



TAHOE FOREST HOSPITAL DISTRICT

Special Meeting of the Board of Directors

January 08, 2015 at 02:00 PM - 04:30 PM

Tahoe Truckee Unified School District (TTUSD) Office

11603 Donner Pass Rd

Truckee, California 96161

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Meeting Book - 2015 Jan 8 Special Meeting of the Board of Directors

AGENDA

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1. CALL TO ORDER	
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3. CLEAR TH EAGENDA/ITEMS NO ON THE POSTED AGENDA	
4. INPUT - AUDIENCE	
5. INPUT FROM EMPLOYEE ASSOCIATIONS	
6. ITEMS FOR BOARD DISCUSSION AND/OR ACTION	
6.1 Election of Board Officers	
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6.1.1 Appointment of Board Committees	
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6.1.2 Annual Designation of Board Representative to Medical Executive Committee	
No related materials	
6.2 New Board Meeting Location Training	
No related materials	
6.3 2015 Board Goals	
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8. CLOSED SESSION	
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11. ITEMS FOR NEXT MEETING	
12. BOARD MEMBERS' REPORTS/CLOSING REMARKS	
13. NEXT MEETING DATE	
14. MEETING EFFECTIVENESS ASSESSMENT	
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Note: A hard copy will be distributed for Board completion at the meeting

15. ADJOURN



SPECIAL MEETING OF THE BOARD OF DIRECTORS OF TAHOE FOREST HOSPITAL DISTRICT

AGENDA

Thursday, January 8, 2015 at 2 p.m.
Tahoe Truckee Unified School District (TTUSD) Office
11603 Donner Pass Rd, Truckee, CA

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 Board 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 Board cannot take action on any item not on the agenda. The Board 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. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Comments are limited to three minutes.

6. ITEMS FOR BOARD DISCUSSION AND/OR ACTION

6.1. Election of Board Officers [5 minutes]..... ATTACHMENT

Election of the 2015 President of the Tahoe Forest Board of Directors will take place as the first order of business. The new Board President will then preside over the election of the TFHD Vice President, Secretary and Treasurer for the 2015 board term.

6.1.1. Appointment of Board Committees [5 minutes]

The newly elected President of the Tahoe Forest Hospital District Board of Directors will appoint board members to committees and designate board committee chairs for the 2015 term.

6.1.2. Annual Designation of Board Representative to Medical Executive Committee [1 minute]

The Board representative to the Medical Executive Committee will be designated for the 2015 term.

6.2. New Board Meeting Location Training [60 minutes]

Training will be provided to board members and staff related to use of equipment at the new meeting location and in preparation for televised board meetings.

6.3. 2015 Board Goals [60 minutes]..... ATTACHMENT

The Board will discuss and identify board specific goals for 2015.

7. INPUT – AUDIENCE

This is an opportunity for members of the public to comment on any closed session item appearing before the Board on this agenda.

Special meeting of the Board of Directors of Tahoe Forest Hospital District
January 8, 2014 AGENDA – Continued

Meeting will adjourn at this time to the Tahoe Forest Health System Foundation Conference Room at 10976 Donner Pass Rd, Truckee, CA for Closed Session.

8. CLOSED SESSION:

- 8.1.** Government Code Section 54956.8: Conference with Real Property Negotiator(s), agency designated representatives: Rick McConn; negotiating party: The Richards family Trust
- 8.2.** Government Code Section 54956.9(d)(2): Consideration of Potential litigation (3 cases)
- 8.3.** Government Code Section 54957: Discussion of CEO performance and continued employment

9. OPEN SESSION

10. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

11. ITEMS FOR NEXT MEETING

12. BOARD MEMBERS' REPORTS/CLOSING REMARKS

13. NEXT MEETING DATE

14. MEETING EFFECTIVENESS ASSESSMENT ATTACHMENT

The Board will identify and discuss any occurrences during the meeting that impacted the effectiveness and value of the meeting.

15. ADJOURN

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is January 27, 2015, 11603 Donner Pass Rd., Truckee, CA. A copy of the Board meeting agenda is posted on the District's web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting.

*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.

2015 TFHD Board Officer/Committee Interest Survey

I have an interest in serving as one of the following **Board Officers – indicate Yes or No:**

* NOTE: Mohun is not eligible for a 2nd term as President

	Yes / No	Yes / No	Yes / No	Yes / No	Yes / No
President:	Mohun: ---	Sessler: Y	Chamblin: N	Jellinek: N	Zipkin: N
Vice President:	Mohun: nr	Sessler: Y	Chamblin: N	Jellinek: Y	Zipkin: N
Secretary:	Mohun: nr	Sessler: Y	Chamblin: N	Jellinek: Y	Zipkin: N
Treasurer:	Mohun: Y	Sessler: N	Chamblin: Y	Jellinek: N	Zipkin: N

NOTE: Additional nomination recommendations were made as follows: Pres/Zipkin; VP/Chamblin; Secretary/Jellinek (“nr” indicates no specific response as to interest in these positions was provided).

Appointments to Board Committees For 2015

Please rate your interest in serving on the following committees: #1 = highest and #5 = lowest interest. Please note that the Board Treasurer serves as chair of the Finance committee.

I am interested in being the chair of the following committee:

- **Finance:** Mohun: 1 Sessler: 5 Chamblin: 1 Jellinek: 5 Zipkin: 5
- **Personnel/Retirement:** Mohun: 1 Sessler: 4 Chamblin: 2 Jellinek: 1 Zipkin: 4
- **Governance:** Mohun: 5 Sessler: 2 Chamblin: 4 Jellinek: 4 Zipkin: 3
- **Quality:** Mohun: 1 Sessler: 3 Chamblin: 5 Jellinek: 2 Zipkin: 2
- **Community Benefit:** Mohun: 5 Sessler: 1 Chamblin: 3 Jellinek: 3 Zipkin: 1

I am interested in serving on the following committee:

- **Finance:** Mohun: 1 Sessler: 5 Chamblin: 1 Jellinek: 5 Zipkin: 5
- **Personnel/Retirement:** Mohun: 1 Sessler: 4 Chamblin: 2 Jellinek: 1 Zipkin: 4
- **Governance:** Mohun: 5 Sessler: 2 Chamblin: 4 Jellinek: 4 Zipkin: 3
- **Quality:** Mohun: 1 Sessler: 3 Chamblin: 5 Jellinek: 2 Zipkin: 2
- **Community Benefit:** Mohun: 5 Sessler: 1 Chamblin: 3 Jellinek: 3 Zipkin: 1

Please type your name to indicate your interest in an appointment to one of the committee positions listed below and indicated your level of interest as **High, Medium, or Low.**

Note: I currently hold this appointment: Yes (Y) No (N)

1. **Joint Conference Committee** (Board President and One Other Board Member)

High	Medium	Low
Sessler (N)	Mohun (N)	Chamblin (N)

2. **IVCH Foundation Executive Committee** (Unofficial Member)

High	Medium	Low
Chamblin (N)	Mohun (N)	Sessler (N)

3. **Bioethics Committee**

High Mohun (N)	Medium Sessler (N)	Low Chamblin (N)
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4. **Citizen's Oversight Committee**

High Chamblin (N) Jellinek (N)	Medium	Low Mohun (Y) Sessler (N)
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5. **Health System Foundation**

High Chamblin (N)	Medium Sessler (N)	Low Mohun (N)
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6. **Tahoe Institute for Rural Health Research**

High Sessler (Y) Mohun (N)	Medium Jellinek (N)	Low Chamblin (N)
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7. **Legislative Ad-Hoc Committee**

High	Medium Chamblin (N) Mohun (Y) Sessler (Y)	Low
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8. **Med Tech Council**

High Mohun (Y)	Medium Jellinek (N) Sessler (Y)	Low Chamblin (N)
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9. **Wellness Neighborhood (CHIP)**

High Sessler (Y) Zipkin (N)	Medium Mohun (N)	Low Chamblin (N)
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MEMORANDUM

TO: TFHD Board of Directors
FROM: TFHD Governance Committee Chair

MESSAGE:

Dear Fellow Board Members,

If the Tahoe Forest Health System is to be the best mountain community health system in the country we need to benchmark our board activities against the best boards. Just as in all areas of our health system, we need to set goals and measure our progress against them. At the next scheduled board meeting, on January 8, we will begin the process of establishing board goals for 2015. Due to the limited availability of the TTUSD facilities, we will likely have only 60 minutes for this discussion. The Governance committee has discussed the need for a longer, facilitated retreat to work further on board goals, board culture, and education on specific governance topics. Educational sessions at the ACHD leadership academy will further inform future goal setting sessions. Due to scheduling conflicts, this longer session will likely not be possible until late February or March. Recognizing this constraint, we will use this session on January 8th to set a limited number of measurable and achievable goals for the first quarter of 2015.

