



TAHOE FOREST HOSPITAL DISTRICT

2019-06-19 Board Governance Committee

Wednesday, June 19, 2019 at 10:00am

Pine Street Cafe Conference Room - Tahoe Forest Hospital

10121 Pine Avenue, Truckee, CA 96161

Meeting Book - 2019-06-19 Board Governance Committee

06/19/19 Governance Committee

AGENDA

2019-06-19 Board Governance Committee_FINAL Agenda.pdf Page 3

ITEMS 1-4: See Agenda

5. APPROVAL OF MINUTES

2019-03-21 Board Governance Committee_DRAFT Minutes.pdf Page 5

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Governance Committee Charter DRAFT 2019_0605.pdf Page 9

6.2. Policy Review

6.2.1. ABD-02 Chief Executive Officer Compensation 2019_0613 redline.pdf Page 10

6.2.2.a ABD-19 Orientation and Continuing Education.pdf Page 12

6.2.2.b ABD-19 Onboarding of a New Board Member DRAFT.pdf Page 14

6.3. Board Governance

6.3.1. Board Agenda Format
Discussion item. No related materials.

6.3.2. Board Meeting Evaluation Surveys.pdf Page 15

6.3.3. 2017-2018 Board Self Assessment Comparison.pdf Page 25

6.3.4. Board Goals
Discussion item. No related materials.

ITEMS 7-9: See Agenda



GOVERNANCE COMMITTEE AGENDA

Wednesday, June 19, 2019 at 10:00 a.m.
Pine Street Cafe Conference Room - Tahoe Forest Hospital
10121 Pine Avenue, Truckee, CA 96161

1. **CALL TO ORDER**

2. **ROLL CALL**

Alyce Wong, Chair; Randy Hill, Board Member

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: 03/21/2019**

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

6.1. **Charter Review** ATTACHMENT

Governance Committee will review its committee charter.

6.2. **Policy Review**

Governance Committee will review and discuss the following policies:

6.2.1. ABD-02 Chief Executive Officer Compensation..... ATTACHMENT

6.2.2. ABD-19 Orientation and Continuing Education ATTACHMENT

6.3. **Board Governance**

6.3.1. **Board Agenda Format**

Governance Committee will discuss and review previous input on the template for the board agendas.

6.3.2. **Board Meeting Evaluation Surveys** ATTACHMENT

Governance Committee will review a comparison of results from two 2018 Board Meeting Evaluation Surveys.

6.3.3. **Board Self-Assessment Comparison** ATTACHMENT

Governance Committee will review a comparison results of the 2018 Board Self-Assessment.

6.3.4. **Board Goals**

Governance Committee will review and discuss development of board goals.

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

8. **NEXT MEETING DATE**

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 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 (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

Thursday, March 21, 2019 at 9:30 a.m.
Pine Street Cafe Conference Room - Tahoe Forest Hospital
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 9:30 a.m.

2. ROLL CALL

Board: Alyce Wong, Chair; Randy Hill, Board Member

Staff in Attendance: Harry Weis, Chief Executive Officer; Judy Newland, Chief Operating Officer; Ted Owens, Executive Director of Governance; Martina Rochefort, Clerk of the Board

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

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 09/28/2018

Director Hill noted two corrections to the minutes. In the first sentence of the last paragraph under 6.1.2., the word “can” needs to move after “board members”. The word “not” should be added in the next sentence after “could”.

Director Hill moved to approve the Governance Committee minutes of September 28, 2018 with the corrections stated, seconded by Director Wong.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Charter Review

Governance Committee reviewed its committee charter.

Director Wong would like to add “initiates process for annual board self-assessment” to the committee’s duties.

CEO suggested the Governance Committee have a role when there is a board vacancy and develop desired skill sets for potential board members.

Director Hill moved to approve the Governance Committee charter with the additional duties discussed, seconded by Director Wong.

David Ruderman, Assistant General Counsel, joined the meeting by phone at 9:39 a.m.

Discussion was held on the wording under composition. The committee shall be comprised of two board members. Strike “at least” and change to Board “President” to “Chair”.

Director Hill made a motion to reconsider approval of the Governance Committee charter to include the additional changes of the composition section, seconded by Director Wong.

6.2. Policy Review

Governance Committee reviewed and discussed the following policies:

6.2.1. ABD-03 Board Compensation and Reimbursement

General Counsel reviewed the edits made to ABD-03 Board Compensation and Reimbursement.

Discussion was held on Procedure, section A. Committee would like the first sentence to read: "All meetings will be documented by the Clerk within a month of attendance."

Discussion was held on Procedure, section C6. In response to Counsel's comment, committee felt the word tuition needed to be clarified. Counsel recommended "tuition" be changed to "education registration."

Director Hill moved to recommend policy for full board approval with modifications as discussed, seconded by Director Wong.

6.2.2. ABD-14 Inspection and Copying of Public Records

General Counsel reviewed the edits made to ABD-14 Inspection and Copying of Public Records.

Counsel noted the resolution at the beginning of the policy can be omitted. Exhibit A heading should be changed to "Procedures" and Exhibit B heading should be changed to "Policy."

Crystal Betts, Chief Financial Officer, joined at 10:05 a.m.

Discussion was held on section C1 on page 15 of the packet. Counsel recommended the District set a time limit. Otherwise, the decision not to disclose would never become final. There is not a statute that dictates a time limit but counsel recommended 10 days. Committee agreed to add "within 10 days of Chief Executive Officer's decision" to the third sentence in section C1.

Director Hill moved to recommend ABD-14 Inspection and Copying of Public Records for board approval with modifications discussed, seconded by Director Wong.

6.2.3. ABD-17 Manner of Governance for the TFHD Board of Directors

Executive Director of Governance recommended retirement of ABD-17 Manner of Governance for the TFHD Board of Directors. The policy does not read well and most of the content is covered in the board bylaws, other board policies or order and decorum. Committee agreed.

Director Hill moved to recommend that ABD-17 Manner of Governance for the TFHD Board of Directors be retired, seconded by Director Wong.

6.2.4. Board Self-Assessment Policy

Governance Committee discussed development of a policy for the Board Self-Assessment.

Governance Committee directed Clerk of the Board to create a draft policy outlining the Board Self-Assessment will be sent out annually on December 1. Clerk will email the draft policy to committee for feedback.

6.3. Board Governance

6.3.1. Follow up on Overall Meeting Effectiveness

Governance Committee had a follow up discussion on overall meeting effectiveness.

Governance Committee wanted to continue use of the agenda item cover sheet. Clearly written motions are helpful to board members. The cover sheet helps keep the information succinct. Director Hill noted some presentations still provide a lot of data.

Executive Director of Governance noted a result of the committee's work was agenda items now have a uniform look.

Committee would like to keep quarterly meeting evaluations. Committee will review results. Any recommendations will be made to full board.

Content had not yet been decided for board presentation template. Committee will revisit this at a later time.

Presentations that are received on a regular basis, such as quality, could be shortened. The Board would like content for presentations to be high level.

It would be helpful to have bigger education presentations broken up so that board member questions can be answered.

6.3.2. Board Education Plan for 2019

Governance Committee discussed developing a board education plan for the 2019 calendar year.

The board would like a follow up presentation of High Reliability Organization training, highlighting the journey of its rollout.

The committee felt the board would like to hear more on how the Rural Health Clinic (RHC) is going to improve access and help with financial stability and what the District is putting into it. Board members need more basics to be able to explain RHCs. CEO stated RHCs are a way to get fairly reimbursed by Medi-Cal and Medicaid.

The committee requested a presentation on different payors.

Director Hill would like to continue working on this topic and suggested having quarterly discussions about education. Education should continue to be included on the agenda.

6.3.3. Annual Board Goal Setting

Governance Committee reviewed and discussed the 2018 Board Action Plan.

The current status of items 6 and 8 can be moved to *In Process*. Biannual Board/Medical Staff leadership events have taken place. Committee would like the third bullet under item 8 to be deleted.

CFO departed the meeting at 10:50 a.m.

Clerk was asked to send a quarterly calendar invite reminder for “mission moments” to Executive Director of Governance.

Committee will add discussion of a revised new member orientation program to the next Governance Committee agenda.

Executive Director of Governance noted item 15 had been completed.

6.3.4. 2018 Board Self-Assessment

Item will be discussed at board retreat.

Clerk of the Board will email the results to the full board.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

Board education will be a recurring board meeting topic.

8. NEXT MEETING DATE

Governance Committee will meet as needed.

9. ADJOURN

Meeting adjourned at 11:00 a.m.

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 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. Conduct at least a biennial review of the Bylaws and Board policies.
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. ~~As Ensure, in conjunction with the Board Chair,~~ the annual board self-assessment and board goal setting process is conducted.

Composition:

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

Meeting Frequency:

The Committee shall meet as needed.

