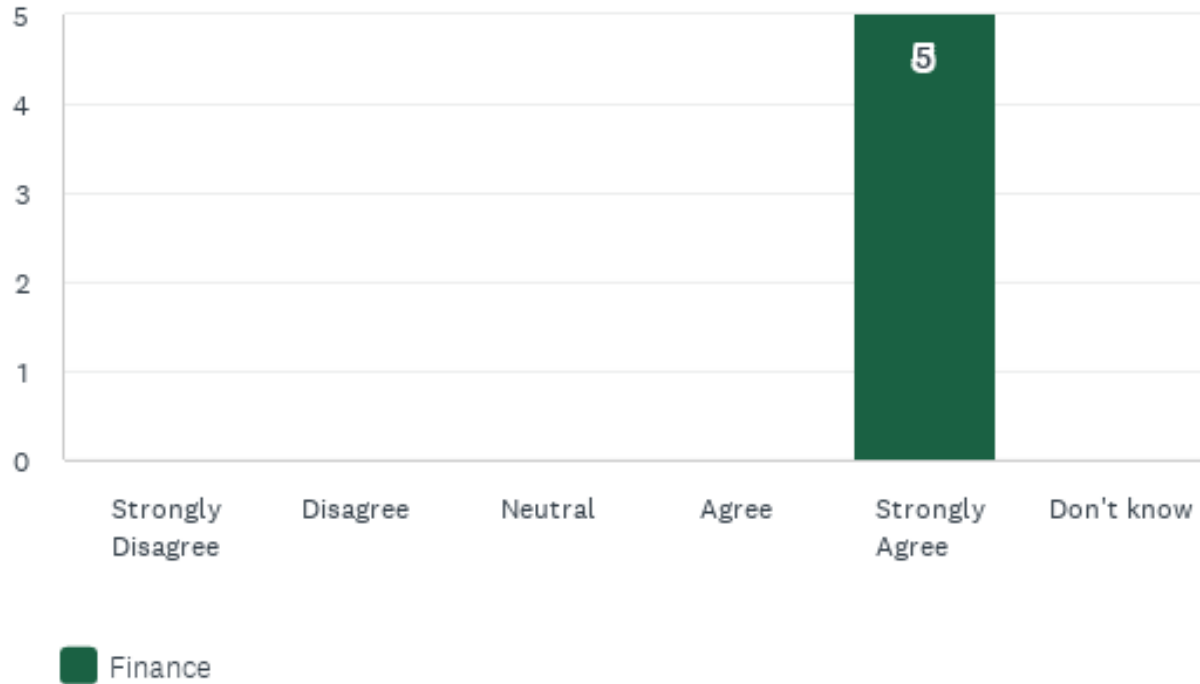
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q2: The Board regularly reviews the organization's performance against community health needs to ensure it is meeting its obligations as a healthcare district.**



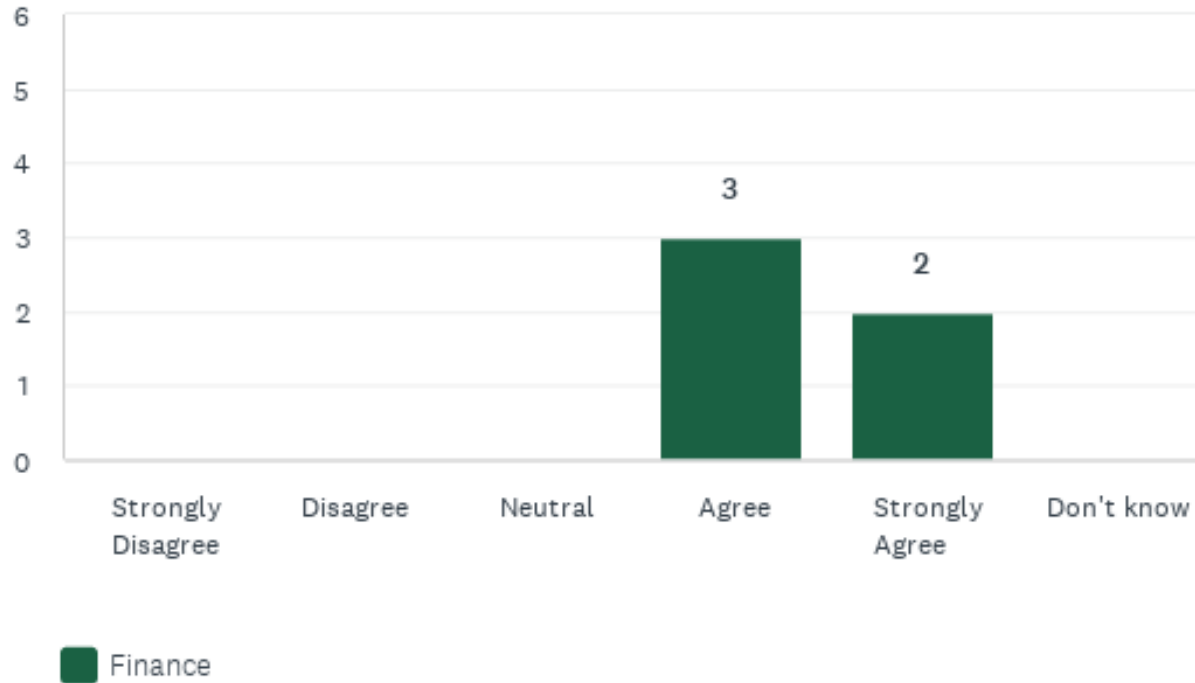
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q3: The Board monitors the organization's financial performance compared to its plans and relevant industry benchmarks.**



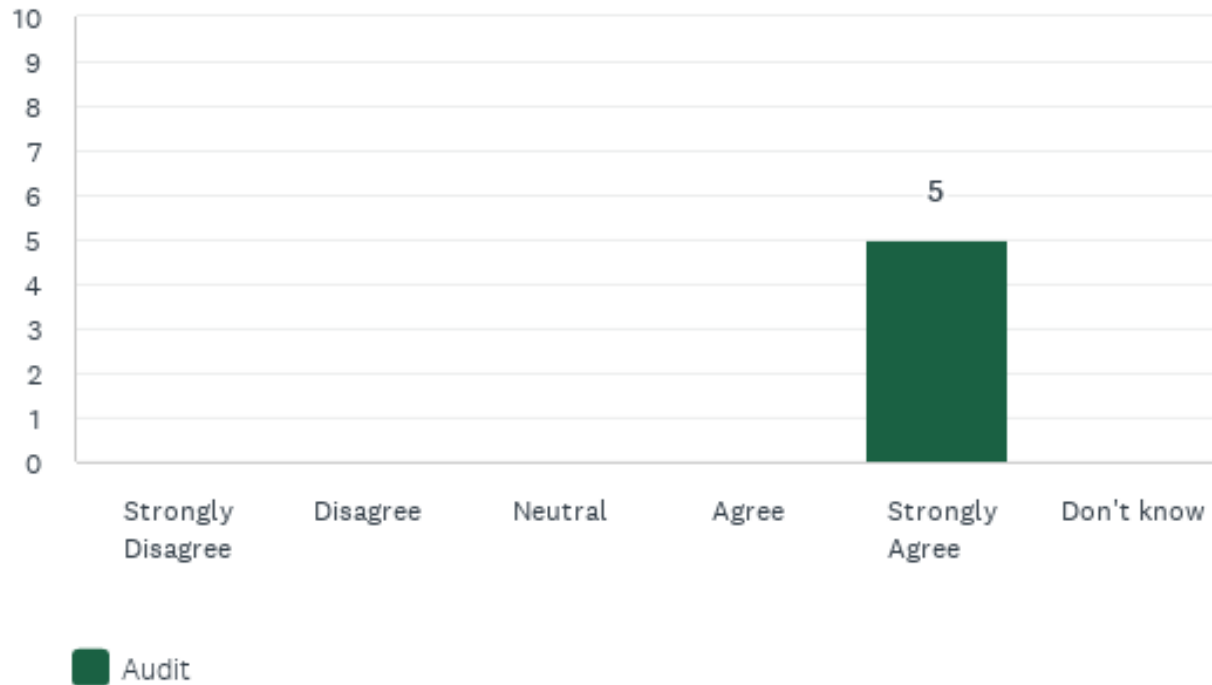
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q4: The Board demands corrective action in response to financial underperformance.**