In preparation for the January 8th discussion, note that we will be working on goals of the board and not health system goals (which will be discussed at strategic planning workshops and board meetings). As our time will be brief at this meeting and we intend to have a longer session in two months, please come prepared to **set** some short term goals for the board and **identify** issues for the extended board retreat. It is likely that further discussion on the short term goals, including assignment of tasks/person or committee responsible, will take place at the January regular board meeting. When board committees meet and set their committee goals for 2015, they may have specific tasks as a part of the broader board goals.

The Board Self-Assessment document is available on the portal, as are the self-assessments and goals from previous years. We will not have the time to review these reports at this meeting but they can assist you in your preparation for this session.

Your advance preparation and focus on this important task will help us be efficient and effective with our time at this meeting. Please note that we will be using the microphones and other technology at the TTUSD board room on January 8th as a practice session but the meeting, although open and public, will not be recorded nor broadcast.

To remain in compliance with the Brown Act, if you have any questions with the above plans for the meeting please direct your questions to Ted Owens.

Thank you,

Karen Sessler MD
Chair, Governance Committee

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SUMMARY RESULTS

Tahoe Forest Hospital District 2014 Governance Self-Assessment

Provided as a Member Service By



ACHD
ASSOCIATION OF CALIFORNIA
HEALTHCARE DISTRICTS

SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Self-Assessment Overview

In November-December 2014 the Tahoe Forest Hospital District Board of Directors assessed the board's overall leadership performance. The board also identified issues and priorities for the future.

Board members assessed the board's overall performance in ten leadership areas, including:

- Mission, values and vision;
- Strategic direction;
- Leadership structure and processes;
- Quality and patient safety;
- Community relationships;
- Relationship with the CEO;
- Relationships with the medical staff;
- Financial leadership;
- Community health; and
- Organizational ethics.

Board members rated 167 total criteria in these ten areas.

How the Self-Assessment Was Conducted

The governance self-assessment was conducted using an online survey. All five Tahoe Forest Hospital District board members completed the self-assessment.

Respondents rated a variety of statements in the ten areas above, using a scale ranging from "Level 5 (Strongly Agree)" to "Level 1 (Completely Disagree)." "Not Sure" and "Not Applicable" choices were also available for each statement.

Mean scores for each statement were calculated using a five point scale (Level 5 - Level 1). No points were assigned to "Not Sure" and "Not Applicable" ratings.

Finally, board members provided insights about their priorities for the board in the next year; defined the board's strengths and weaknesses; identified key issues that should occupy the board's time and attention in the next year; provided insights about the most significant trends the board must be able to understand and deal with in the next year; and identified critical factors that must be addressed for the organization to successfully achieve its goals.

Rating Methodology

The following rating scale was used to evaluate overall board performance:

- **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.

Reviewing This Report

Board member ratings of board self-assessment criteria are depicted throughout this report in graphs.

The criteria in each graph are displayed in order from highest to lowest mean score. The mean score for each individual rating criterion appears to the right of the graph.

To facilitate the identification of areas that may require governance and/or management attention, each graph includes the number of Level 5 - Level 1 responses to each statement in the color-coded bars. Responses are grouped and color coded, with "Level 5" appearing in dark green, "Level 4" in light green, "Level 3" in yellow, "Level 2" in orange, and "Level 1" in red. "Not Sure" responses appear in gray, and "Not Applicable" responses appear in white.

Longer lists of criteria have been separated into higher and lower rated sections for ease of display and analysis.

Board member responses to all open-ended questions appear throughout the report, where applicable, and on pages 28-29.

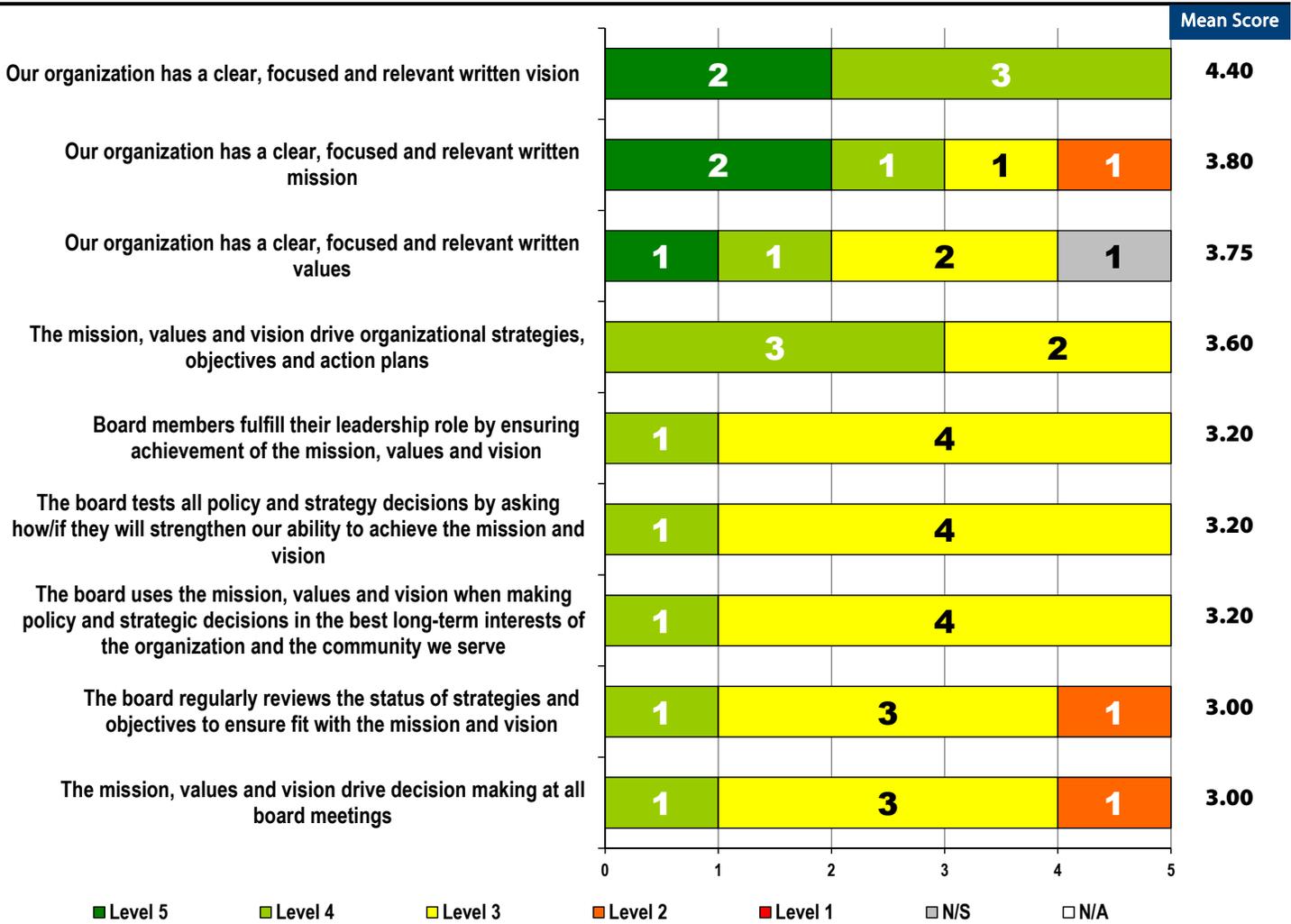
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Mission, Values and Vision

Mission, Values and Vision

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The board needs to update the mission and vision.
- The organization has a clear mission and vision. Its values have been tested this past year by a board who seems to want to question and negate a decade of success and achievement. The board needs to reaffirm its commitment to the mission, vision and values or adopt a new set they can embrace.
- Actively consider our Mission, Values and Vision when reviewing strategic plans for TFHD.
- Revise the Mission Statement.