REVISED June 5, 2019

ABD-02 Chief Executive Officer Compensation

PURPOSE

Tahoe Forest Hospital District ("TFHD") Board of Directors wants to ensure that the compensation decisions for the Chief Executive Officer are competitive, fair and equitable as well as compliant with appropriate regulatory guidelines and representative of best market practices.

POLICY

It is the responsibility of the Board Executive Compensation Committee to review executive compensation and manage the Chief Executive Officer contract renewal process. The Board Executive Compensation Committee is composed of two board members and is appointed annually by the Board President.

PROCEDURE

A. Total Compensation

The Executive Compensation Committee will review survey data from various sources including, but not limited to, the California Hospital Association Executive Compensation Survey, third party compensation expert, and other targeted data. Survey comparisons will be to like size healthcare systems. Review of standalone facilities and healthcare systems will include the size of the organization, scope of services offered, gross/net revenue, operating expenses, number of FTE's, number of beds and scope of responsibility (e.g. Bi-state organizations, Multi-specialty Clinic services) and other applicable information.

Total compensation for the Chief Executive Officer position with TFHD may include, but not limited to:

1. Base salary

- ~~1.2.~~ Personal leave
- ~~2.3.~~ Long Term Sick Leave
- ~~3.4.~~ \$1,000,000 life insurance benefit
- ~~4.5.~~ Automobile allowance
- ~~5.6.~~ Housing assistance
- ~~6.7.~~ Health, dental and vision insurance
- ~~7.8.~~ Long Term Disability policy
- ~~8.9.~~ Participation in Money Purchase Pension Plan
- ~~9.10.~~ Employer match into 457 Deferred Compensation Plan
- ~~10.11.~~ Discretionary deferred compensation
- ~~11.12.~~ Incentive Compensation Plan
- ~~12.13.~~ Severance agreement

B. Target

The 50th percentile of current pay practices will be targeted to establish base compensation. "At Risk" compensation and other rewards will be targeted at above industry standards to offset base pay at the 50th percentile. It is our intention to provide total compensation comparable to industry standards with a focus on mountain community healthcare systems. Due to the housing market forces in our area, additional housing related benefits may be included in a total compensation package. These benefits may be more generous than industry standards due to local market and housing conditions.

The Board maintains the discretion to pay base compensation in excess of the 50th percentile based on other factors such as experience and results and to pay total compensation up to the 100th percentile based on extraordinary results.

C. Other factors

Other factors such as competitive market forces, each individual's job responsibilities are also considered in TFHD compensation and benefit decisions. These may include:

1. Organizational complexity (the number and variety of services and/or organizational units).

2. Current and future management challenges (such as bankruptcies, major financing, construction projects, consolidations, increased competition, etc.).
3. The availability or lack of availability of staff experts.
4. The depth and breadth of the executive's knowledge and experience.
5. The rate of organizational growth.
6. The executive's value in the labor market as reflected, in part, by his salary history elsewhere.
7. The hospital's prior success in recruiting and retaining competent executive personnel.
8. Fees charged for comparable services by recognized hospital management companies.

ABD-19 Orientation and Continuing Education

POLICY:

It is the policy of the Board of Directors of Tahoe Forest Hospital District to provide for the continuing education of all Board Members. It is also the policy to ensure that all new Board Members are appropriately oriented concerning the hospital's mission, organization, scope of services, long range plans, legal responsibilities, quality assurance program and the governing board and medical staff bylaws of the hospital.

PROCEDURE:

- A. In carrying out the above policy concerning orientation of new Board Members, the following materials and information will be provided: An orientation to the physical plant of Districts' facilities. This will be conducted by the Chief Executive Officer or designees.
1. Orientation materials will include a copy of the Mission Statement, Organizational Chart, Business Goals and Objectives/Strategic Plan, QA Plan , Guidelines for the Conduct of Business Policy, and other information pertinent to the role and responsibilities of the new Board Member. An overview of these documents discussing their importance, legal implications and relevance will be provided as well by the Chief Executive Officer. An additional manual will be made which will contain the Tahoe Forest Hospital District, Medical Staff and Auxiliary Bylaws, and the policies of the Board of Directors.
 2. A copy of the District's operating and capital expenditure plan for the current fiscal year for review with the Chief Executive Officer.
 3. Scheduling for attendance at the next convenient Governance educational event.
 4. A copy of the current Quality Improvement Program of the District.
 5. The District has implemented a [Board Portal](#) to help board members organize and streamline the governance process, and to support best practices. The Portal contains:
 - a. Board Meeting Books and the Board Manual;
 - b. Committee Workrooms
 - c. Calendar
 - d. Directory; and
 - e. A Resource Library (including, but not limited to, relevant journals, texts and conference materials).

Access to the Portal is maintained by the Executive Assistant who assigns access permissions.

6. The District's Conflict Of Interest Code and Statement Of Economic Interest.
7. A meeting with the District's legal counsel. The purpose of this meeting will be to review in greater detail various aspects of hospital law that impact upon governing board members, including The Brown Act.
8. The standard agenda format for governing board meetings.
9. The District's most recently completed financial audit, as well as the current financial report on District's operations.
10. The system facility master plan.
11. The District's Foundations' Mission Statements.

B. Documentation Updates

1. Orientation/Board Reference Manual binders will be periodically updated and maintained.

C. Procedure For Providing Continuing Education

1. In carrying out the Board of Director's policy concerning continuing education, the following procedures will be offered:
2. Board Members are expected to expand their knowledge of District governance and key healthcare issues. Attendance at a relevant program at least annually will be encouraged. To ensure financial resources are spent in alignment with the Mission, Vision and Strategic Plan of the District, the Chief Executive Officer will apprise Board Members of educational opportunities as they arise.

3. As necessary, relevant in-service educational programs will be conducted in conjunction with the Board meeting scheduled for that month. The subjects that will be covered during this in-service will relate to various medico-administrative issues, new technology, quality assurance, Board Member responsibilities, etc.
4. All reasonable expenses arising out of the continuing education and orientation activities required by this policy will be reimbursed using the procedures as outlined in the Board of Directors policy entitled [Board of Directors Compensation and Reimbursement](#) ABD-3.

D. Documentation Procedure

1. In carrying out the governing board's policy concerning orientation and continuing education, the following documents will be maintained:
 - a. A checklist documenting adherence to the governing board's policy on orientation will be maintained for each Board Member.
 - b. A file documenting formal continuing education attendance at the governing board level will also be maintained.
 - c. Upon completion of a Board Member's attendance at a seminar/course/workshop, the Board Member shall deliver an oral or written report to the Board as a whole so as to allow others to gain from the attendee's experience.

Related
Policies/Forms:

References:

Policy Owner:
Clerk of the
Board

Approved by:
Chief
Executive
Officer

DRAFT ABD-19 Onboarding of a New Board Member

POLICY

Tahoe Forest Hospital District will provide essential knowledge of the District to all incoming board members within thirty (30) days of election or appointment.

PROCEDURE

When onboarding, new board members complete the following steps:

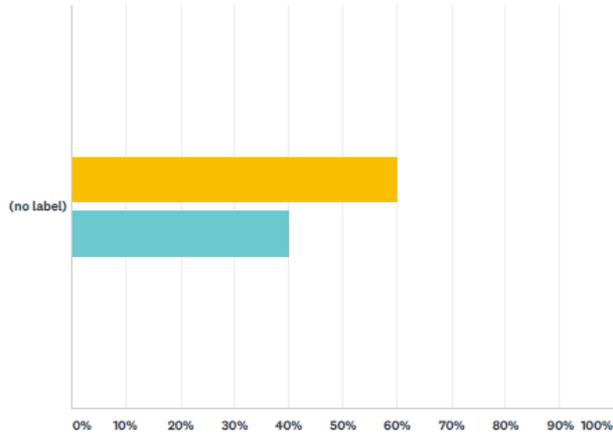
- | | |
|----------------------------------|--|
| Human Resources | 1. Completes and signs necessary paperwork with Human Resources. |
| | 2. Reviews benefit package with Benefits Coordinator. |
| Clerk of the Board | 3. Receives tablet, user ID and email. |
| | 4. Completes FPPC Statement of Economic Interests Form 700. |
| | 5. Initiates required regulatory training (i.e. AB1234 Ethics training, Sexual Harassment Prevention training). |
| Chief Executive Officer | 6. Meets with Chief Executive Officer to review the Mission, Vision, Values, Organizational Chart, Strategic Plan and Master Plan of the District. |
| General Counsel | 7. Meets with General Counsel to review Brown Act, public meeting procedures, etc. |
| Executive Director of Governance | 8. Reviews Order & Decorum |

Additional materials on governance, quality and finance topics will be distributed electronically.

Jan/Feb/Mar 2018 Meeting Evaluation

Q1 Overall, the meeting agendas were clear and included appropriate topics for board consideration.