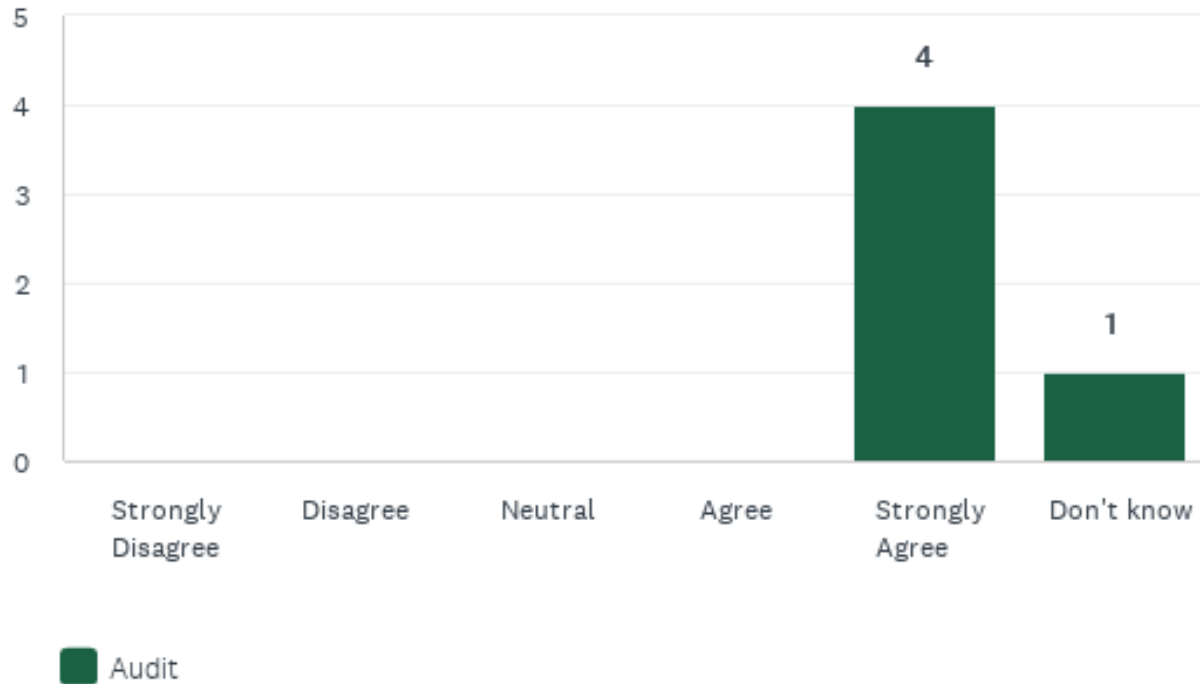
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q5: The Board is knowledgeable about the organization's external financial audit.**



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

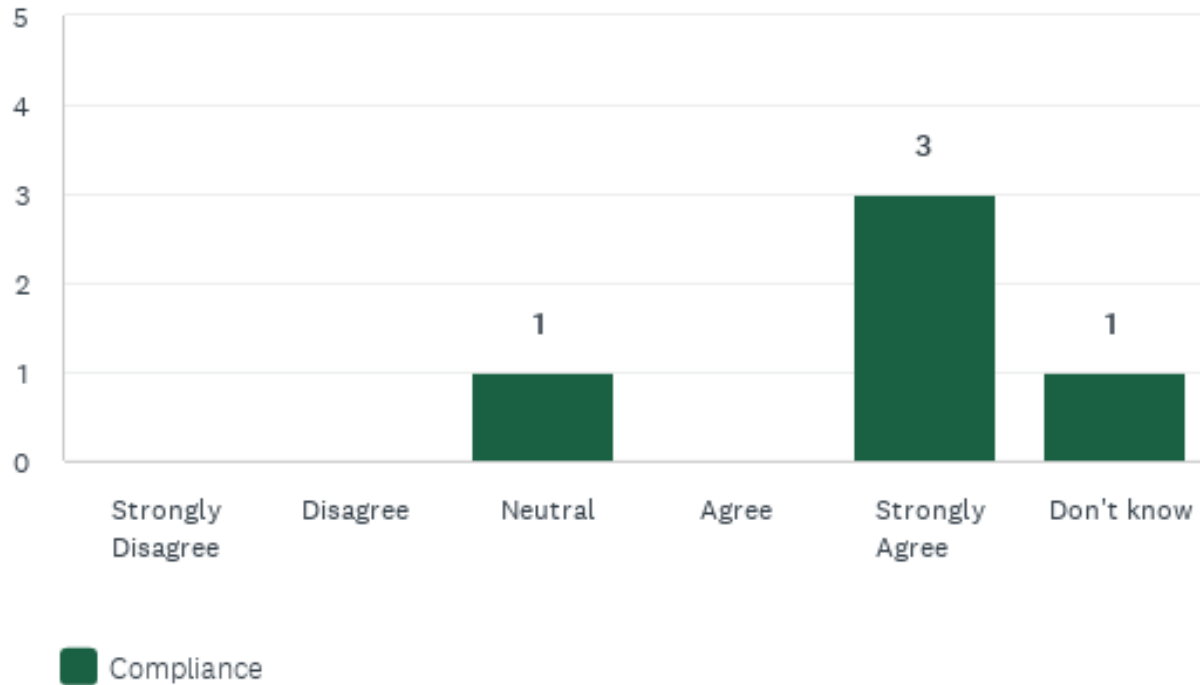
**Q6: The Board is knowledgeable about the organization's internal audit and compliance performance (i.e., non-financial)**



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

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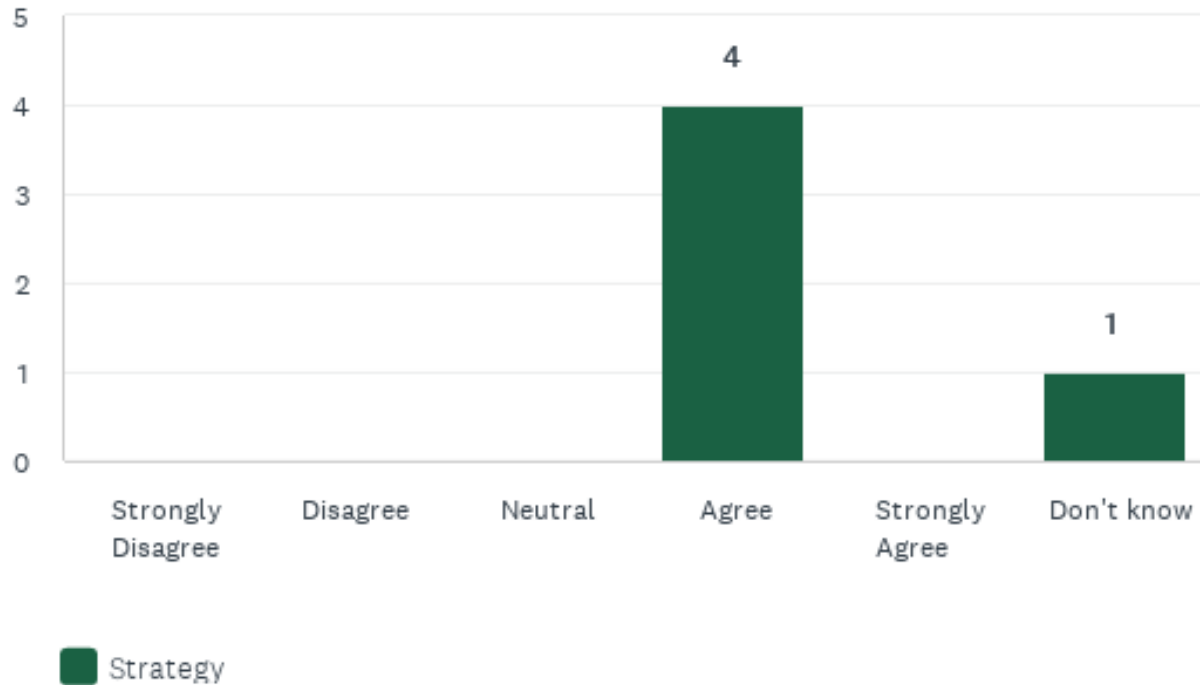
**Q7: The Board annually approves the organization's compliance plan.**





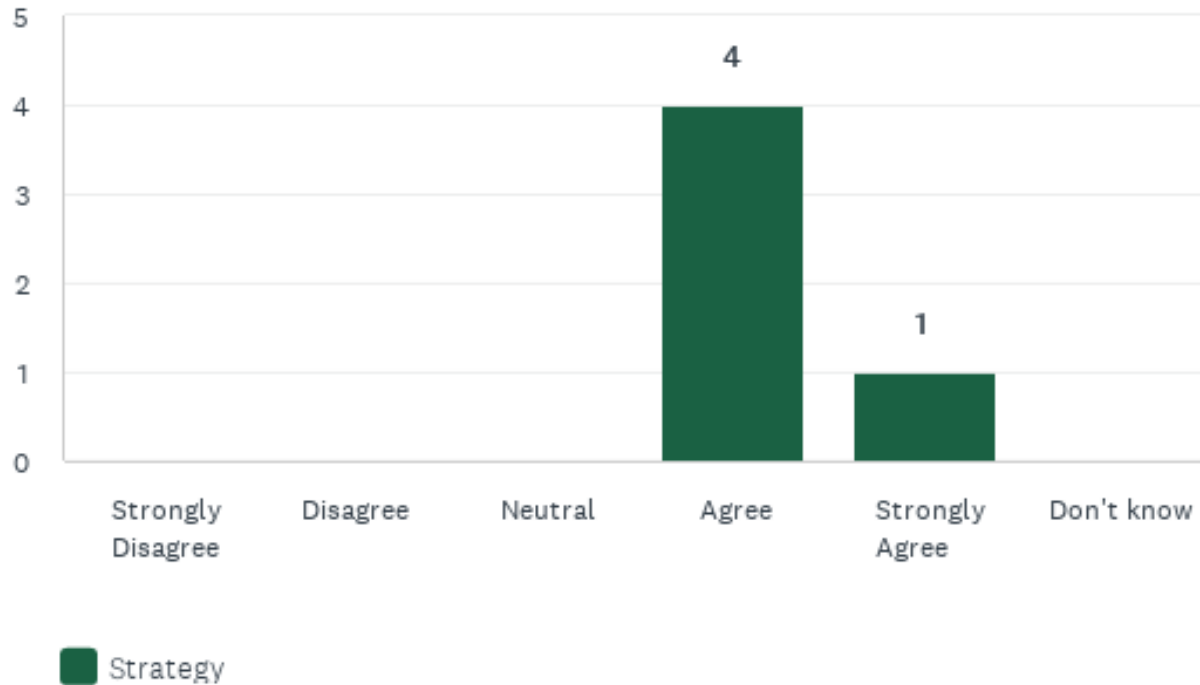
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q8: The Board receives education on strategic external and internal environmental issues and trends at least once a year.**