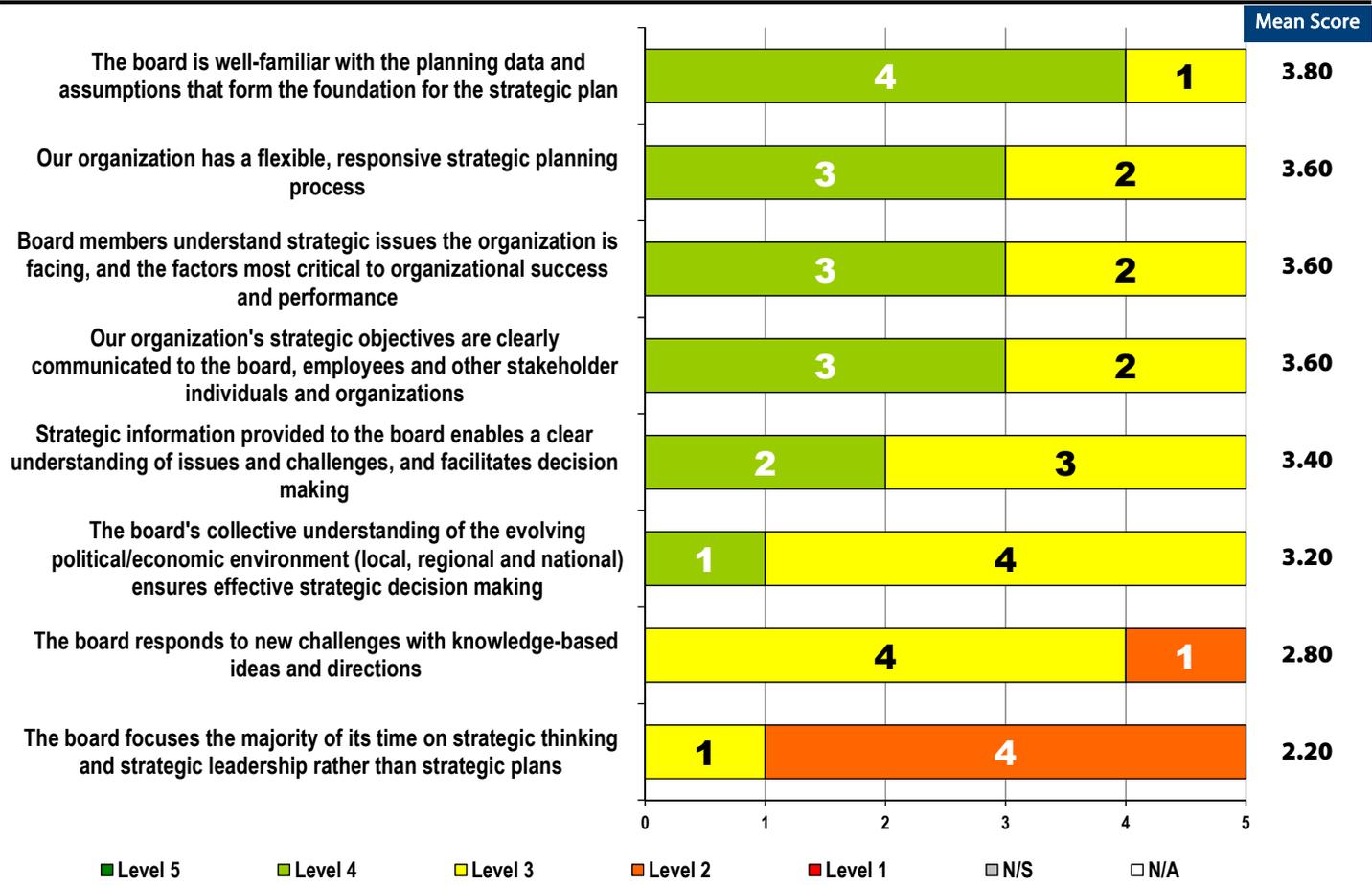
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Strategic Direction

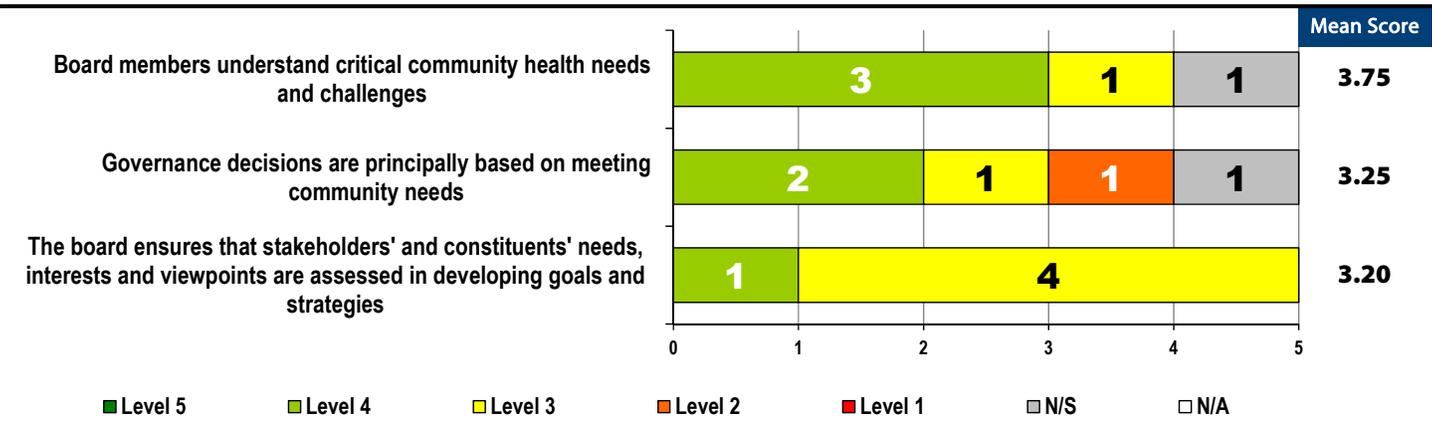
The Strategic Planning Process

(sorted by highest to lowest mean score)



Community and Stakeholder Perspectives

(sorted by highest to lowest mean score)