Answered: 5 Skipped: 0



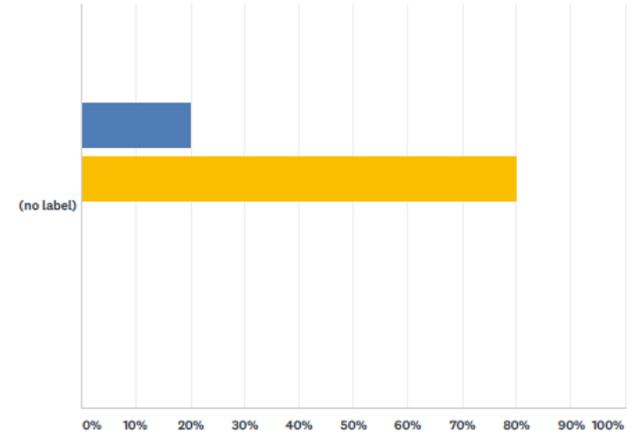
Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

#	COMMENTS	DATE
1	I believe it will take some time and effort to shift our agendas to include more strategic discussions	3/28/2018 4:11 PM

Apr/May/Jun 2018 Meeting Evaluation

Q1 Overall, the meeting agendas were clear and included appropriate topics for board consideration.

Answered: 5 Skipped: 0



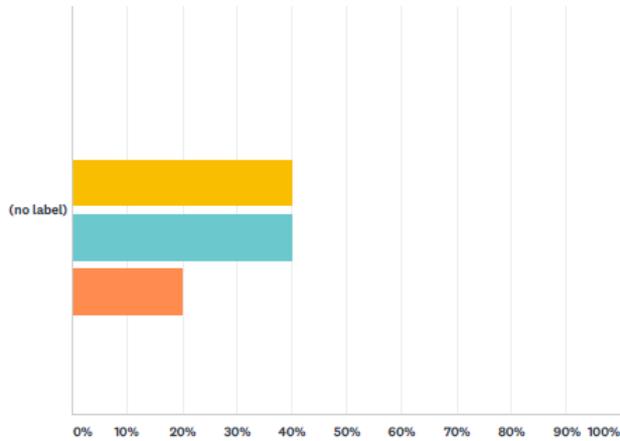
Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

#	COMMENTS	DATE
1	Meetings are getting tighter with an improving level of strategic and policy topics.	9/2/2018 2:35 PM

Jan/Feb/Mar 2018 Meeting Evaluation

Q2 The board packet & handout materials were at a 'governance level' and an appropriate number of pages.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

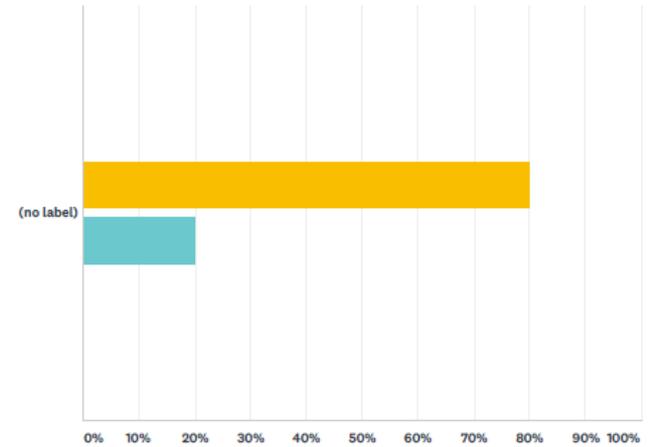
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	40.00%	40.00%	20.00%	0.00%	5	2.20
	0	0	2	2	1	0		

#	COMMENTS	DATE
1	You know where this is coming from: Materials are primarily operational in content.	3/31/2018 10:36 AM
2	Appreciates when chiefs and directors write a succinct narrative summary explaining all the data they produce on grafts...CFO has been consistently doing it and now Quality is starting.	3/28/2018 5:48 PM
3	Again, headed in the right direction, but more work to be done with just summary info and less detail	3/28/2018 4:11 PM

Apr/May/June 2018 Meeting Evaluation

Q2 The board packet & handout materials were at a 'governance level' and an appropriate number of pages.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

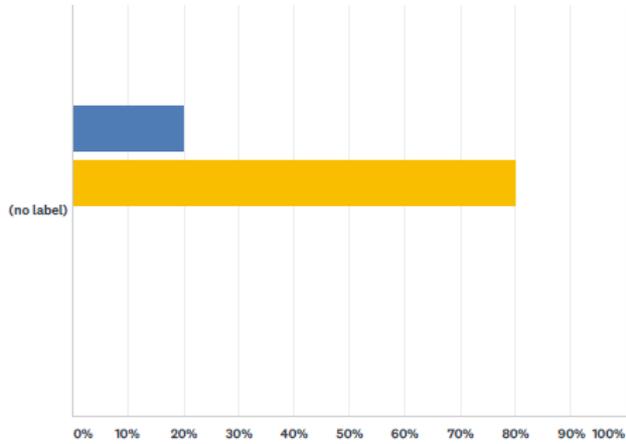
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	80.00%	20.00%	0.00%	0.00%	5	2.80
	0	0	4	1	0	0		

#	COMMENTS	DATE
1	Because the agenda is still predominately a series of reports mixed with policy, there is still a lot of data. Not sure how we define "governance level".	9/2/2018 2:35 PM
2	Improved with Quality streamlining and making reports/PowerPoints more concise	8/31/2018 1:51 PM
3	The use of the agenda cover sheet is helpful but would be better if the presenters included the "thought items"	8/30/2018 11:03 AM

Jan/Feb/Mar 2018 Meeting Evaluation

Q3 The board packet was distributed far enough in advance to allow sufficient time to review.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

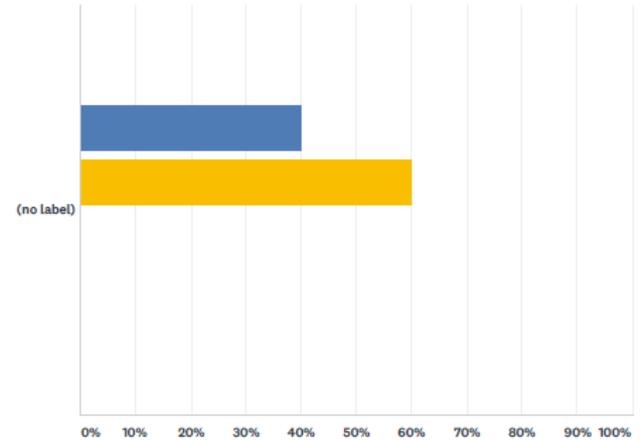
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	80.00%	0.00%	0.00%	0.00%	5	3.20
	0	1	4	0	0	0		

#	COMMENTS	DATE
1	Would prefer getting packet the Friday before the meeting.	3/28/2018 5:48 PM

Apr/May/June 2018 Meeting Evaluation

Q3 The board packet was distributed far enough in advance to allow sufficient time to review.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

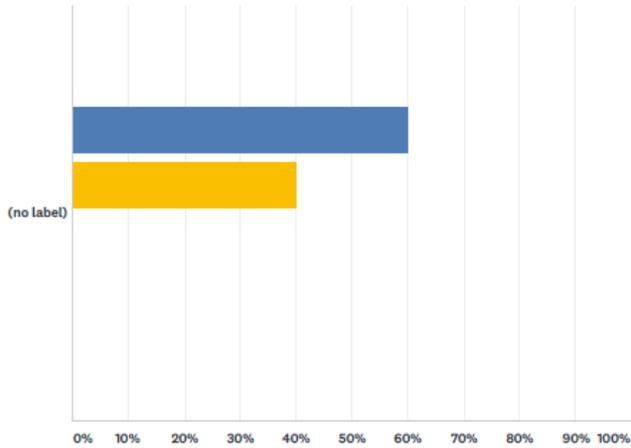
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	40.00%	60.00%	0.00%	0.00%	0.00%	5	3.40
	0	2	3	0	0	0		

#	COMMENTS	DATE
1	Always on time and sometime early.	9/2/2018 2:35 PM
2	Again with more concise reports packets are less overwhelming to read in days before the General Board meeting.	8/31/2018 1:51 PM
3	Appreciate the efforts to get the materials to us the Friday before. Very helpful.	8/30/2018 11:03 AM

Jan/Feb/Mar 2018 Meeting Evaluation

Q4 The board packet & handout materials were easy to access and review.