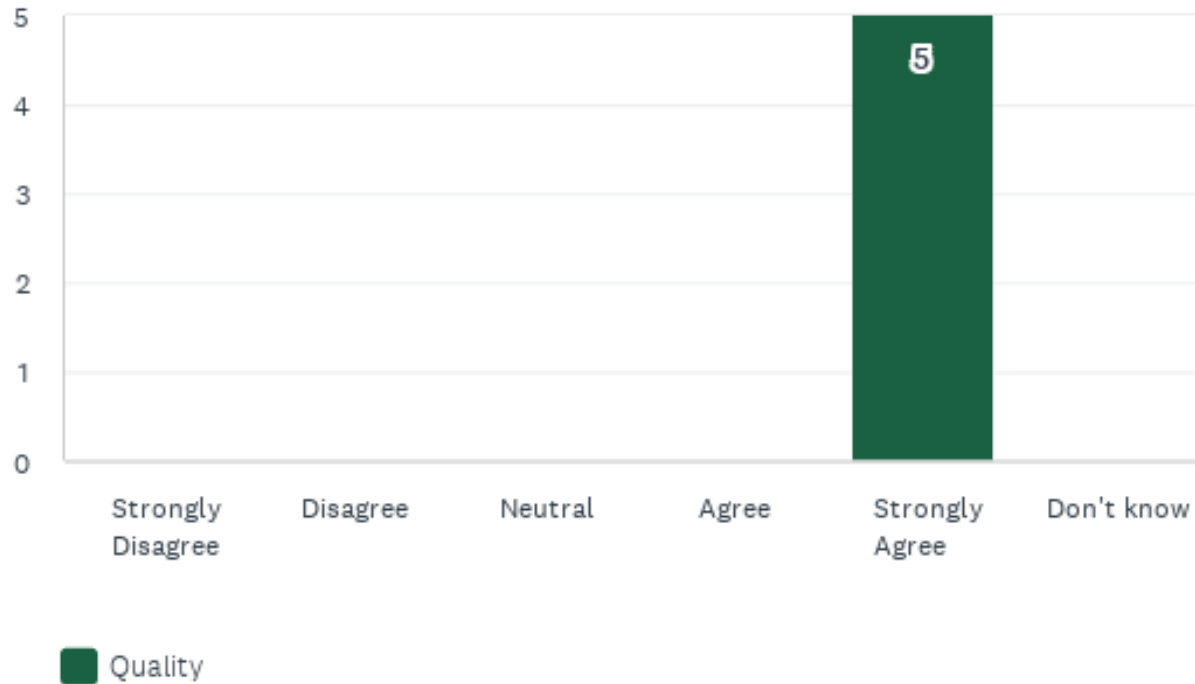
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q9: The Board is provided sufficient opportunities to engage in strategic discussion (e.g., in retreats, mini-retreats, educational sessions).**



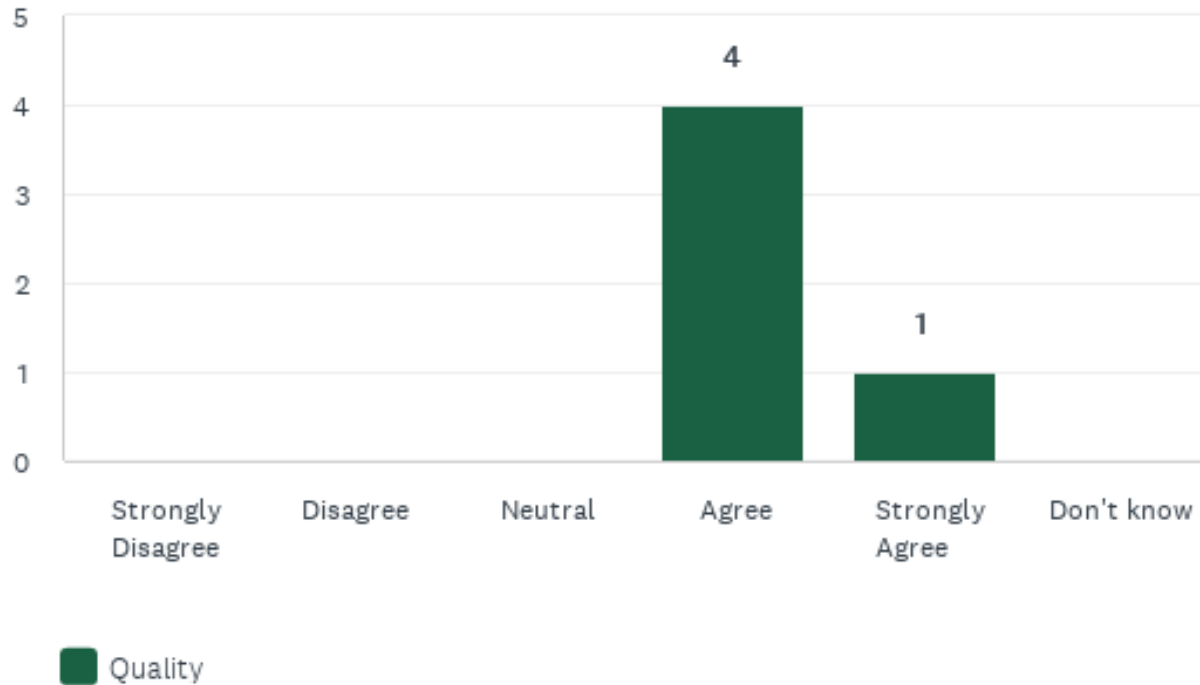
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q10: The Board approves quality, safety, and satisfaction goals.**



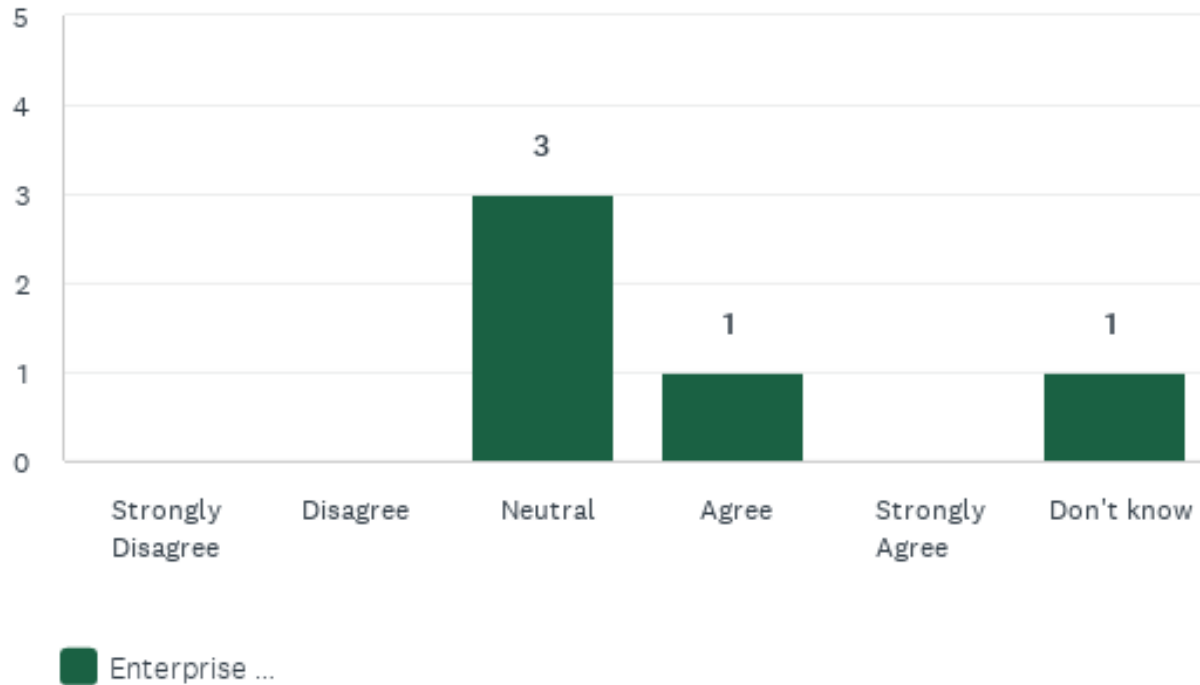
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q11: The Board demands corrective action in response to underperformance on the quality, safety and satisfaction goals (e.g., patient experience).**