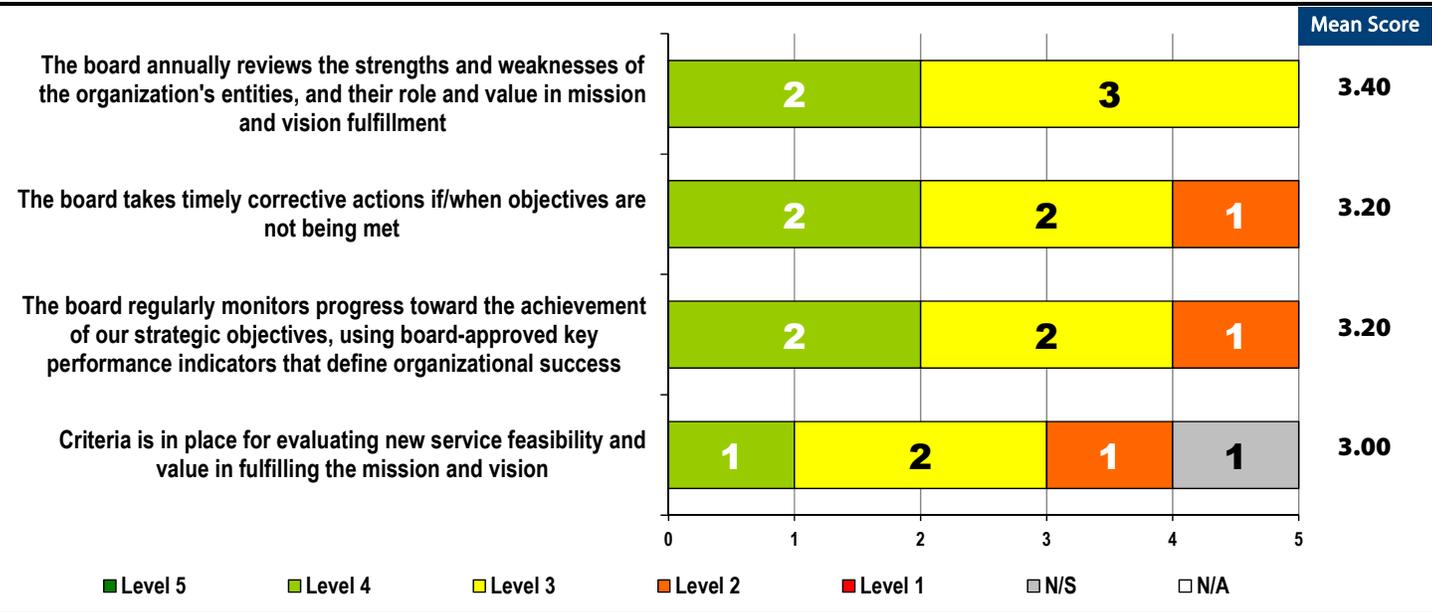


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Monitoring Progress

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- Improve how we communicate with and receive input from the community.
- There has been a tremendous amount of progress in adopting strategic alignment with the physicians, the board and the rest of the organization. This past year has been challenging insofar as the media has attempted to create a wedge between the community and the health system over issues that may be beyond the ability of the health system to be able to control (pricing).
- The board needs to develop "key performance indicators" that define success. Something that we have not been able to get support on from our CEO! We need more focus on Strategic Issues and less on housekeeping and compliance. (Compliance is important but let staff do the leg work.)

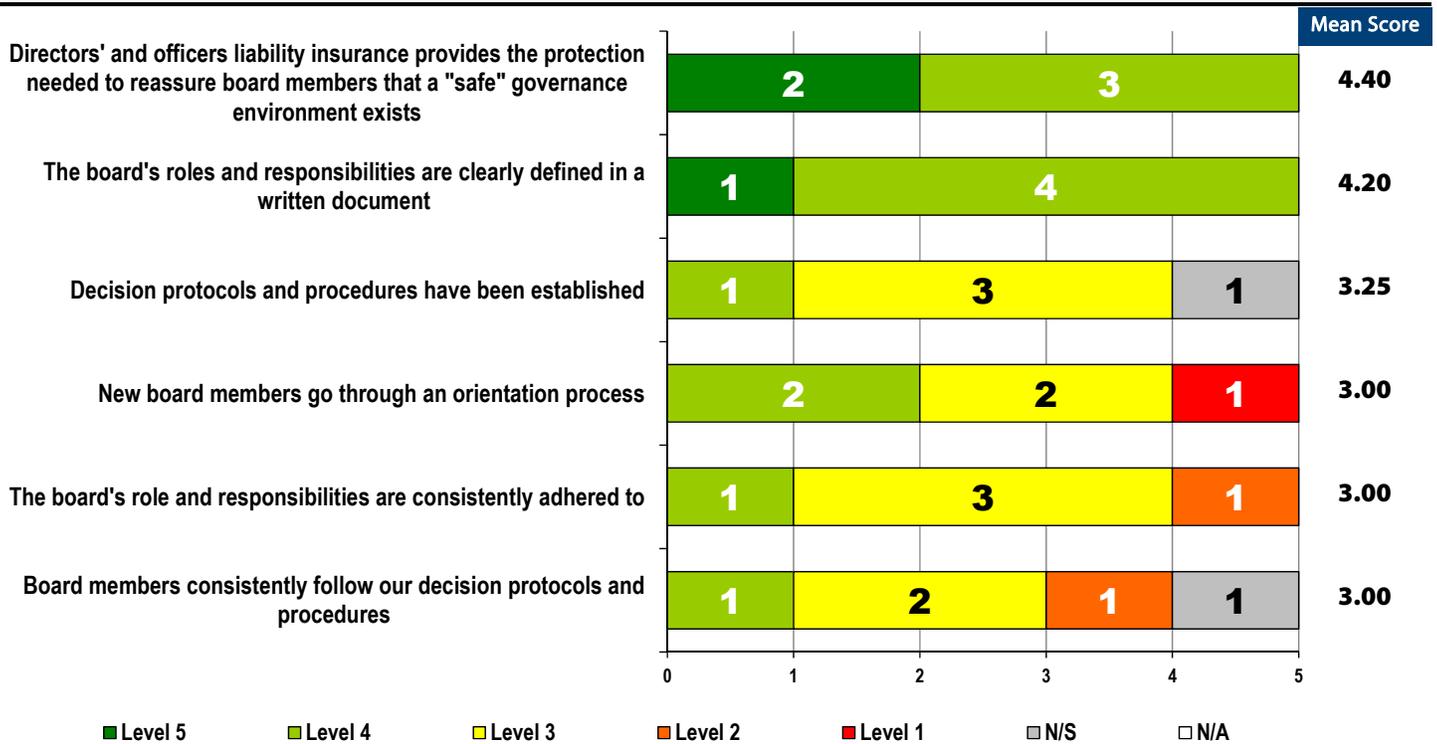
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Leadership Structure and Processes

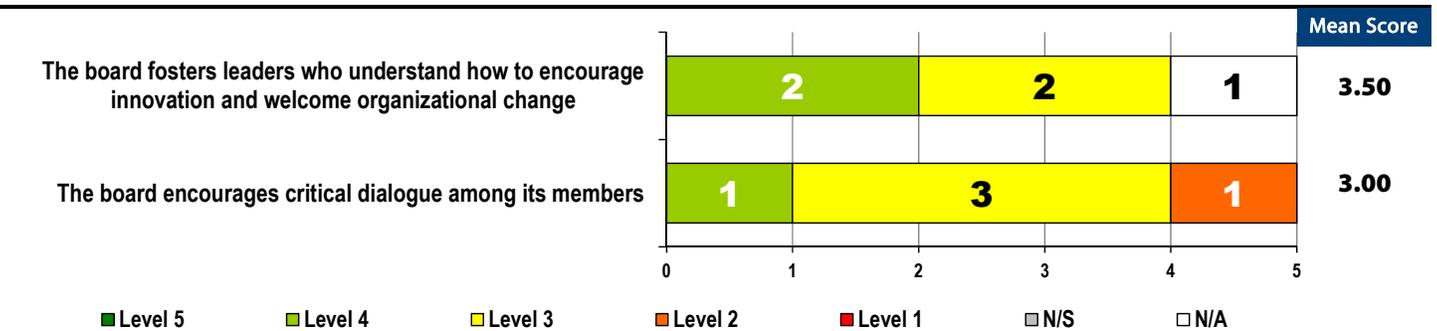
Board Roles and Responsibilities

(sorted by highest to lowest mean score)



Board Structure and Composition

(sorted by highest to lowest mean score)