Answered: 5 Skipped: 0

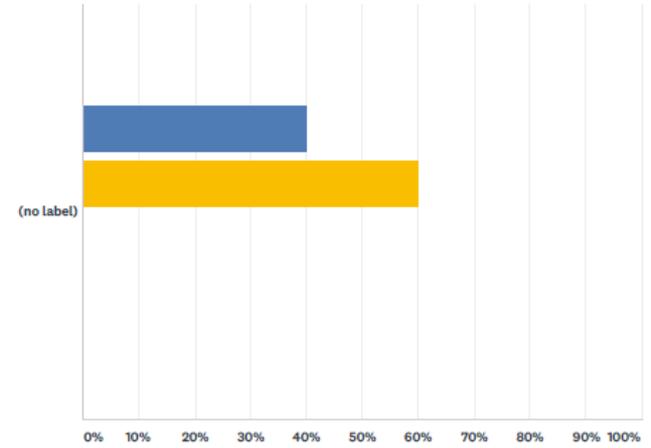


Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

Apr/May/Jun 2018 Meeting Evaluation

Q4 The board packet & handout materials were easy to access and review.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	60.00%	40.00%	0.00%	0.00%	0.00%	5	3.60
	0	3	2	0	0	0		

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	40.00%	60.00%	0.00%	0.00%	0.00%	5	3.40
	0	2	3	0	0	0		

Jan/Feb/Mar 2018 Meeting Evaluation

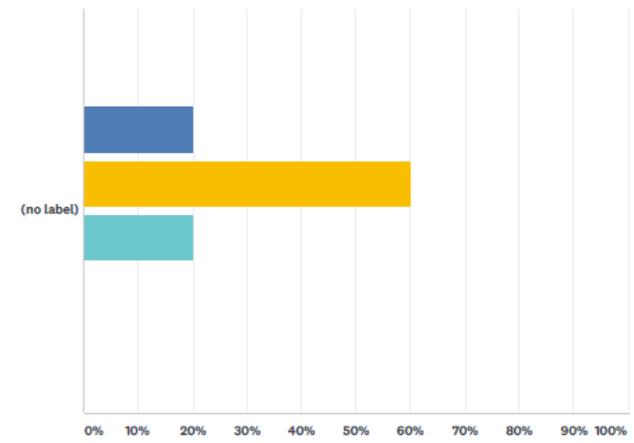
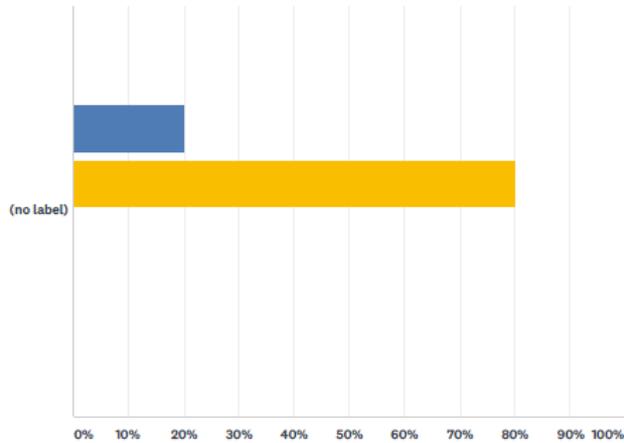
Apr/May/Jun 2018 Meeting Evaluation

Q5 There was enough time to discussion at the meetings.

Q5 There was enough time to discussion at the meetings.

Answered: 5 Skipped: 0

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	80.00%	0.00%	0.00%	0.00%	5	3.20
	0	1	4	0	0	0		

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	60.00%	20.00%	0.00%	0.00%	5	3.00
	0	1	3	1	0	0		

#	COMMENTS	DATE
1	More than enough time on most of agenda. Would like to have more time on things like the HCA presentation and other strategic issues.	9/2/2018 2:35 PM
2	Closed session discussions seem to go overtime but able to pick up after open session. Really appreciate when a topic like the Community Health Assessment is lengthy and potential questions by the Board, it is best having a separate meeting.	8/31/2018 1:51 PM

Jan/Feb/Mar 2018 Meeting Evaluation

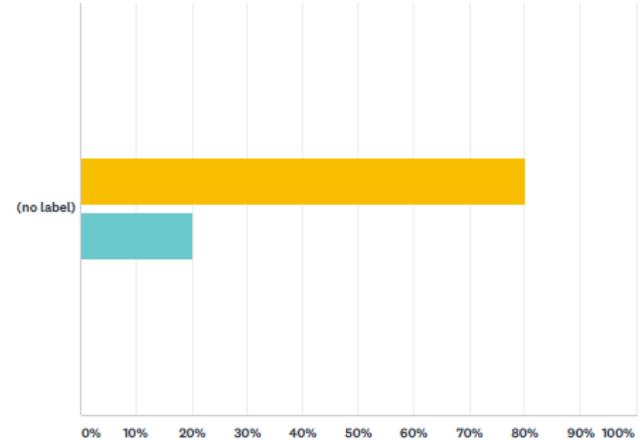
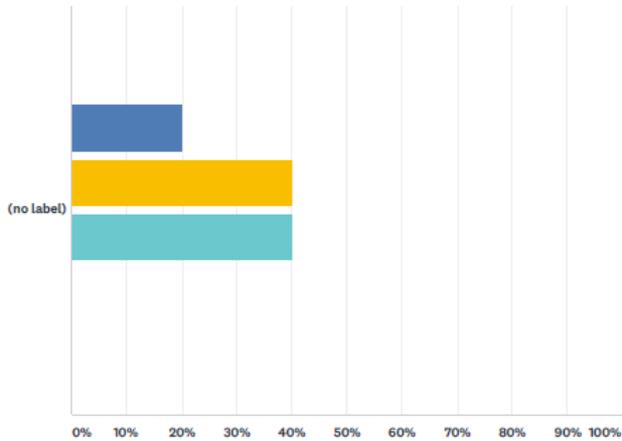
Apr/May/June 2018 Meeting Evaluation

Q6 The meeting discussions were relevant and productive.

Q6 The meeting discussions were relevant and productive.

Answered: 5 Skipped: 0

Answered: 5 Skipped: 0



■ Exceeded Expectations
 ■ (no label)
 ■ Meets Expectations
 ■ (no label)
 ■ Below Expectations
 ■ N/A

■ Exceeded Expectations
 ■ (no label)
 ■ Meets Expectations
 ■ (no label)
 ■ Below Expectations
 ■ N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	40.00%	40.00%	0.00%	0.00%	5	2.80
	0	1	2	2	0	0		

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	80.00%	20.00%	0.00%	0.00%	5	2.80
	0	0	4	1	0	0		

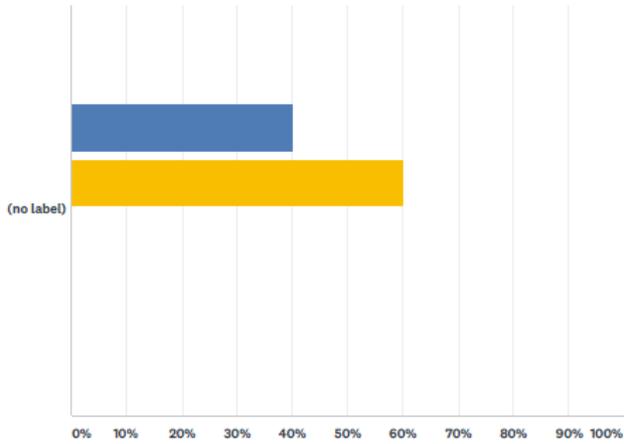
#	COMMENTS	DATE
1	The meeting discussions will become more relevant as we shift to strategic issues.	3/28/2018 4:11 PM

#	COMMENTS	DATE
1	Questions and discussion by Board have improved especially around Quality and follow up on topics like Employees, Medical Staff, Compliance.	8/31/2018 1:51 PM
2	Improving	8/30/2018 11:03 AM

Jan/Feb/Mar 2018 Meeting Evaluation

Q7 Board members were prepared and involved.

Answered: 5 Skipped: 0



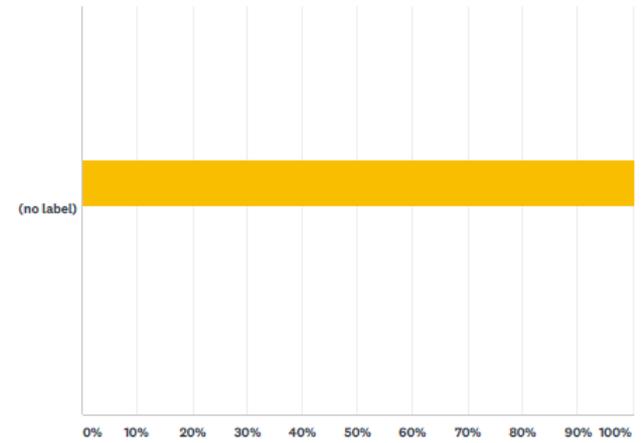
Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	40.00%	60.00%	0.00%	0.00%	0.00%	5	3.40
	0	2	3	0	0	0		

Apr/May/June 2018 Meeting Evaluation

Q7 Board members were prepared and involved.

Answered: 5 Skipped: 0



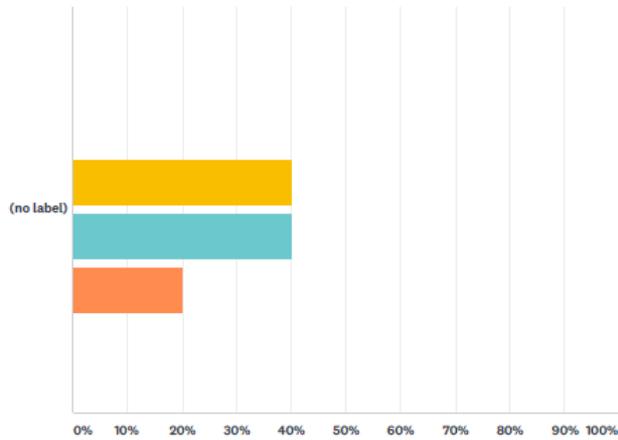
Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	5	3.00
	0	0	5	0	0	0		

Jan/Feb/Mar 2018 Meeting Evaluation

Q8 Board focused on issues of quality, strategy and policy.