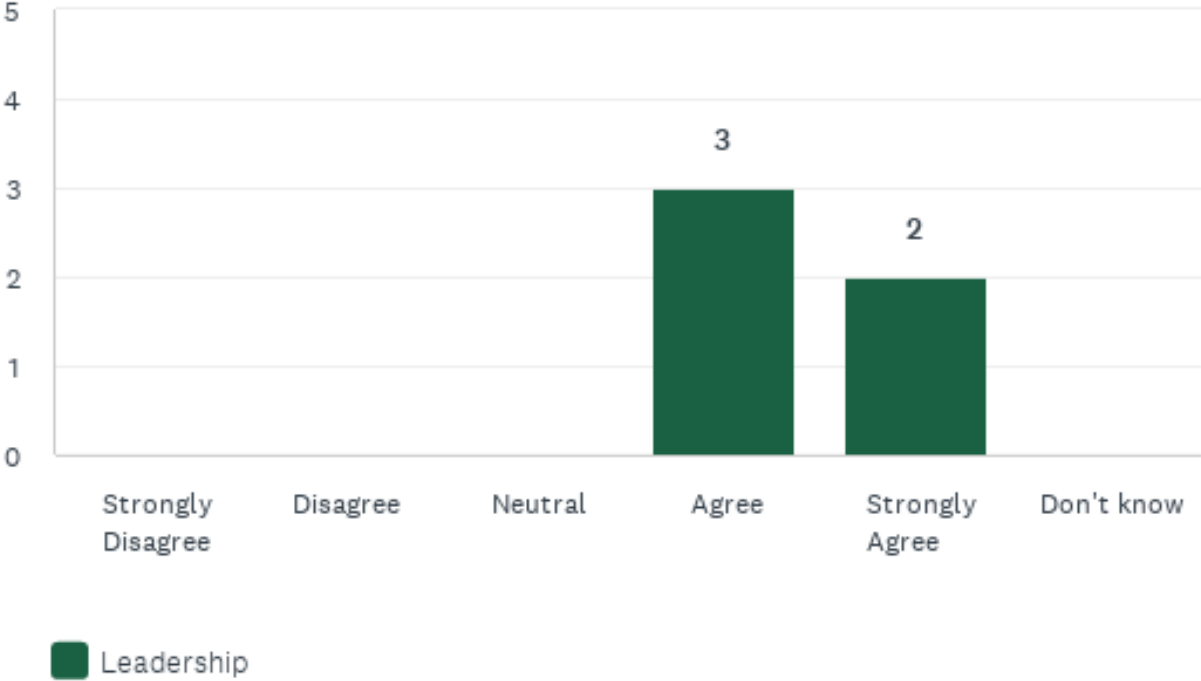
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q12: The Board is kept up to date on the results of Enterprise Risk Management assessments (e.g., fire, cybersecurity, reputational, regulatory, operational).**



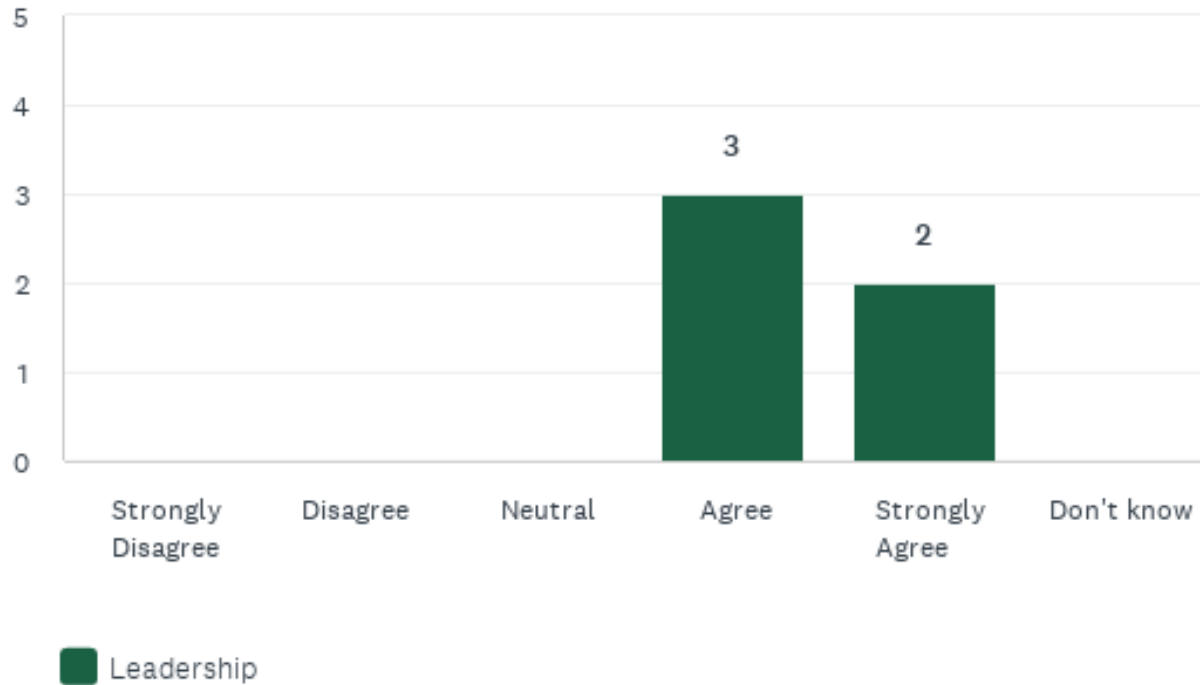
# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q13: There is a clear process in place for setting the CEO's annual goals.**



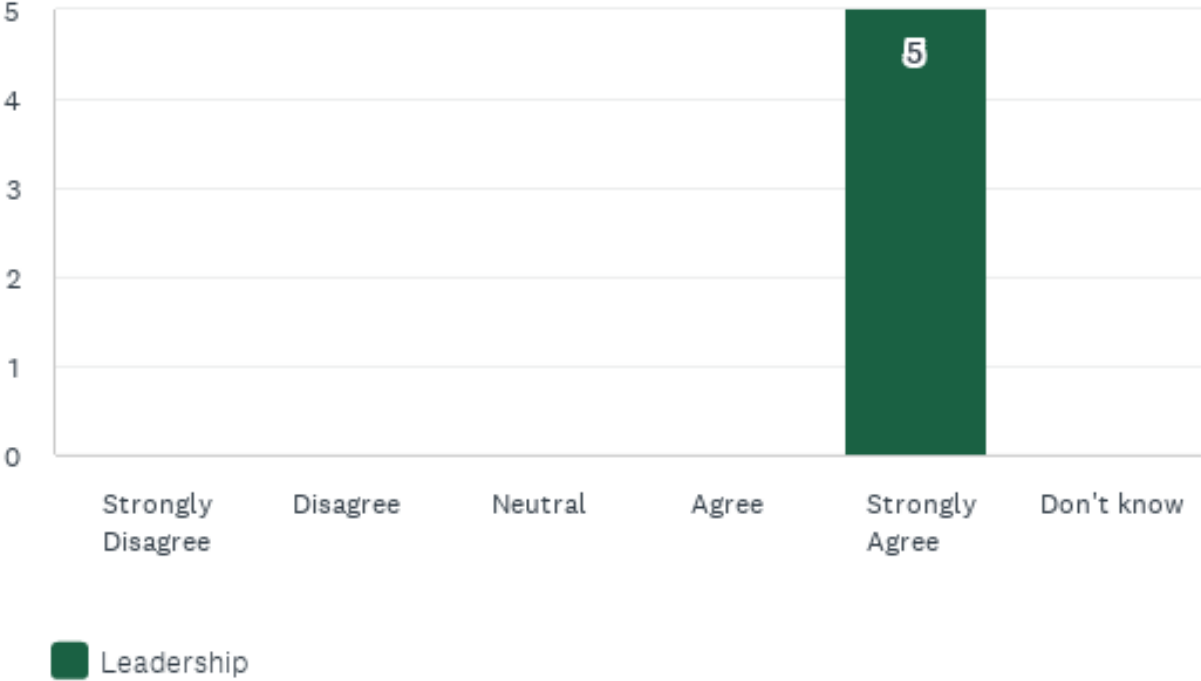
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q14: The Board holds the CEO accountable for the organization's performance.**



# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

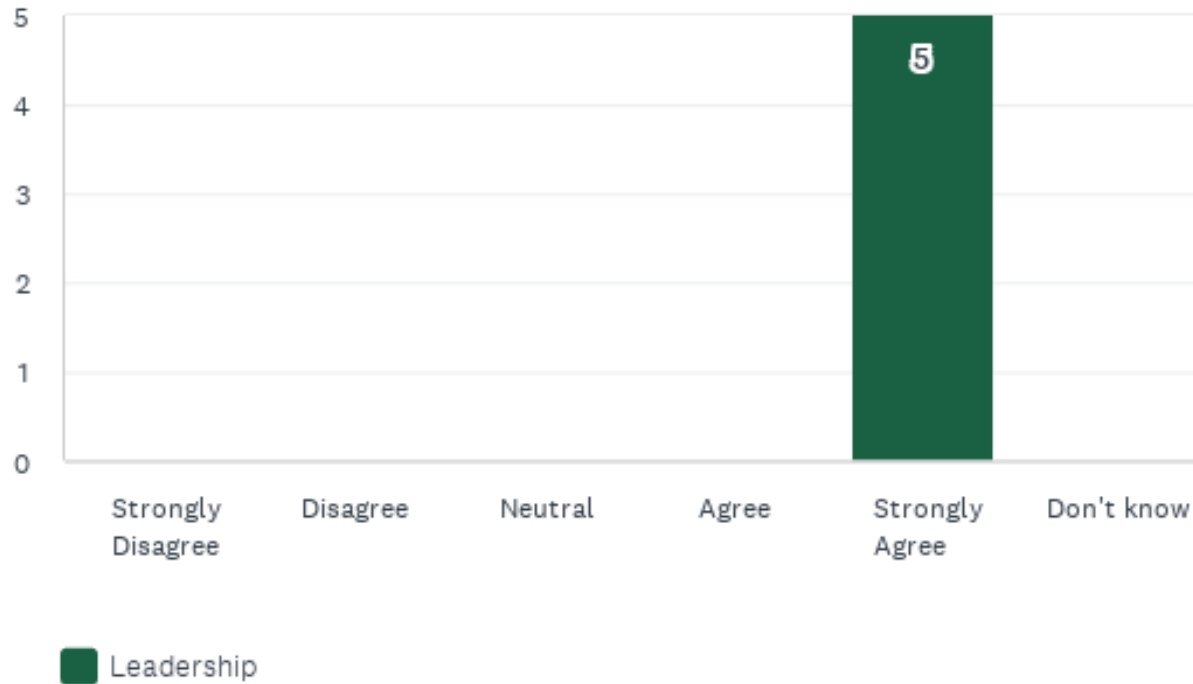
**Q15: The Board Chair runs Board meetings effectively.**





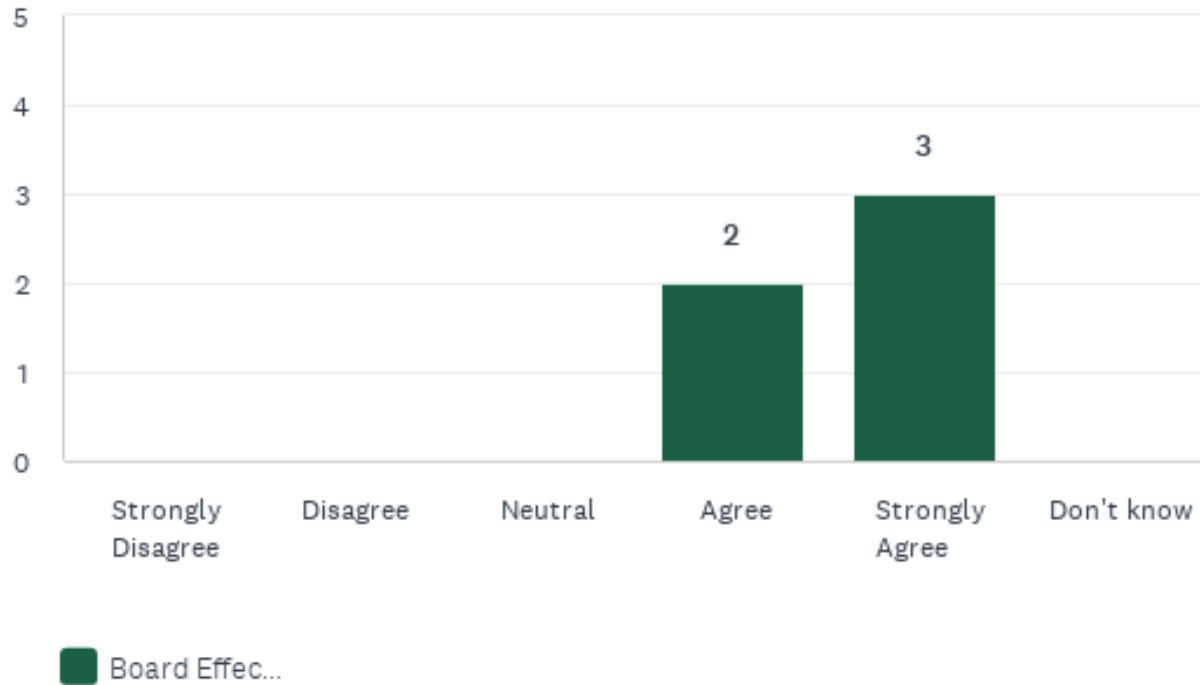
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q16: Board meetings are run respectfully, taking into consideration internal and external stakeholders (e.g., board members, management, the public).**



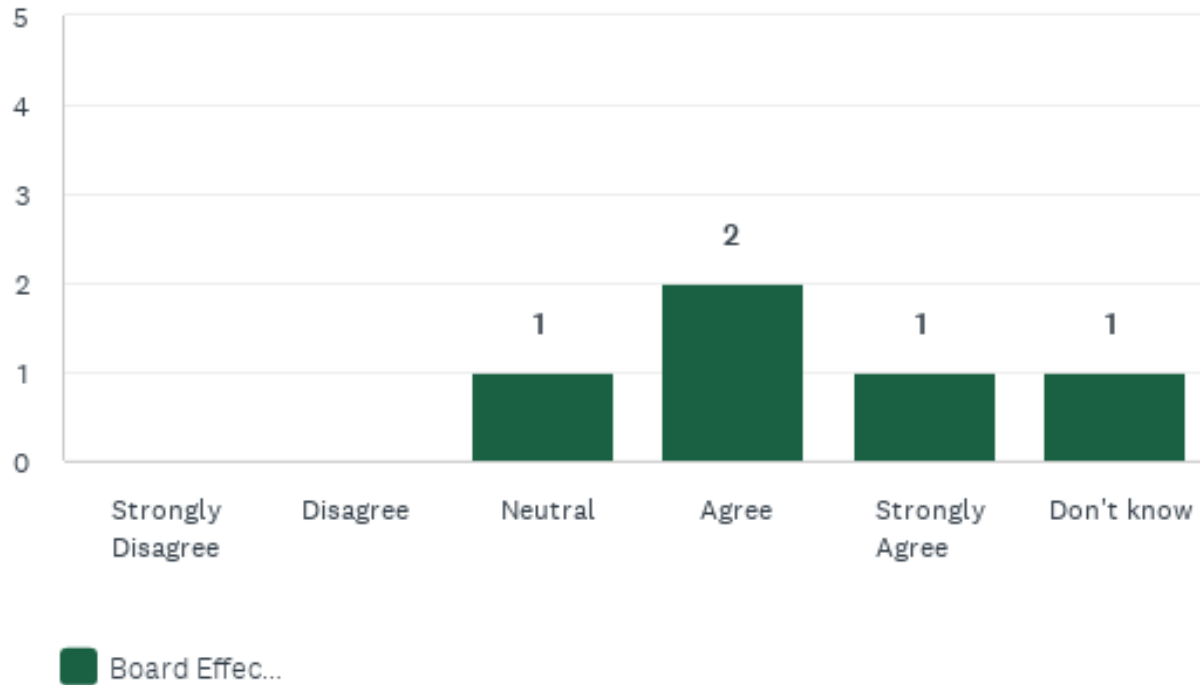
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q17: Board members receive materials with sufficient time for review prior to meetings (e.g., in alignment with best practice of 4-7 days prior to meetings).**