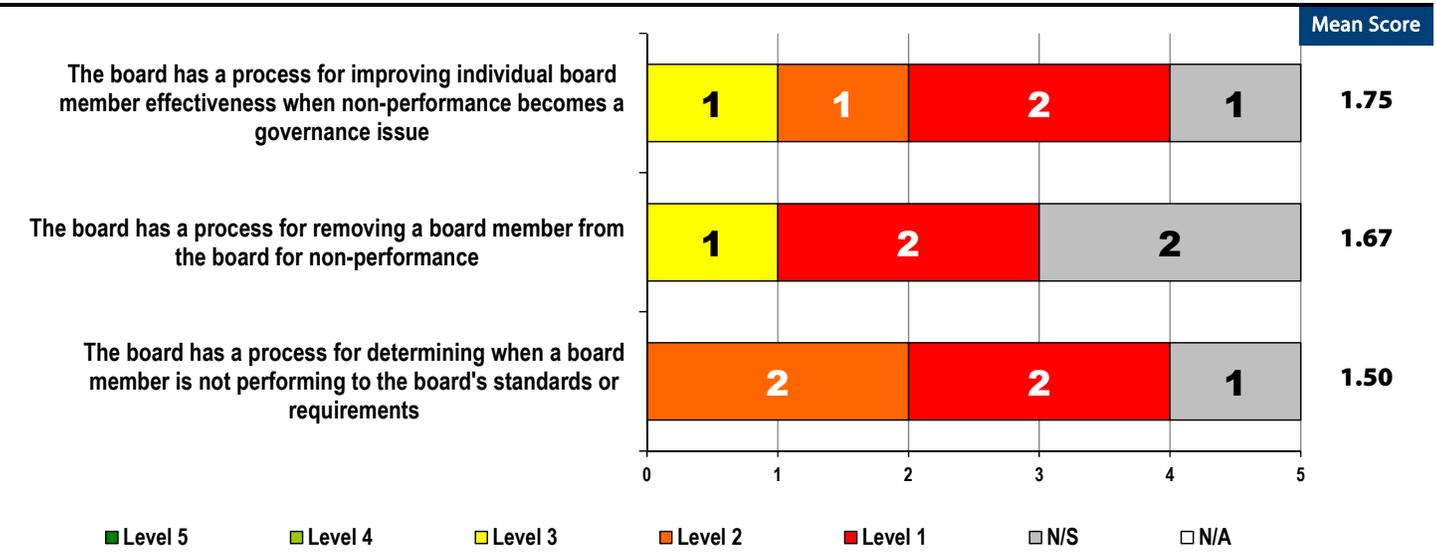


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

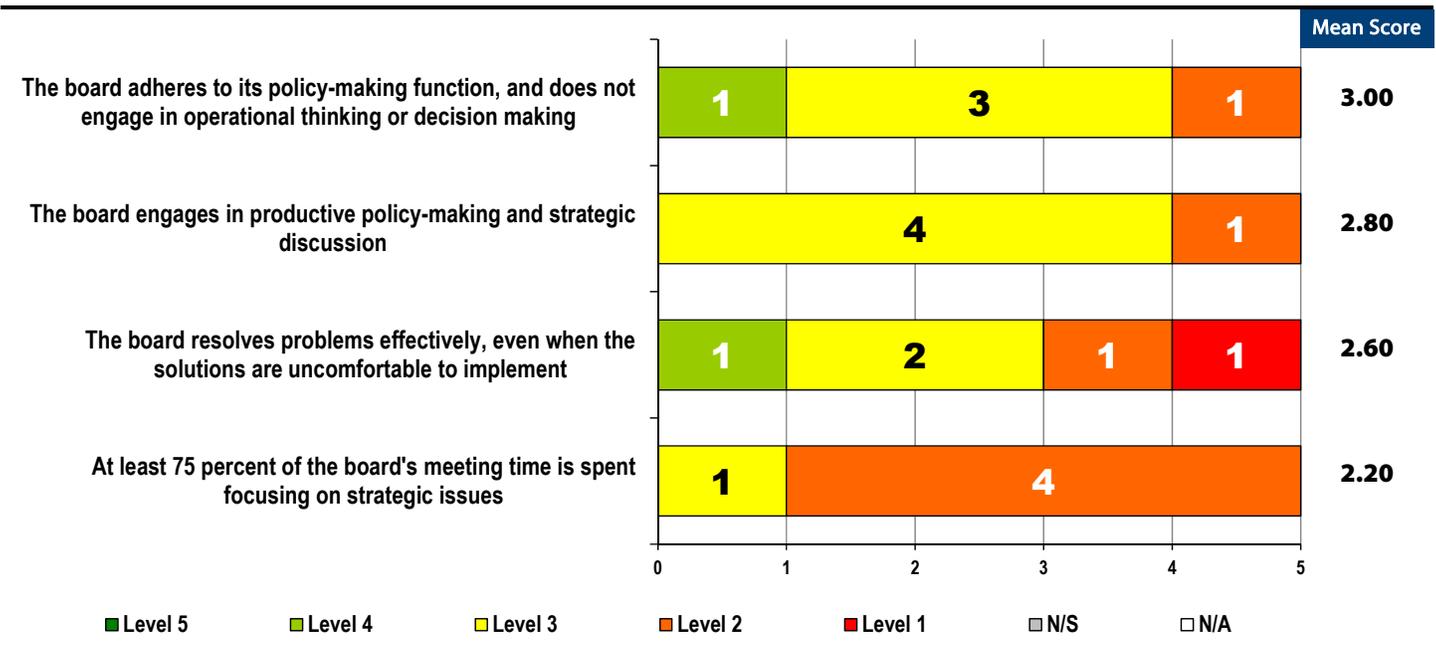
Board Member Performance

(sorted by highest to lowest mean score)



Strategic Focus

(sorted by highest to lowest mean score)

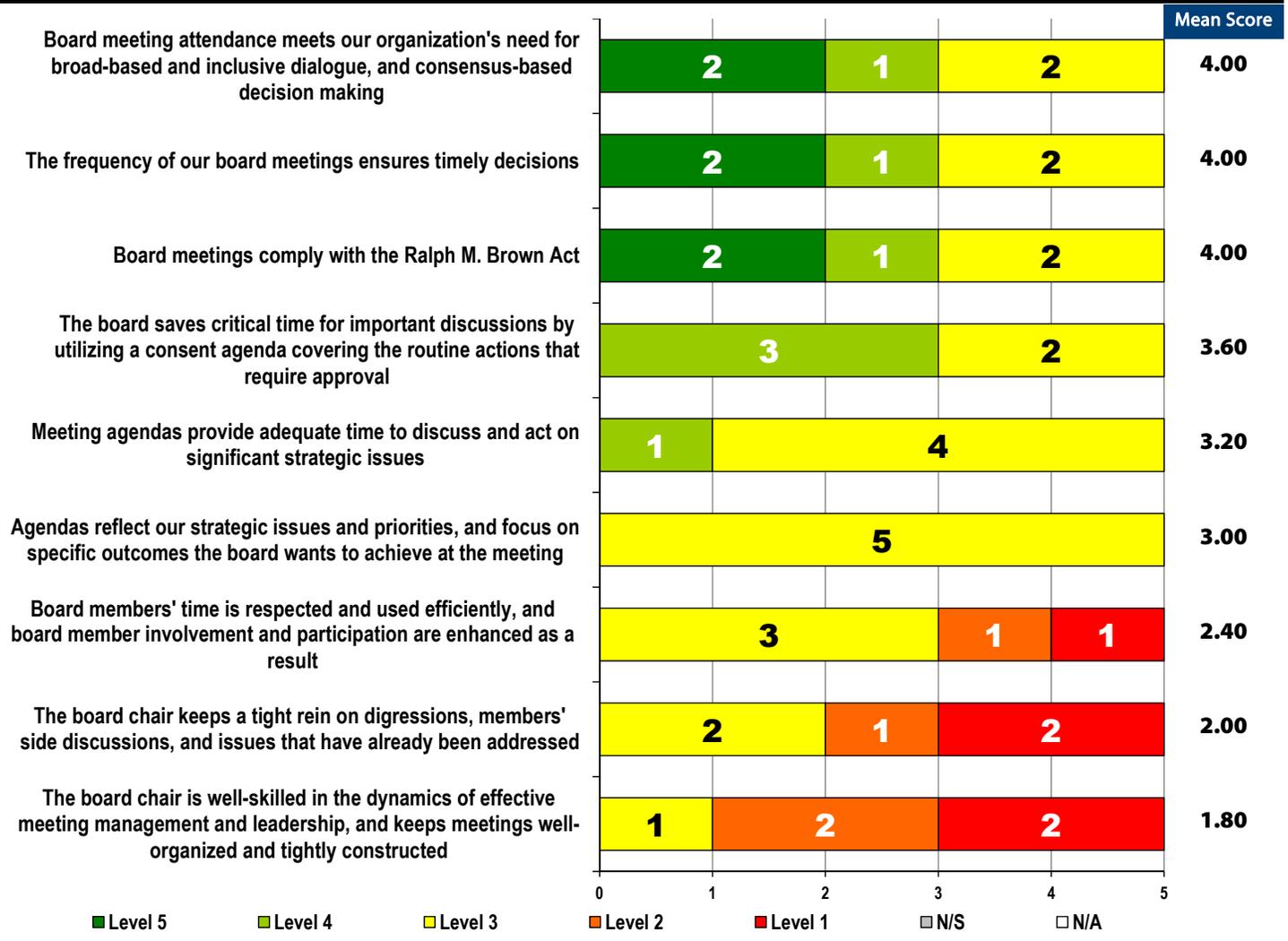


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Board Meetings

(sorted by highest to lowest mean score)