Answered: 5 Skipped: 0



■ Exceeded Expectations
 ■ (no label)
 ■ Meets Expectations
 ■ (no label)
 ■ Below Expectations
 ■ N/A

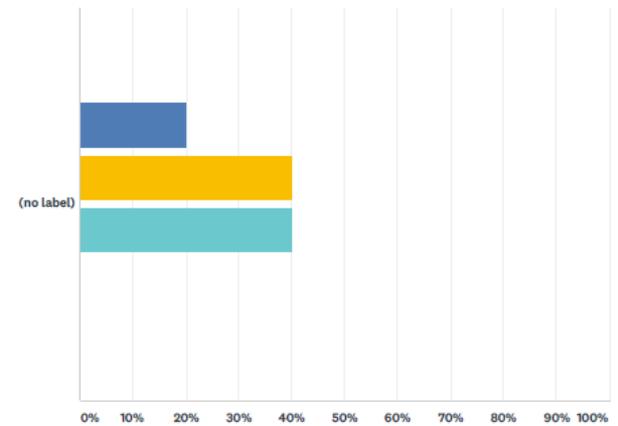
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	40.00%	40.00%	20.00%	0.00%	5	2.20
	0	0	2	2	1	0		

#	COMMENTS	DATE
1	But we are evolving.	3/31/2018 10:36 AM
2	The Board as a whole has shown improvement and desire to do so.	3/28/2018 5:48 PM

Apr/May/Jun 2018 Meeting Evaluation

Q8 Board focused on issues of quality, strategy and policy.

Answered: 5 Skipped: 0



■ Exceeded Expectations
 ■ (no label)
 ■ Meets Expectations
 ■ (no label)
 ■ Below Expectations
 ■ N/A

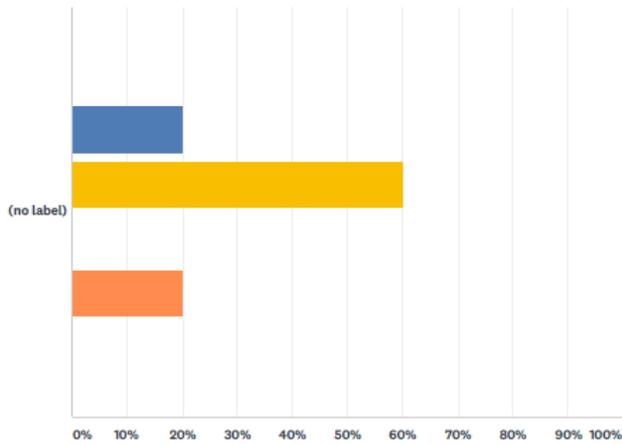
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	40.00%	40.00%	0.00%	0.00%	5	2.80
	0	1	2	2	0	0		

#	COMMENTS	DATE
1	A lot on quality followed by policy. Strategy is still disproportionately lower.	9/2/2018 2:35 PM
2	Also improving	8/30/2018 11:03 AM

Jan/Feb/Mar 2018 Meeting Evaluation

Q9 Objectives for meetings were accomplished.

Answered: 5 Skipped: 0

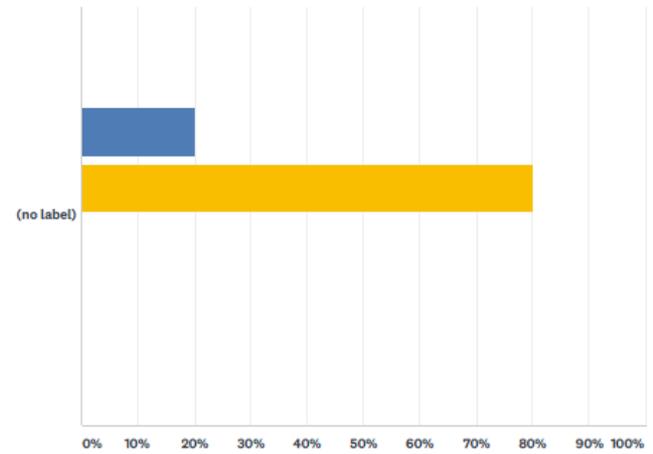


Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

Apr/May/Jun 2018 Meeting Evaluation

Q9 Objectives for meetings were accomplished.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Meets Expectations (no label)
Below Expectations N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	60.00%	0.00%	20.00%	0.00%	5	2.80
	0	1	3	0	1	0		

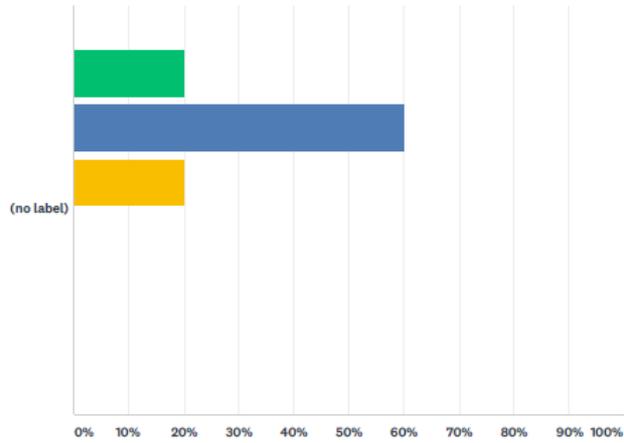
	EXCEEDED EXPECTATIONS	(NO LABEL)	MEETS EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	20.00%	80.00%	0.00%	0.00%	0.00%	5	3.20
	0	1	4	0	0	0		

#	COMMENTS	DATE
1	As appropriate for the agendas presented.	3/28/2018 4:11 PM

Jan/Feb/Mar 2018 Meeting Evaluation

Q10 Meetings ran on time.

Answered: 5 Skipped: 0



Exceeded Expectations (no label) Met Expectations (no label)
Below Expectations N/A

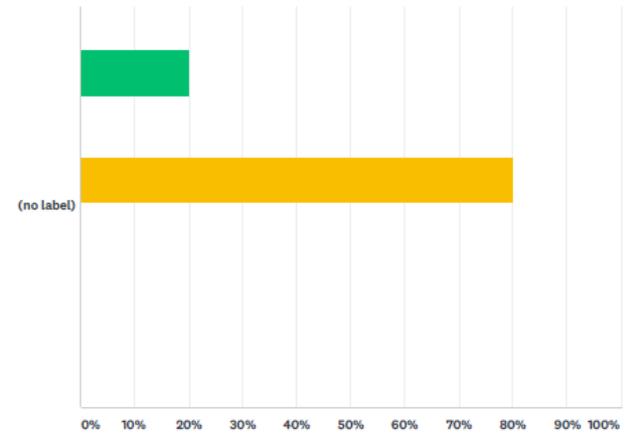
	EXCEEDED EXPECTATIONS	(NO LABEL)	MET EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	20.00%	60.00%	20.00%	0.00%	0.00%	0.00%	5	4.00
	1	3	1	0	0	0		

#	COMMENTS	DATE
1	Dr. Zipkin during his tenure as Board Chair kept the meeting moving and now Dale Chamblin is developing his leadership to do so and keeping the meeting productive.	3/28/2018 5:48 PM

Apr/May/Jun 2018 Meeting Evaluation

Q10 Meetings ran on time.