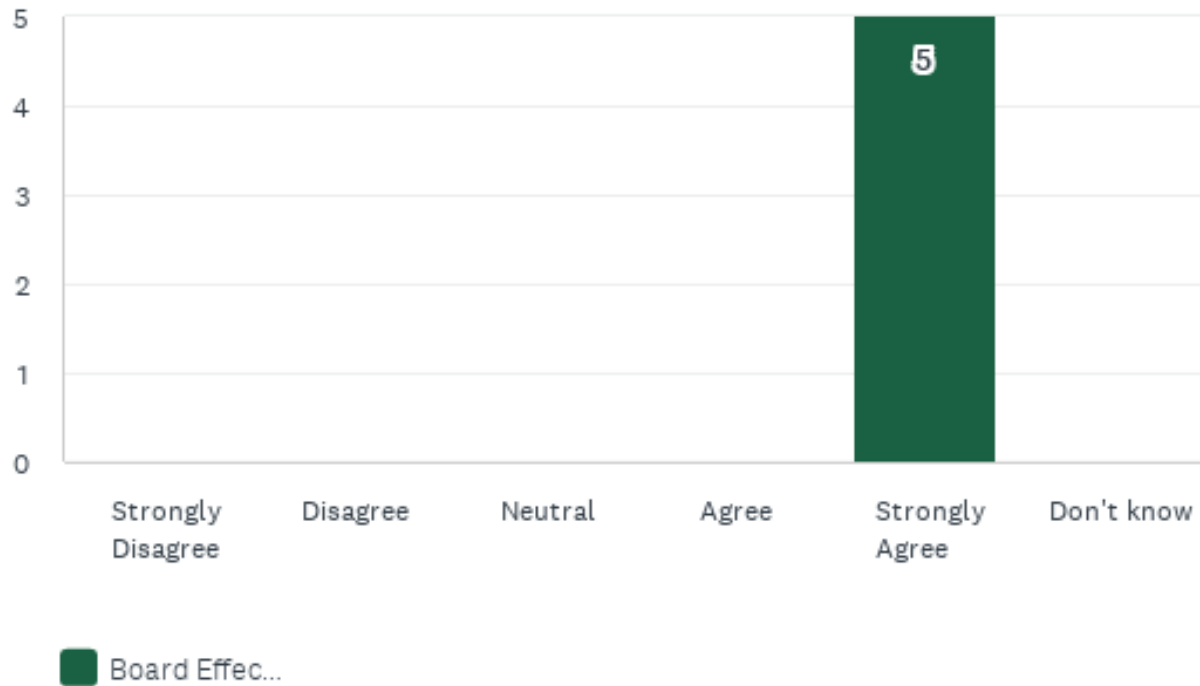
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q18: Committees contribute effectively to the work of the Board (e.g., committee work is aligned with Board priorities; committees tee up discussions for the Board).**



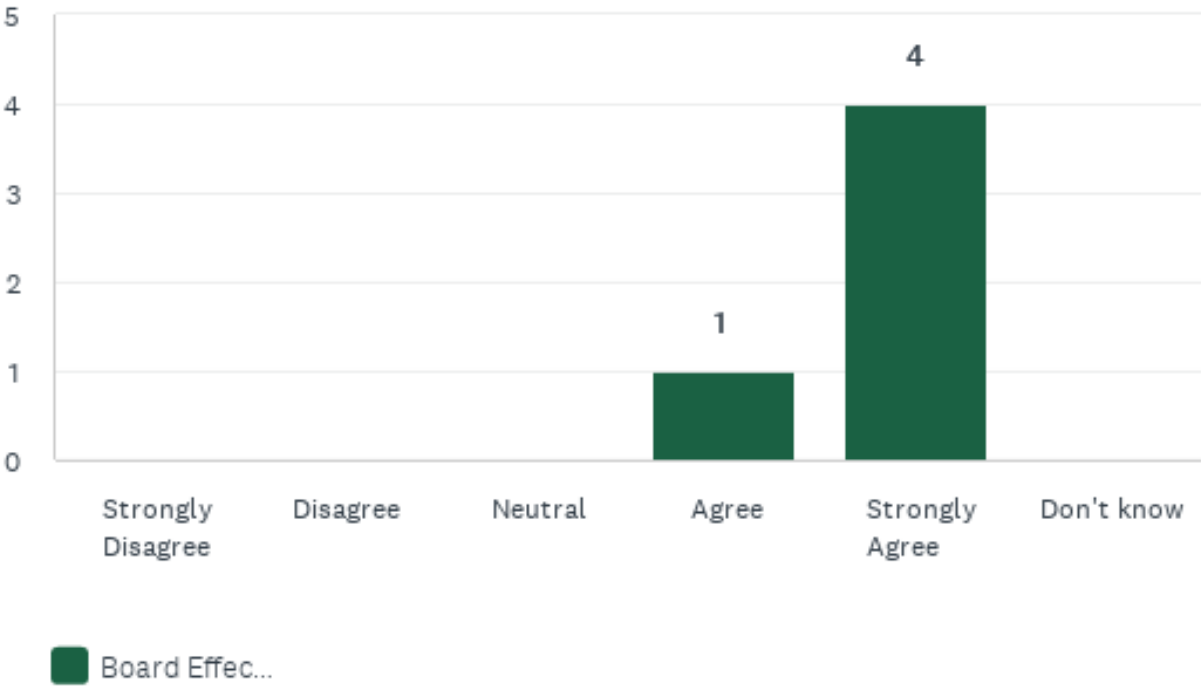
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q19: The Board is an effective working group (e.g. listens well, uses consensus decision making, is respectful of one another in deliberations, etc.).**



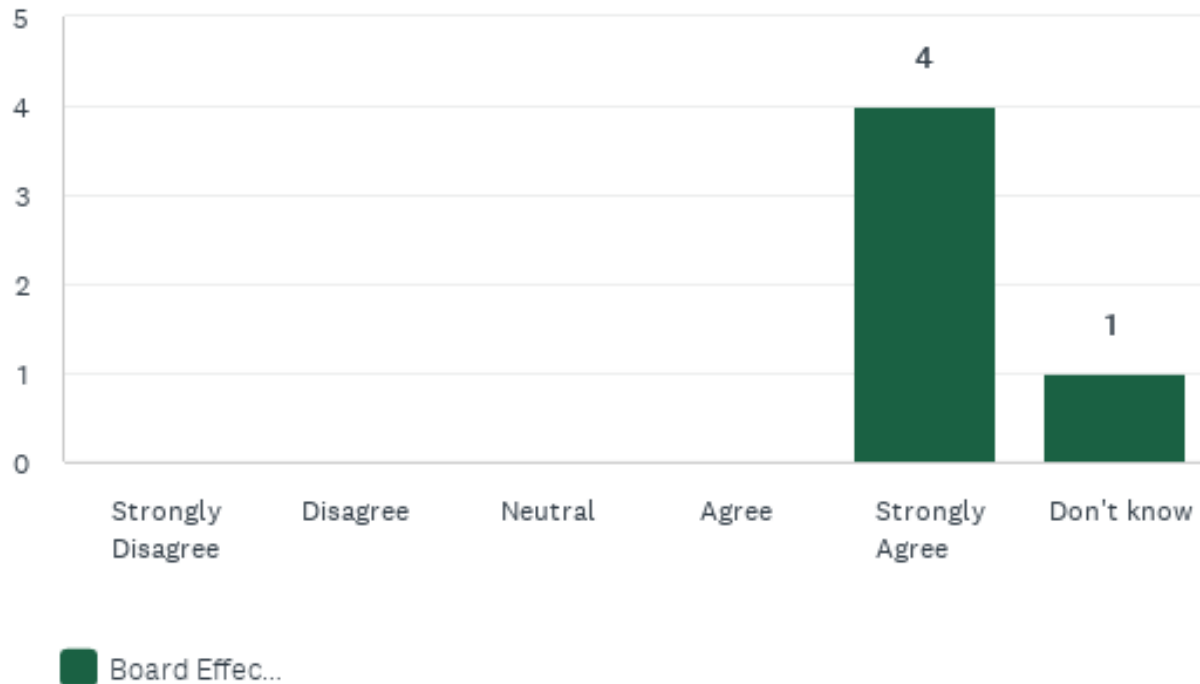
# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q20: Board members respect the distinction between the role of the Board and the role of management.**



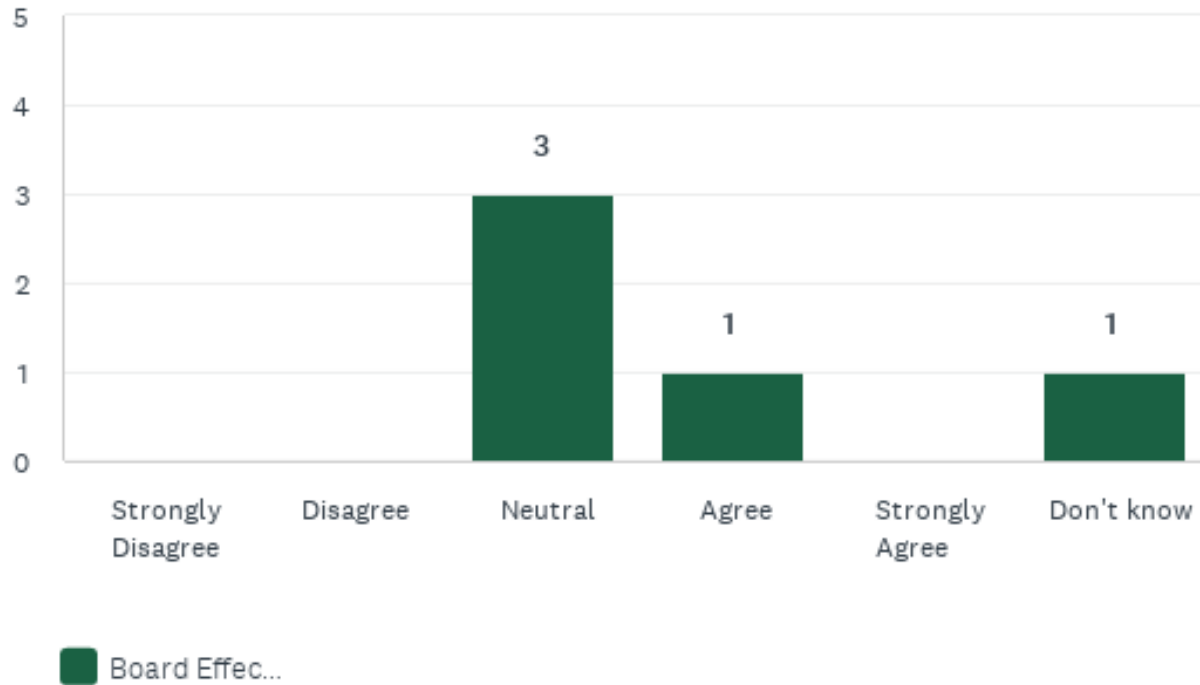
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q21: The Board has in place sufficient written Board-level policies and procedures (e.g. expectations, conflict of interest, code of conduct including confidentiality).**