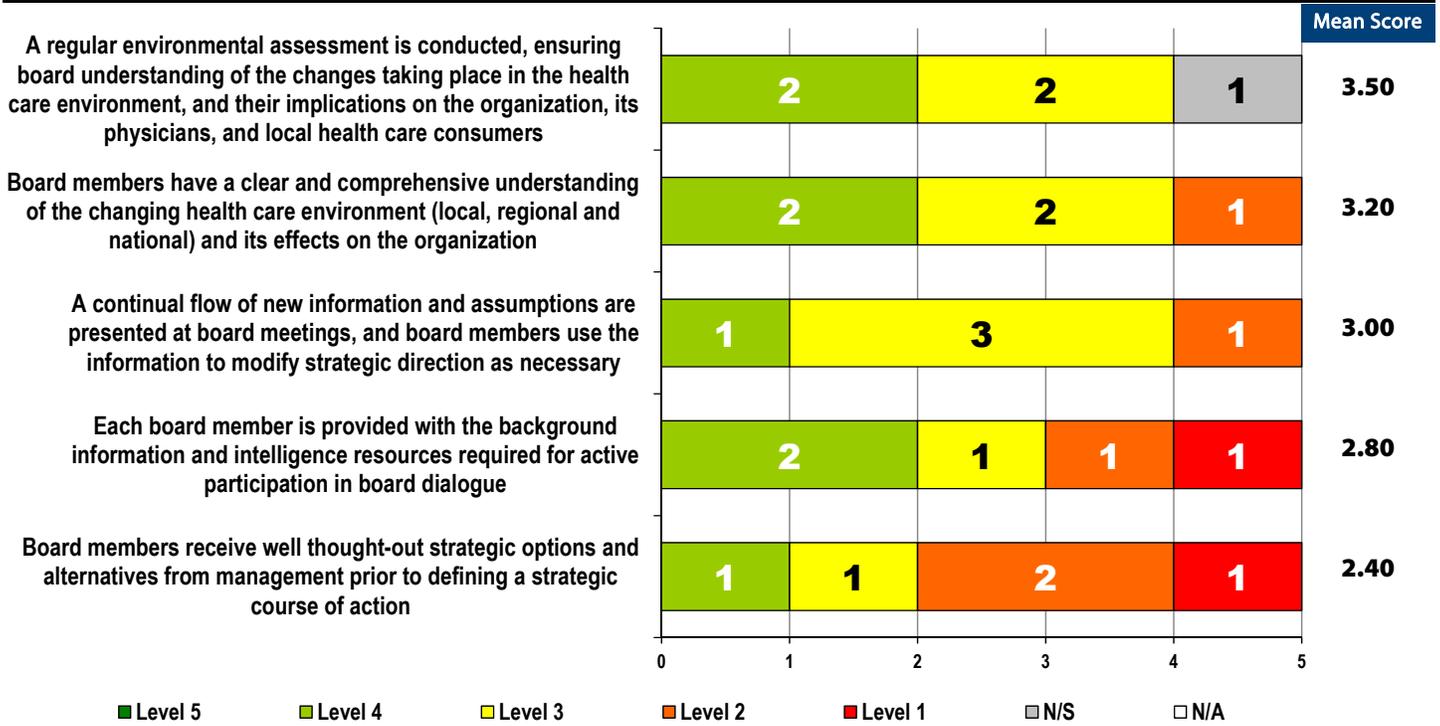


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

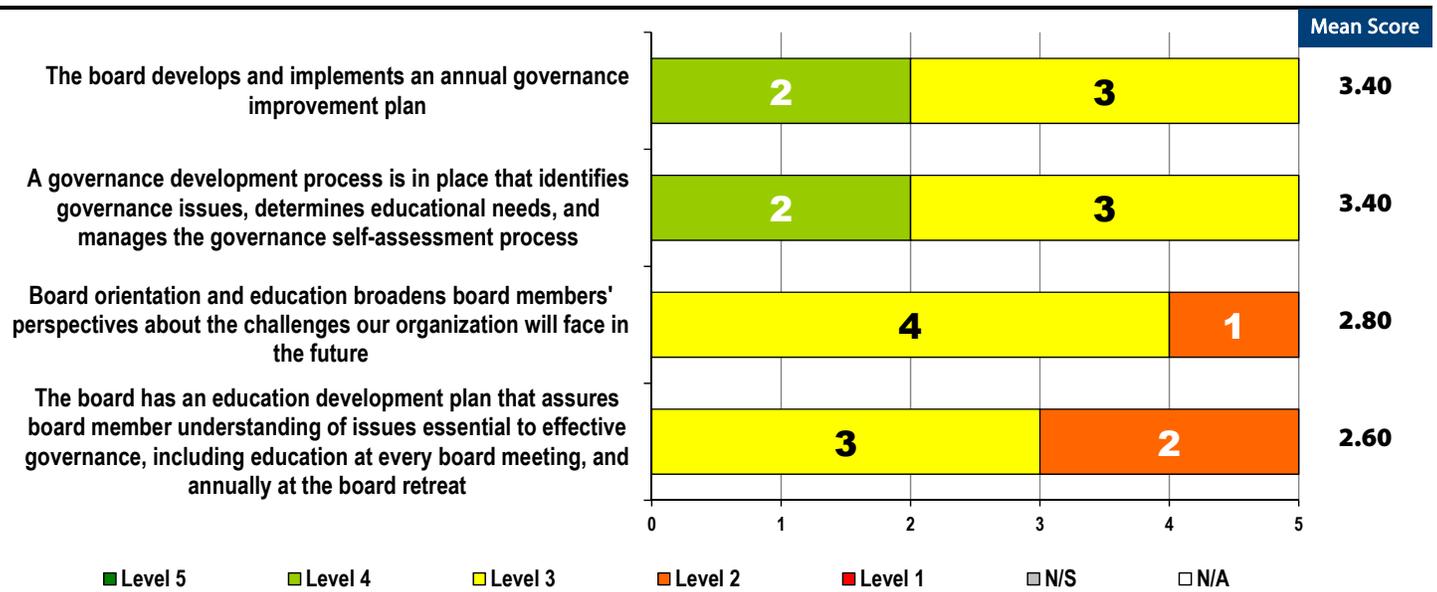
Board Member Knowledge

(sorted by highest to lowest mean score)



Governance Development

(sorted by highest to lowest mean score)