Answered: 5 Skipped: 0



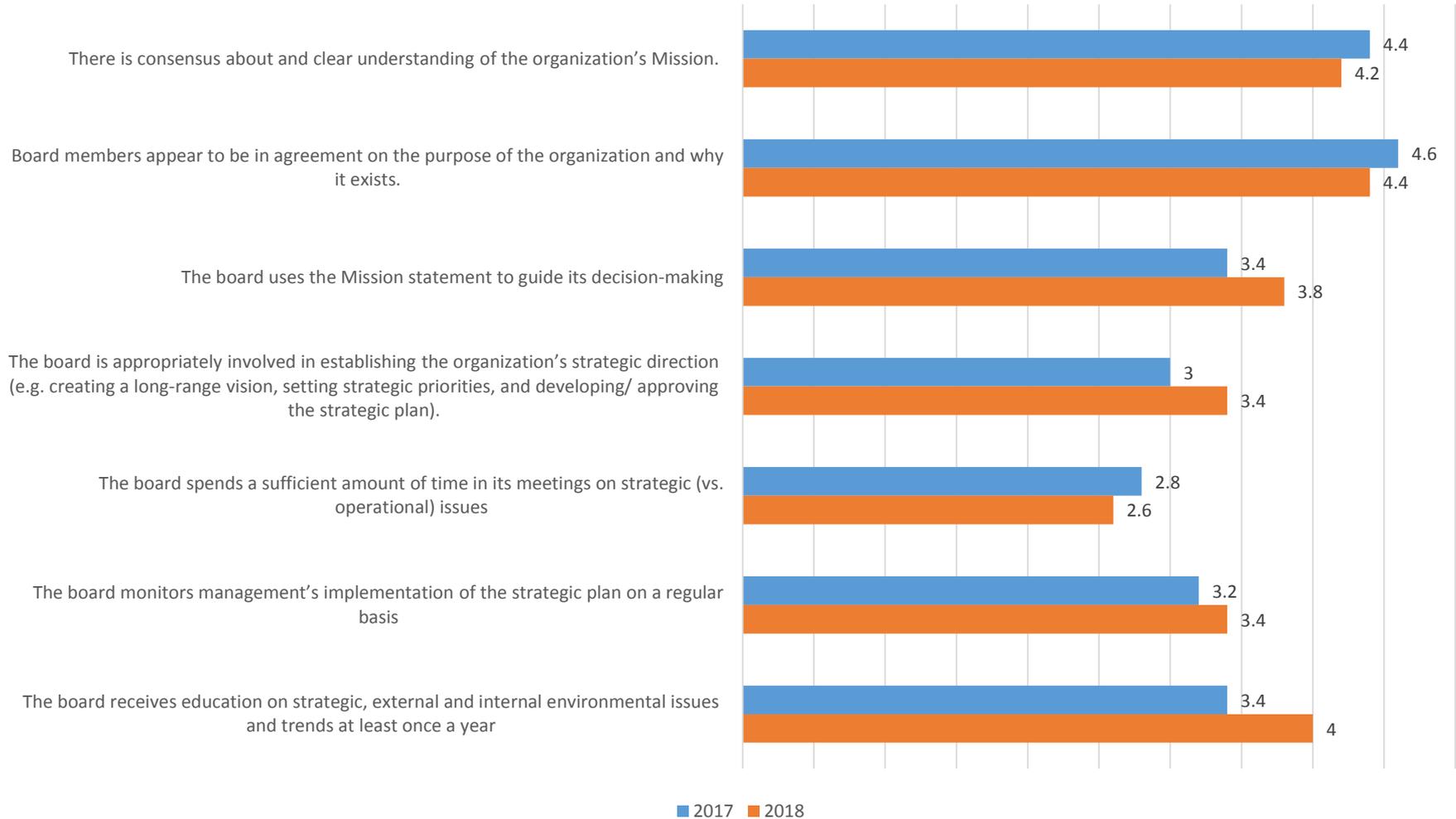
Exceeded Expectations (no label) Met Expectations (no label)
Below Expectations N/A

	EXCEEDED EXPECTATIONS	(NO LABEL)	MET EXPECTATIONS	(NO LABEL)	BELOW EXPECTATIONS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	20.00%	0.00%	80.00%	0.00%	0.00%	0.00%	5	3.40
	1	0	4	0	0	0		

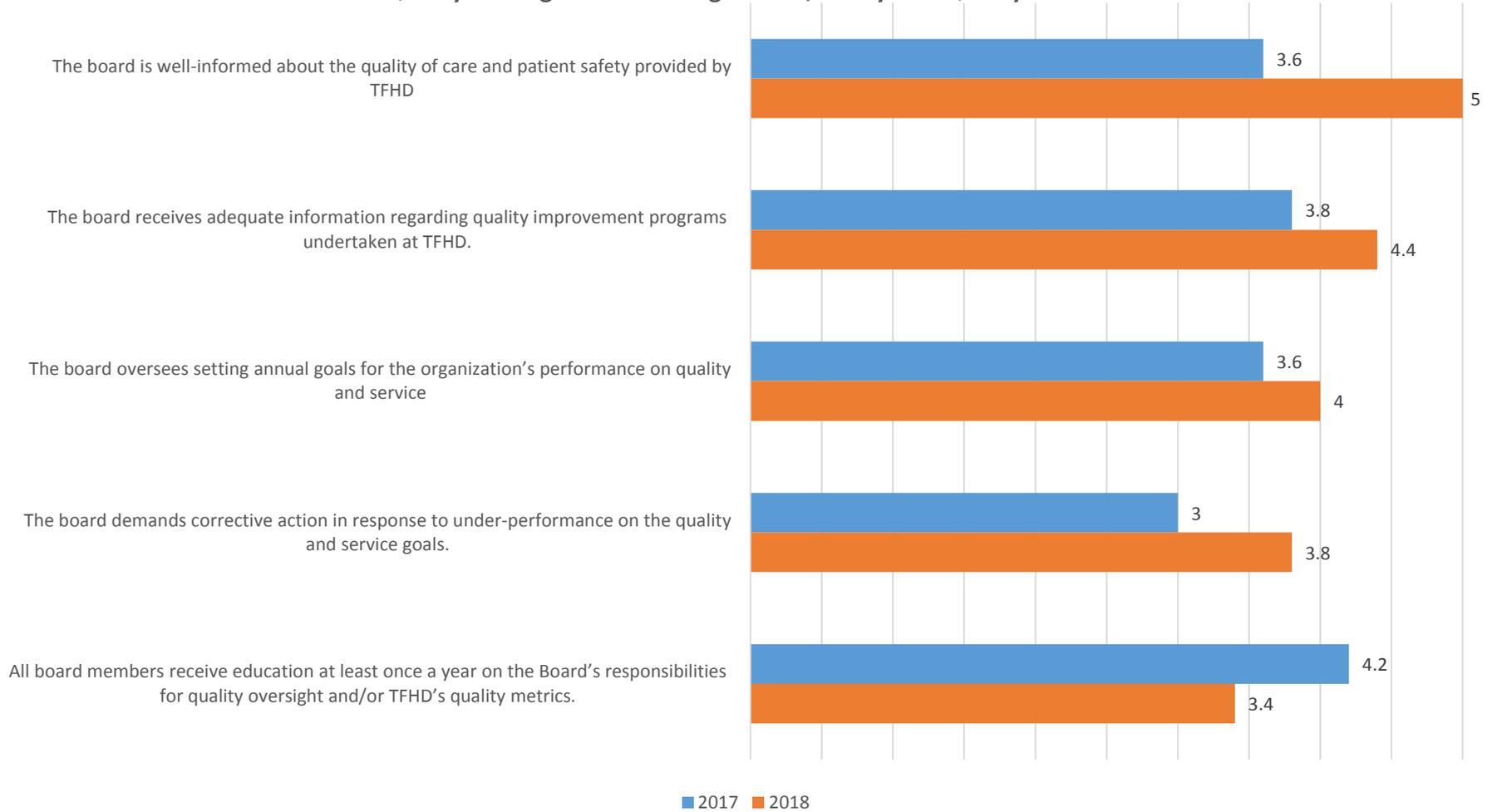
#	COMMENTS	DATE
1	Tighter agenda development and management has been remarkable.	9/2/2018 2:35 PM
2	Thanks to Dale Chamblin for keeping the meetings on time.	8/31/2018 1:51 PM