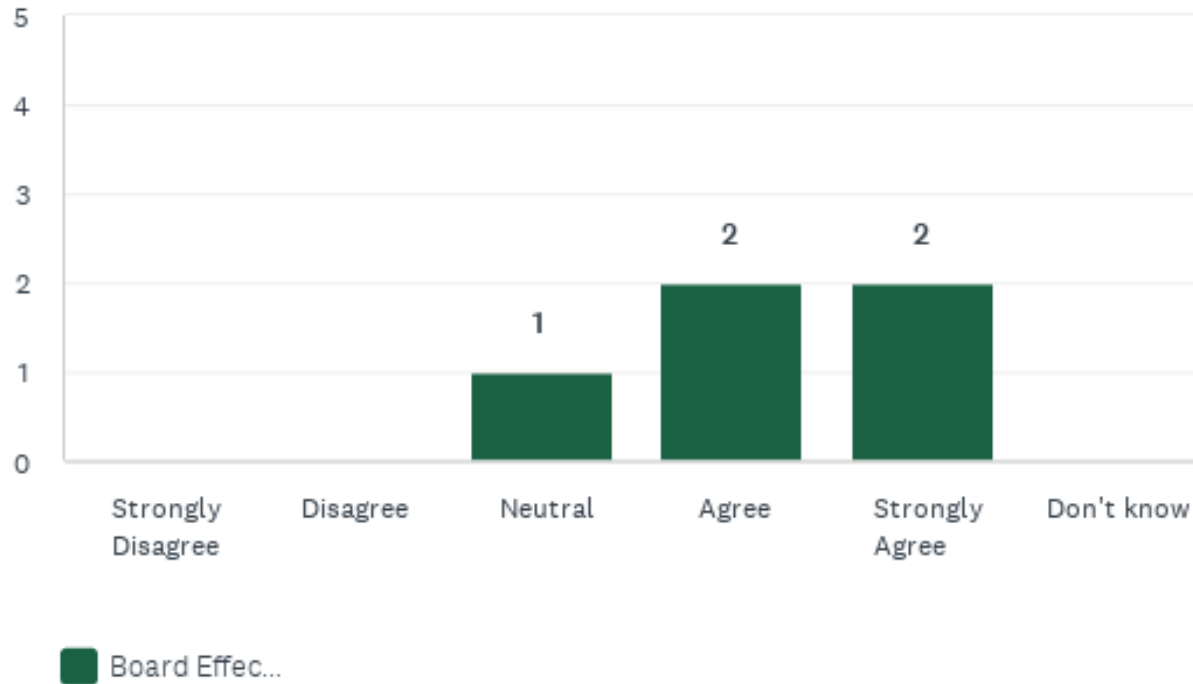
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q22: The Board has a formal plan for ongoing Board education.**



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

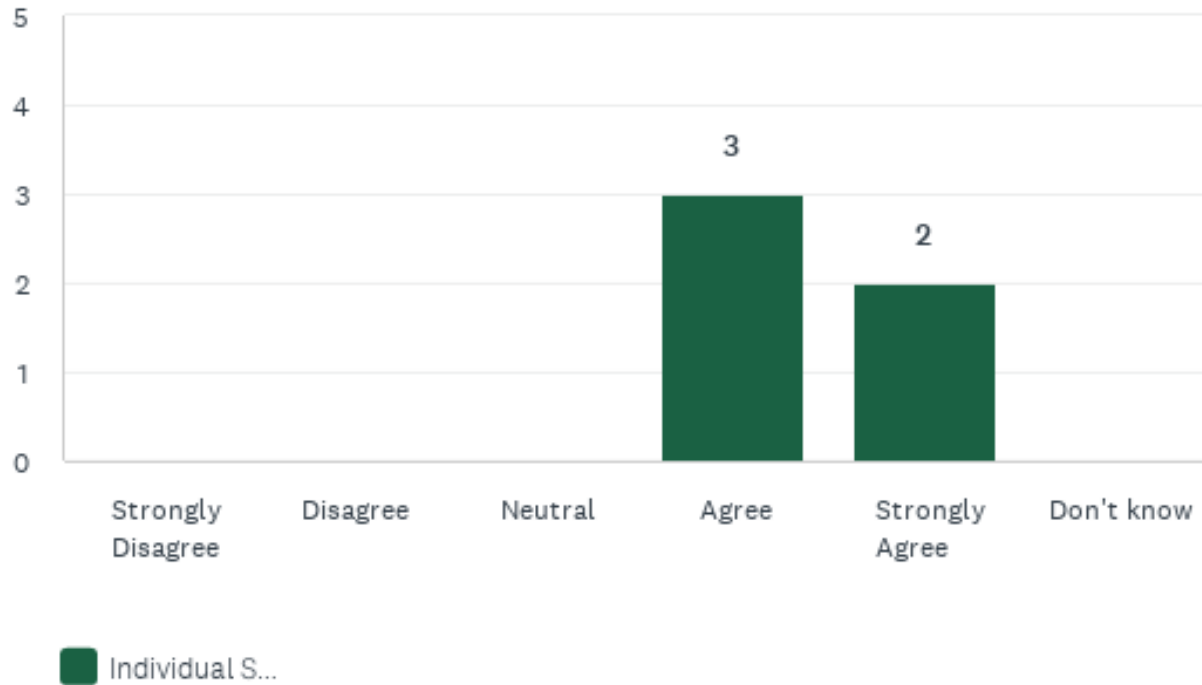
**Q23: The Board has an effective orientation program in place for new Board members.**





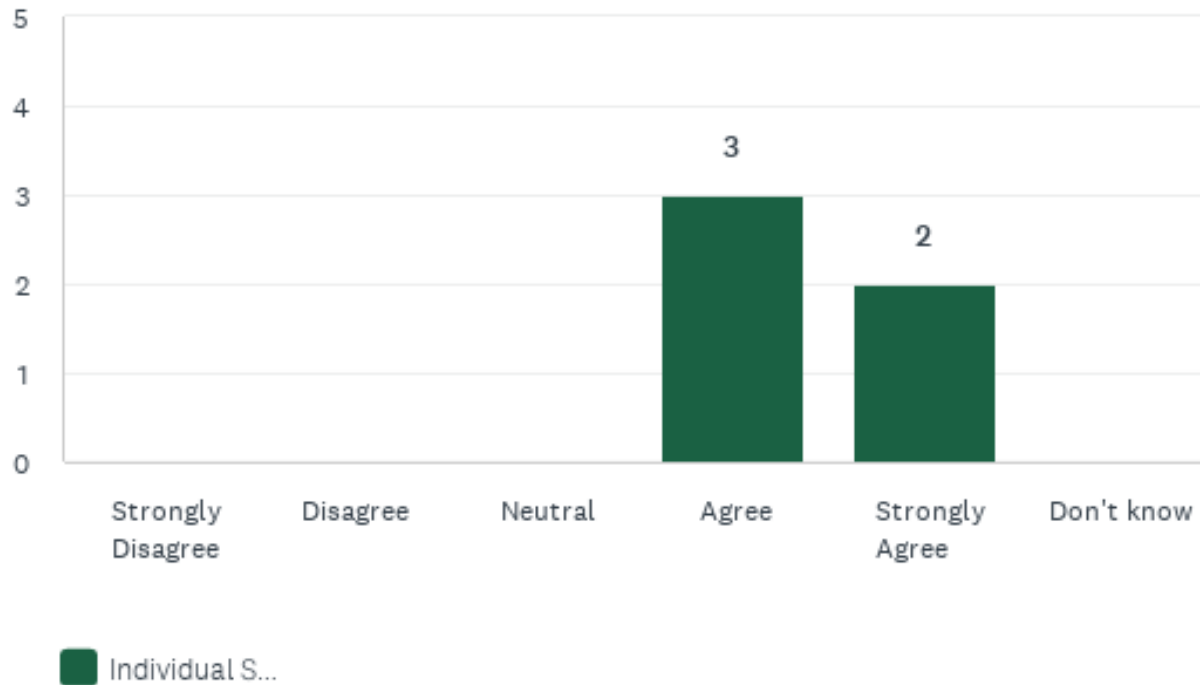
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q24: I feel comfortable voicing opinions of concern to the Board regardless of how sensitive the issue may be.**