2017-2018 Board Self-Assessment Comparison

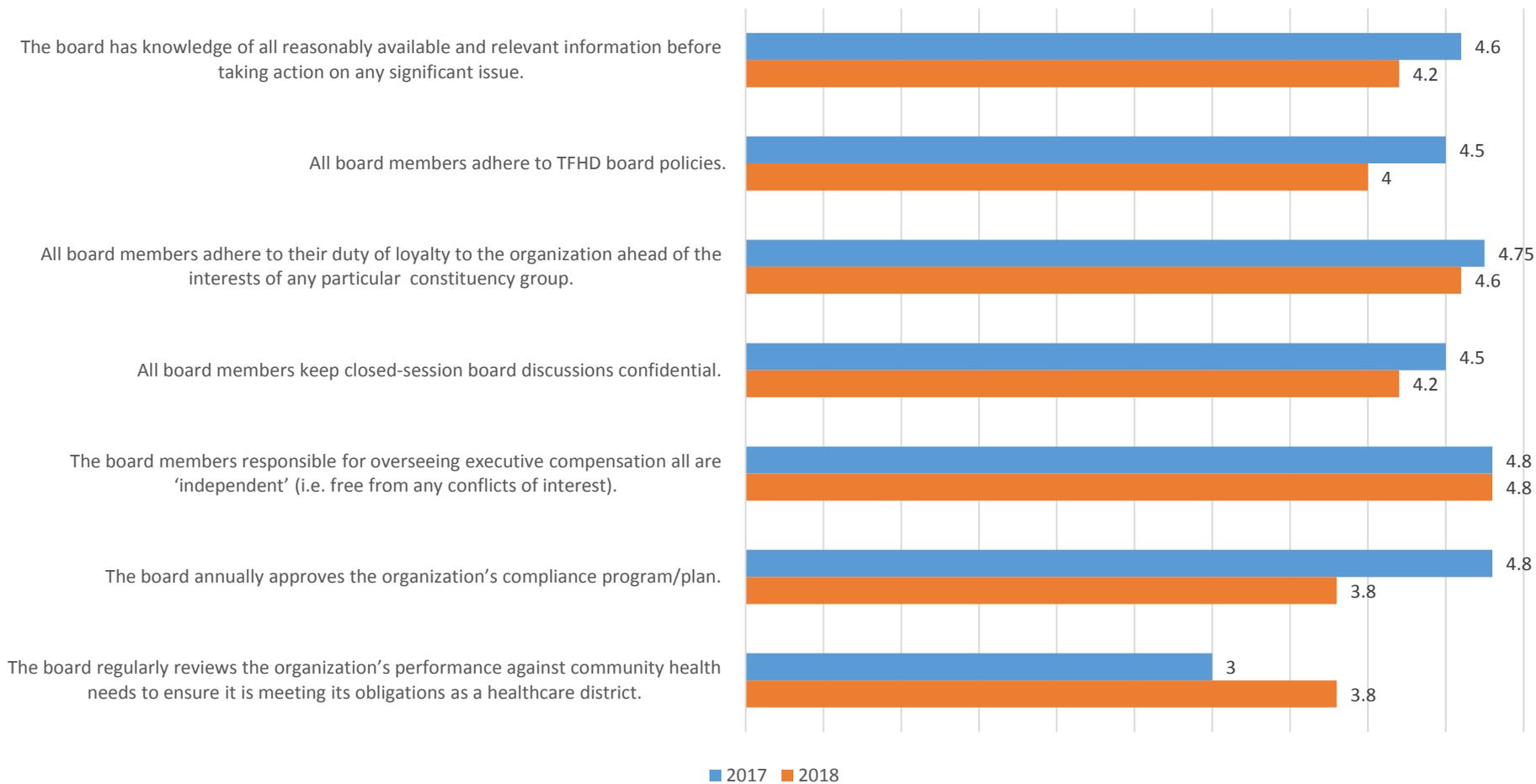
Mission and Planning Oversight: Setting Strategic Direction



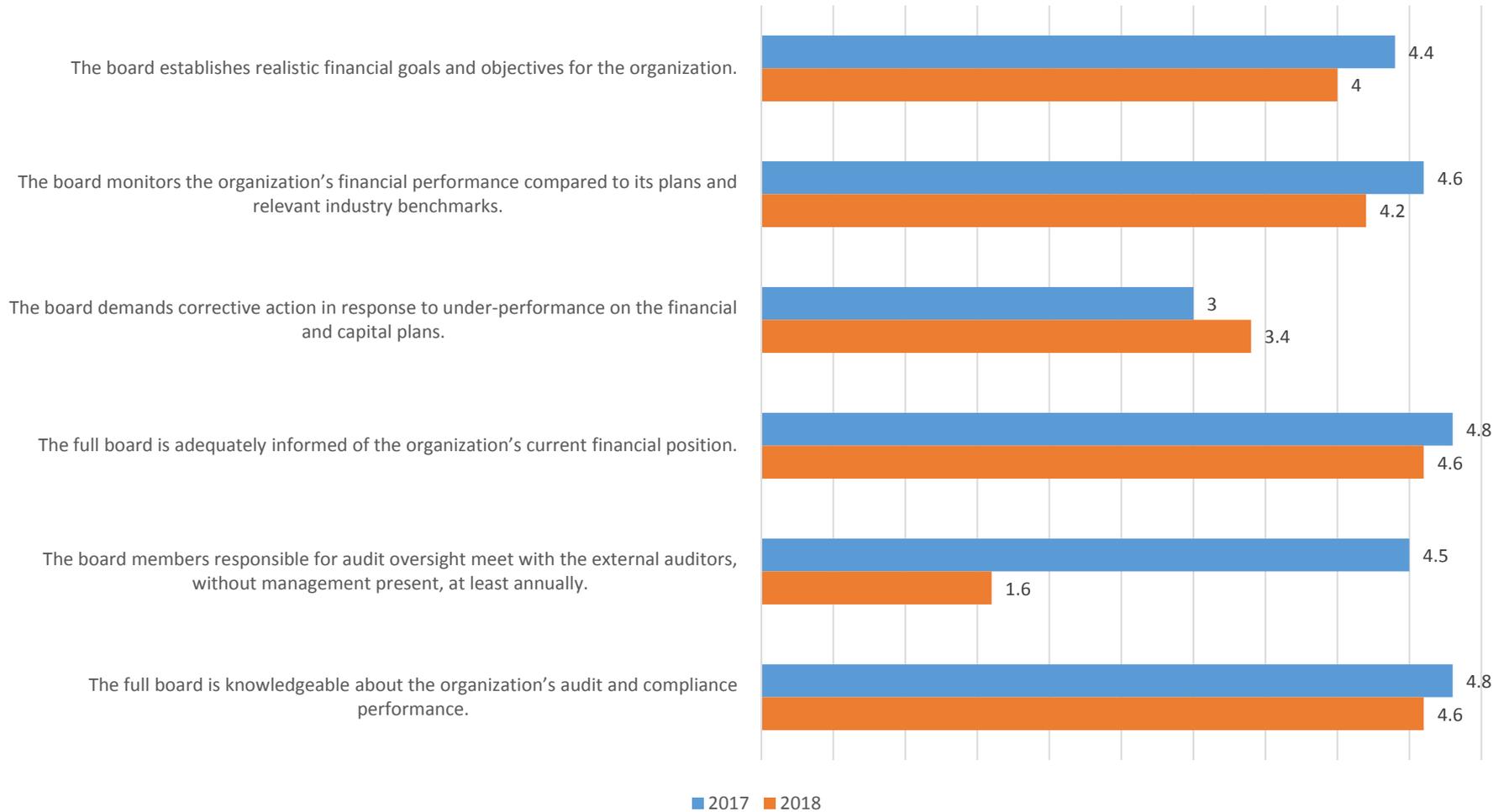
Quality Oversight: Monitoring Service, Safety and Quality



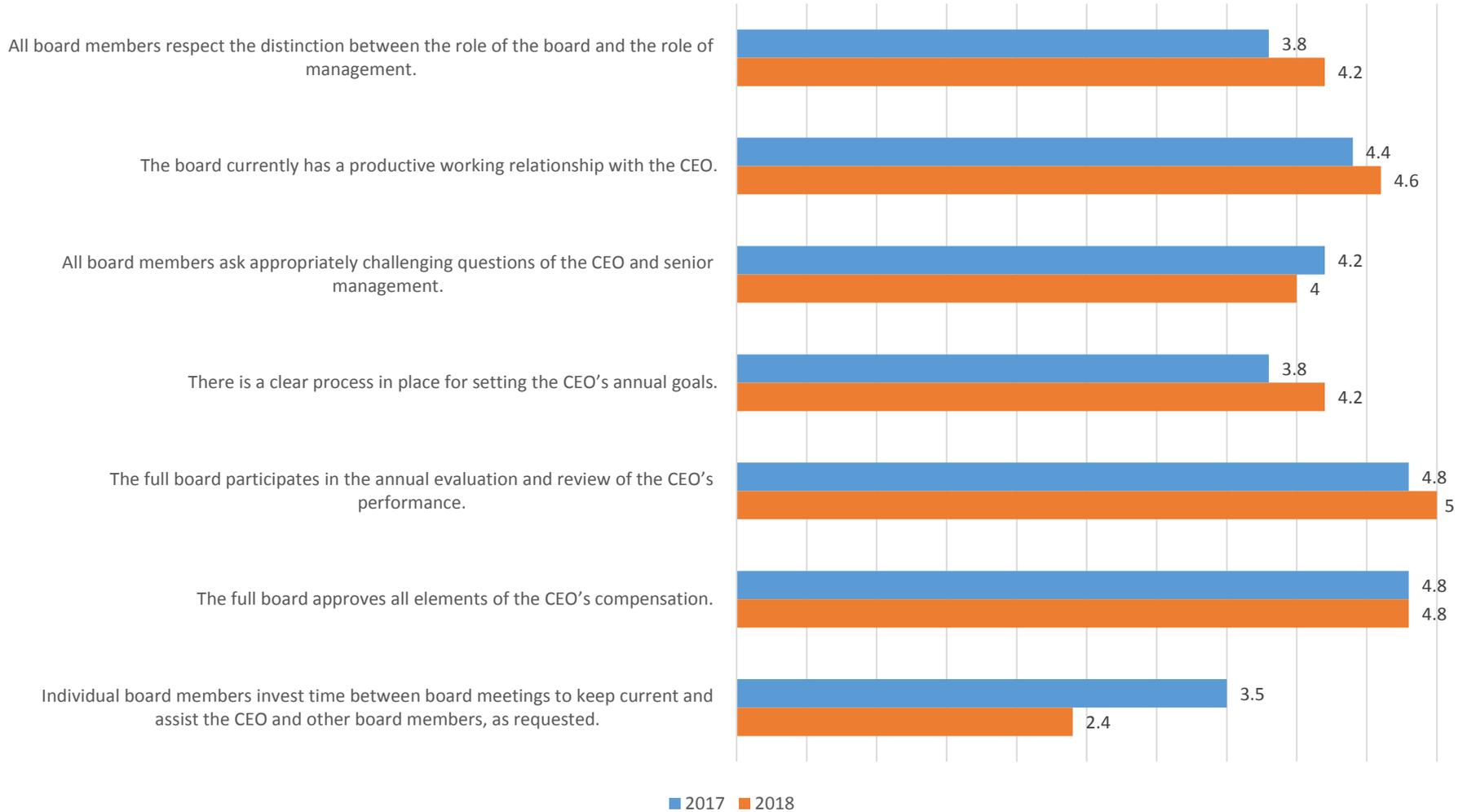
Legal and Regulatory Oversight: Ensuring Organizational Integrity