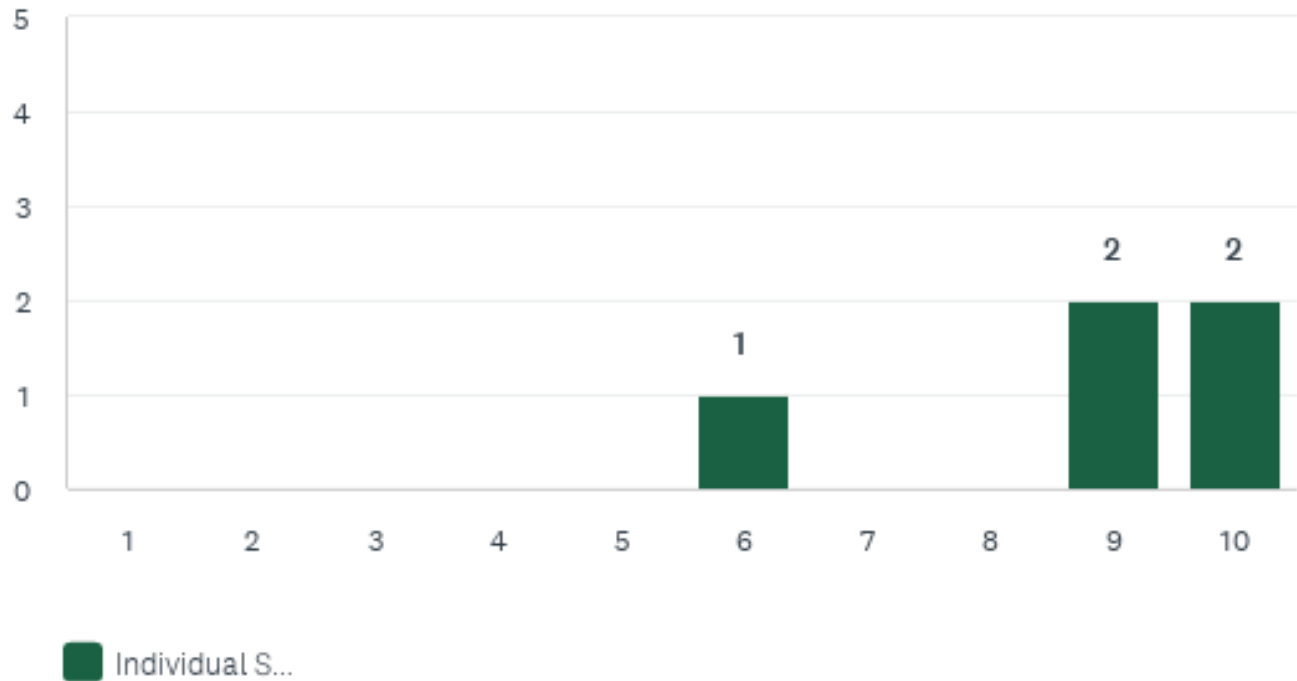
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q25: I am comfortable with the time commitment associated with Board and committee service (e.g., meeting frequency; meeting duration).**



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

**Q26: On a scale of 1 to 10, my experience as a Board member has been positive, meaningful, and engaging (10 being the highest).**



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

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### **Q26 (continued): Please explain your rating (regarding whether your Board experience has been positive, meaningful, and engaging).**

- My time on the Board has exceeded expectations. (It) has been positive because of the relationships with other Board members and leadership, and (has been) rewarding because of the impact the health system has on the community.
- With the pandemic and meetings (being) virtual, my experience has been less engaging.
- High quality people (are) trying their best to set and maintain high standards.
- In my tenure I have seen the Board go from occasionally dysfunctional to highly functional, and I greatly appreciate the opportunity, as anyone would, of playing on a winning team.
- While I enjoy the work and the people and the mission, I'm not sure that I, personally, make a difference.

## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

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### **Q27: What specific suggestions do you have for improving the effectiveness and efficiency of the Board or its committees?**

- COVID has of course limited face to face interaction, but as restrictions subside it would be great to have more direct engagement with leadership, other Board members, (retreats, etc.) and hospital staff.
- Retreats (that) focus more on Board development, ideas and function(ing). Committees schedul(ing) meetings for the year based on goals/work plan for the year.
- I am still learning. At this time, I have no suggestions.
- Revisiting quarterly specific progress made against the strategic plan.
- I would like the organization to consider bringing people onto the committees from the outside. Where appropriate, this would bring new perspectives and the ability to brainstorm. It would also help with the recruitment of potential new members.

## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

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### Q28: What additional information or education do you need to help you as a Board member?

- (I ) would always appreciate more information and direct feedback from our community on how the health system can better meet the needs of everyone. Would also appreciate more insights on how employees think the hospital can improve.
- (Identify) who (what group of people) are considered the underserved in our district (beyond those who need Behavioral health) and what community outreach is being done to assist with the improvement of their health.
- Continuing my “on-boarding” process .
- I would like to know more about the future state of health care delivery. I would like to hear topical presentations from people outside our team. I would like to hear management’s view of our SWOT.

## **TAHOE FOREST HEALTH SYSTEM 2021 BOARD SELF-ASSESSMENT JANUARY 11, 2022**

### **Work Plan and Timeline**

Here are the process steps and suggested timing of the overall project:

- **October 14-22:** Modify BSA to include approximately 25 questions using a Likert scale with the following response options: 1. *Strongly Disagree* 2. *Disagree* 3. *Neutral* 4. *Agree* 5. *Strongly Agree* and 0 (zero) *Don't Know*
- **October 22:** Send proposed BSA to Ted Owens and Martina Rochefort for review
- **October 27:** Convene Zoom meeting with Ted Owens, Martina Rochefort, Pam Knecht and Joel Emrich to review draft BSA questions and work plan
- **October 29:** Send revised BSA questions and work plan to Ted and Martina
- **November 5:** Send revised BSA questions, work plan, and preparation questions to GC
- **November 12:** Convene GC and Harry, Crystal, Judy, Ted, Martina, Pam, Joel via Zoom to review/comment on modified BSA and work plan
- **November 15-29:** Finalize BSA and draft cover letter based on GC feedback
- **December 6-17:** Distribute BSA to Board electronically; encourage response within 14 days; send reminder(s); collect responses confidentially
- **December 20 – January 4:** Analyze results and develop a report including graphic summary of results; quantitative ratings; 2020 results comparison; key themes from comments; **ACCORD's** observations and suggestions for enhancements. Also develop Power Point presentation to guide discussion on areas for improvement and relevant governance best practices for February 15-16, 2022, Board Retreat discussion
- **January 6:** Send the above to Ted and Martina for their review
- **January 13:** Provide the final report and PowerPoint to the GC in preparation for their meeting
- **January 19:** Convene a Zoom meeting with GC to finalize report and presentation in preparation for Board Retreat
- **February 8:** Provide report to the Board in preparation for the Retreat
- **February 15 or 16 (4 hours):** Present findings and facilitate discussion and action planning resulting in a limited number of Board Enhancement Goals
- **March 2:** Provide brief report including Board Enhancement Goals identified

**Charter**  
**Governance Committee**  
**Board of Directors**  
**Tahoe Forest Hospital District**

**Purpose:**

The purpose of this document is to define the charter of the Governance Committee of the District's Board of Directors and, further, to delineate the Committee's duties and responsibilities.

**Responsibilities:**

The Governance Committee of the Board shall function as a standing committee of the Board responsible for ~~addressing~~ overseeing all governance-related issues. The Committee shall develop, maintain, and implement the necessary governance-related policies and procedures that define the Hospital's governance practices.

**Duties:**

1. ~~1.~~ Conduct at least a biennial review of the Bylaws and submit recommendations to the Board of Directors as necessary ~~Board policies.~~
2. Ensure board policies are reviewed by their respective committees as needed.
2. Submit recommendations to the Board of Directors for changes to Bylaws and Board policies as necessary.
3. Develop new Board policies and procedures as necessary or as directed by the Board of Directors.
4. Advance best practices in board governance.
5. Ensure the annual board self-assessment is conducted no later than December 1.
6. Ensure a board goal setting process is conducted no later than April 30 and reviewed at the October board retreat.

~~7.~~

**Composition:**

The Committee shall be comprised of two (2) Board members appointed by the Board Chair.

**Meeting Frequency:**

The Committee shall meet as needed.

**Commented [RM1]:** Other topics for consideration:  
-board retreat agenda development  
-reference governance best practices  
-overseeing and ensuring an effective board orientation plan  
-ensure board education plan

Remove dates?