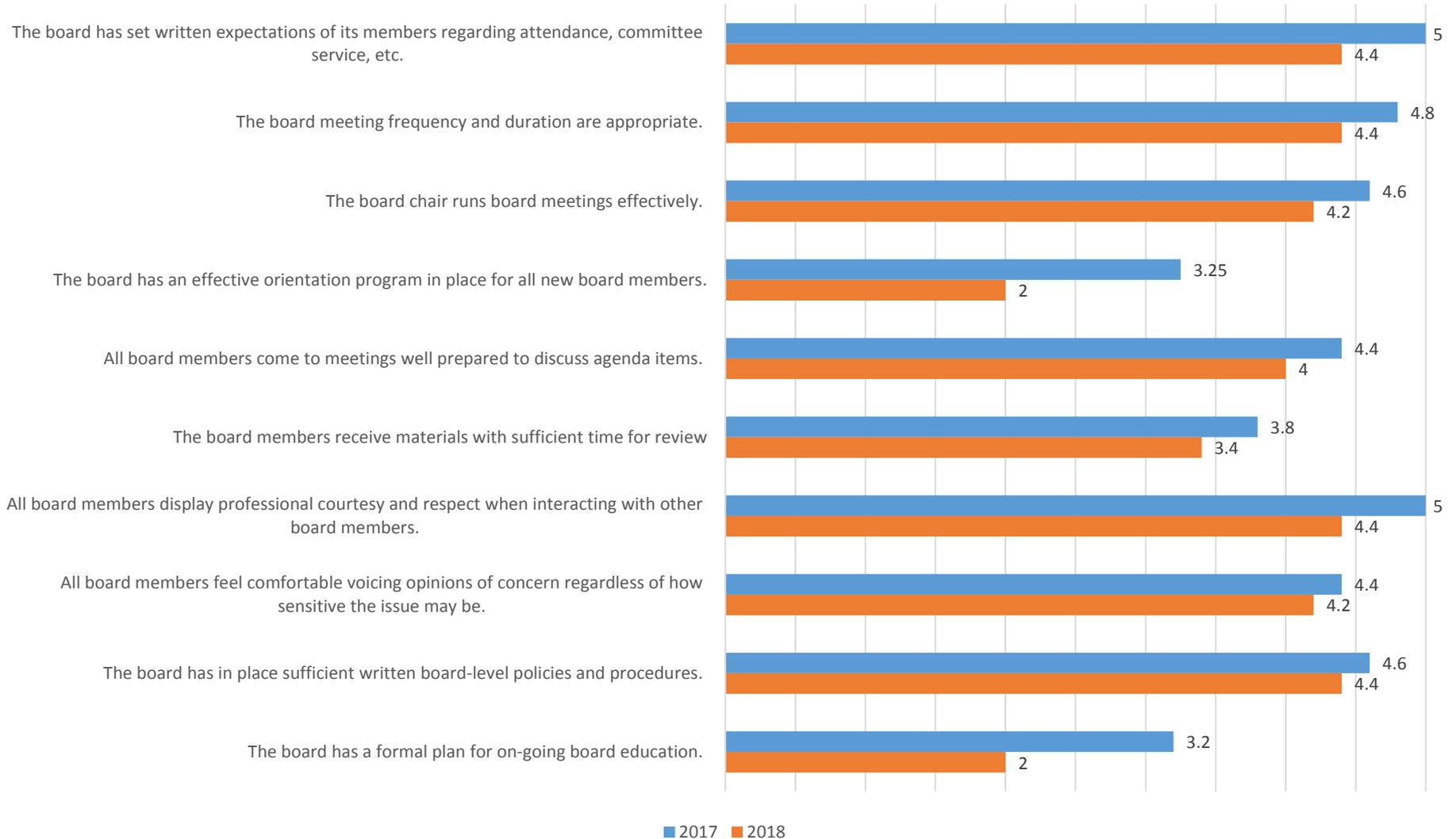
Financial and Audit Oversight: Following the Money



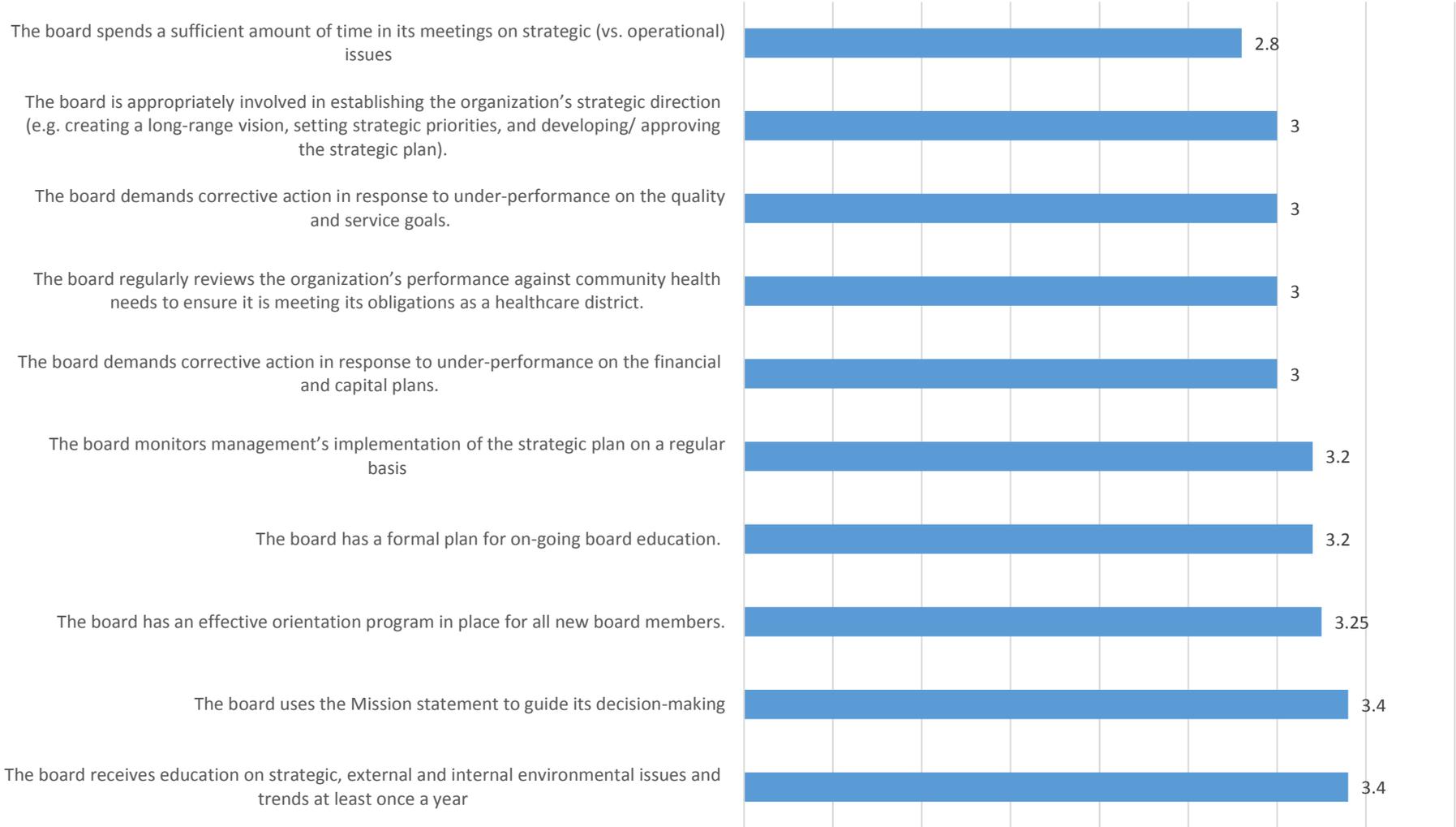
Management Oversight: Enhancing Board-Executive Relations



Board Effectiveness: Optimizing Board Functioning



2017 Lowest Rated Statements



2018 Lowest Rated Statements