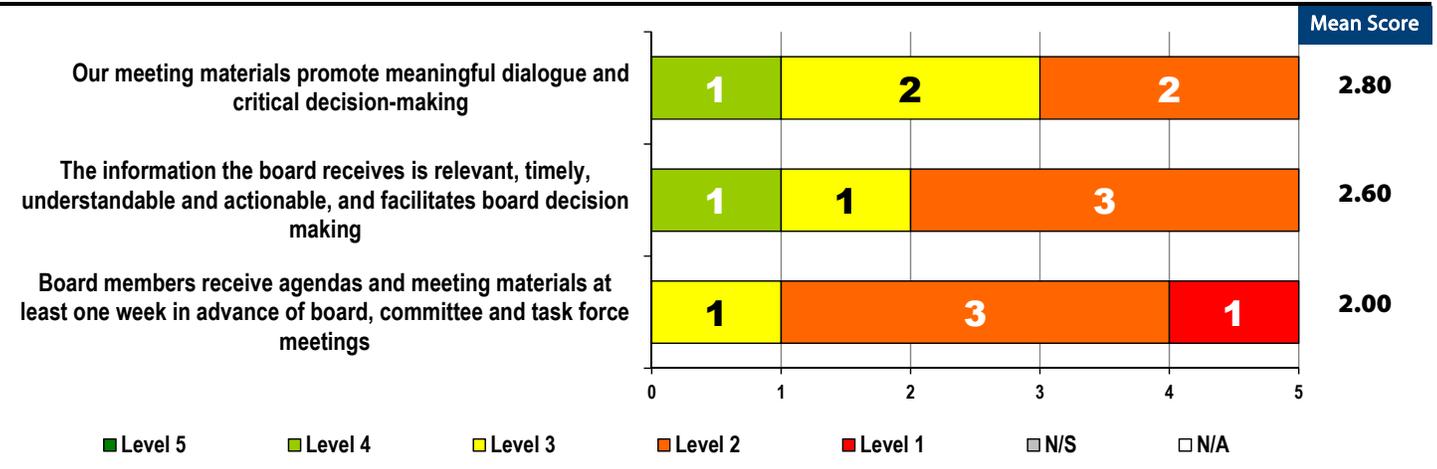


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

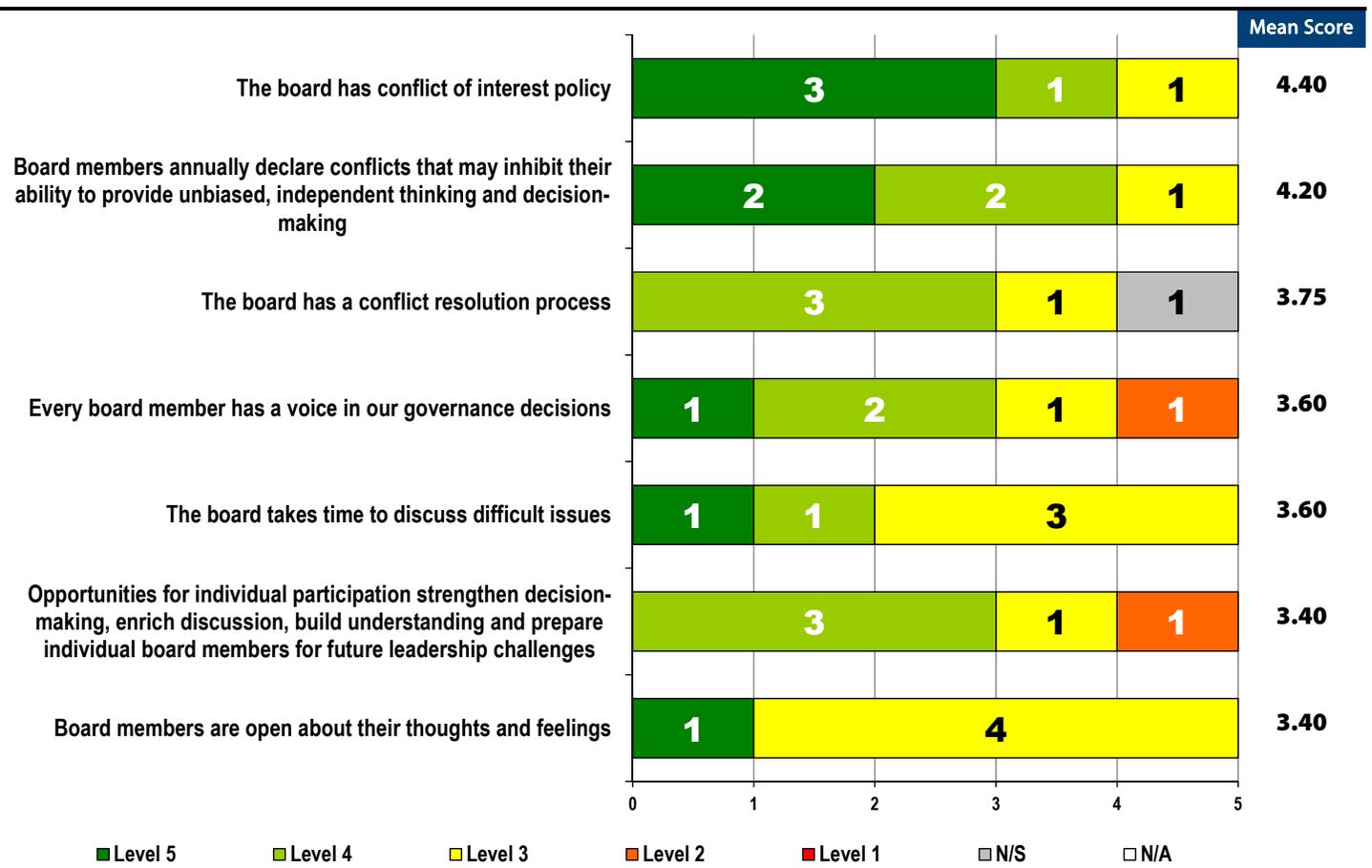
Meeting Materials

(sorted by highest to lowest mean score)



Board Relationships and Communication: Higher-Rated

(sorted by highest to lowest mean score)



SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Board Relationships and Communication: Lower Rated (sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

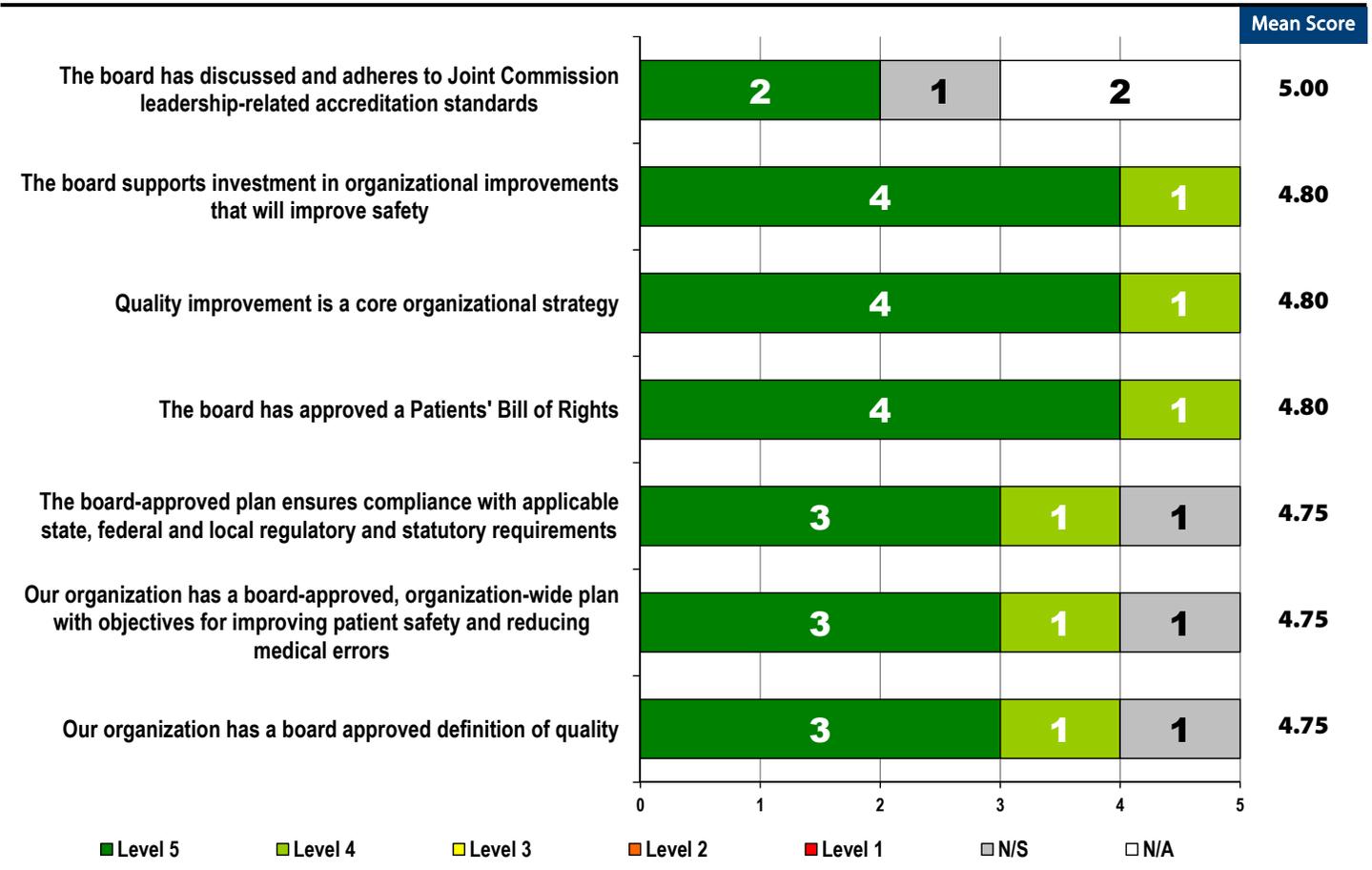
- Interpersonal conflicts are distracting the board and impeding effective governance. Work is needed on development of code of conduct, gaining agreement to comply with it, and policy/procedure for addressing noncompliance.
- Board governance has broken down this year. Extreme conflict has developed between an element of the board and management. The newly elected board should schedule an off-site workshop as soon as possible to determine how they can effectively work together to build consensus on issues in the future.
- The board is poorly informed on most issues on the agenda for discussion and action -- following years of asking, it's time for a new CEO!

SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Quality and Patient Safety

Defining and Understanding Quality and Patient Safety Issues: Higher-Rated
(sorted by highest to lowest mean score)



SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Defining and Understanding Quality and Patient Safety Issues: Lower-Rated (sorted by highest to lowest mean score)

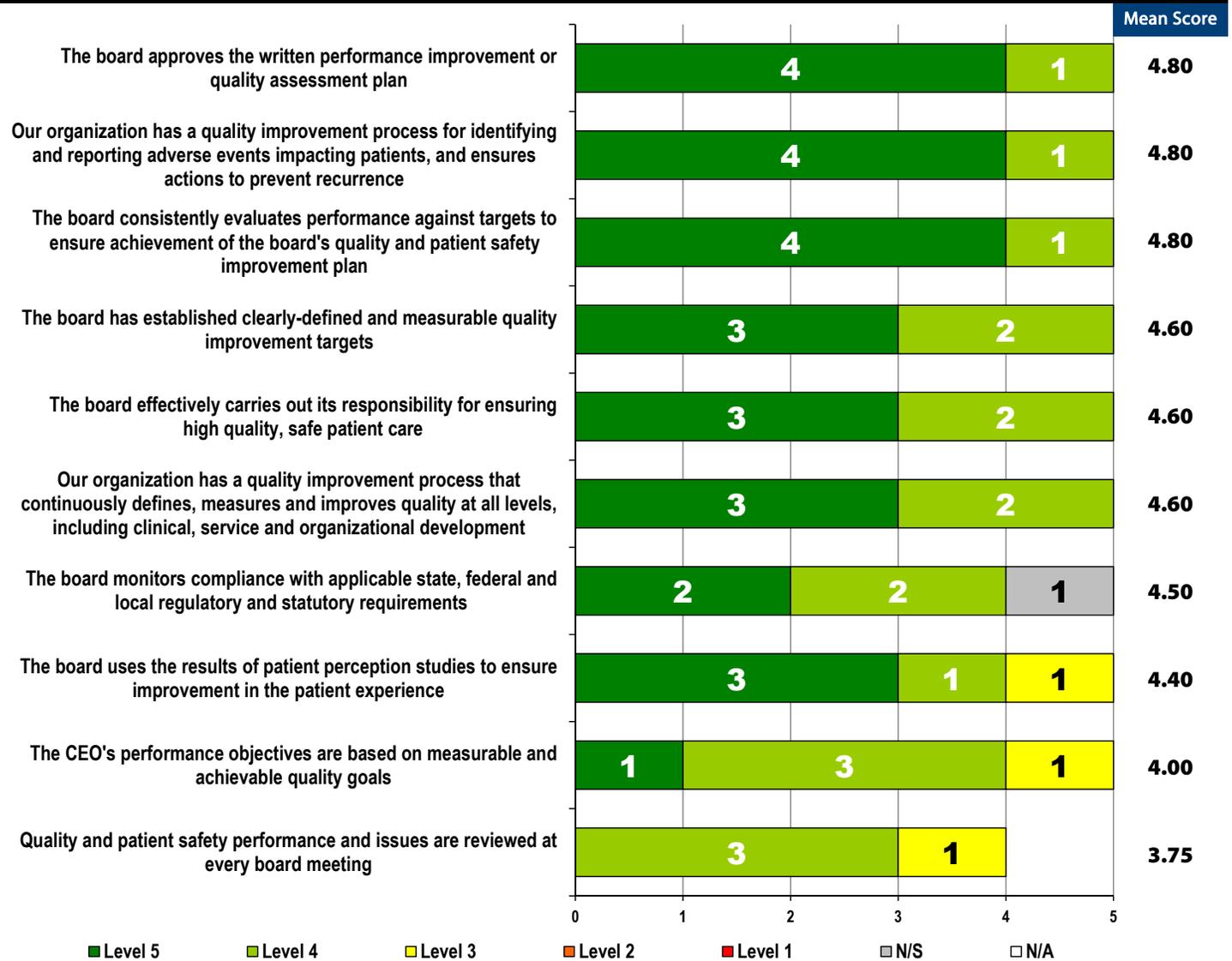


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Monitoring Quality and Patient Safety

(sorted by highest to lowest mean score)



SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Ensuring a Workforce that Provides High Quality and Safe Care

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

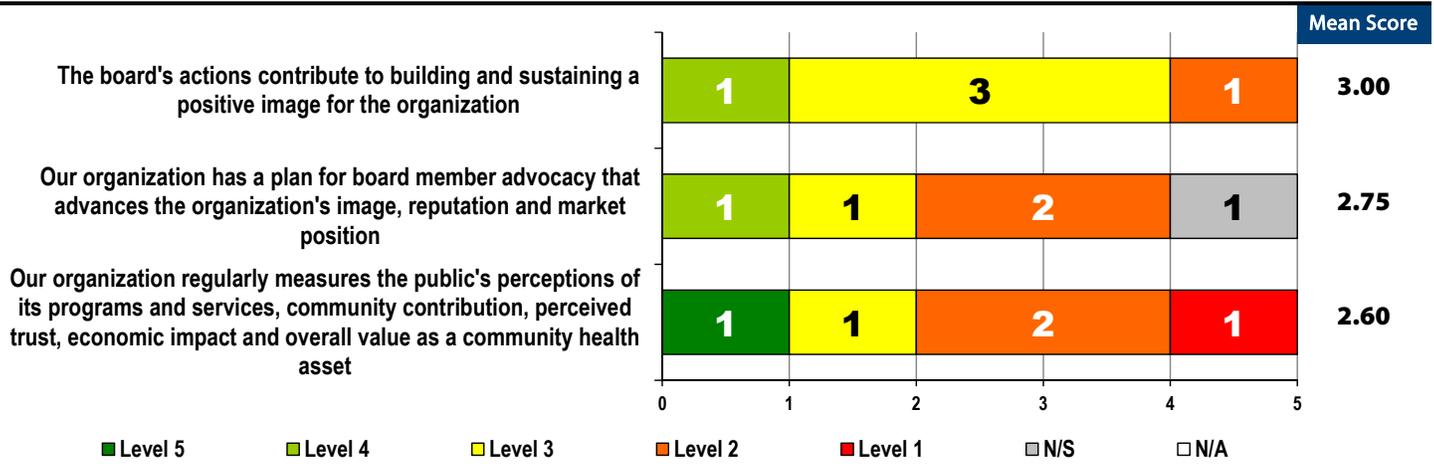
- The board can improve its involvement in identifying and monitoring quality measures in separate business units - all facets of the health care system.
- Vast improvement in quality outcomes over the past decade. Great results from HFAP survey conducted last spring confirms this.

SUMMARY RESULTS

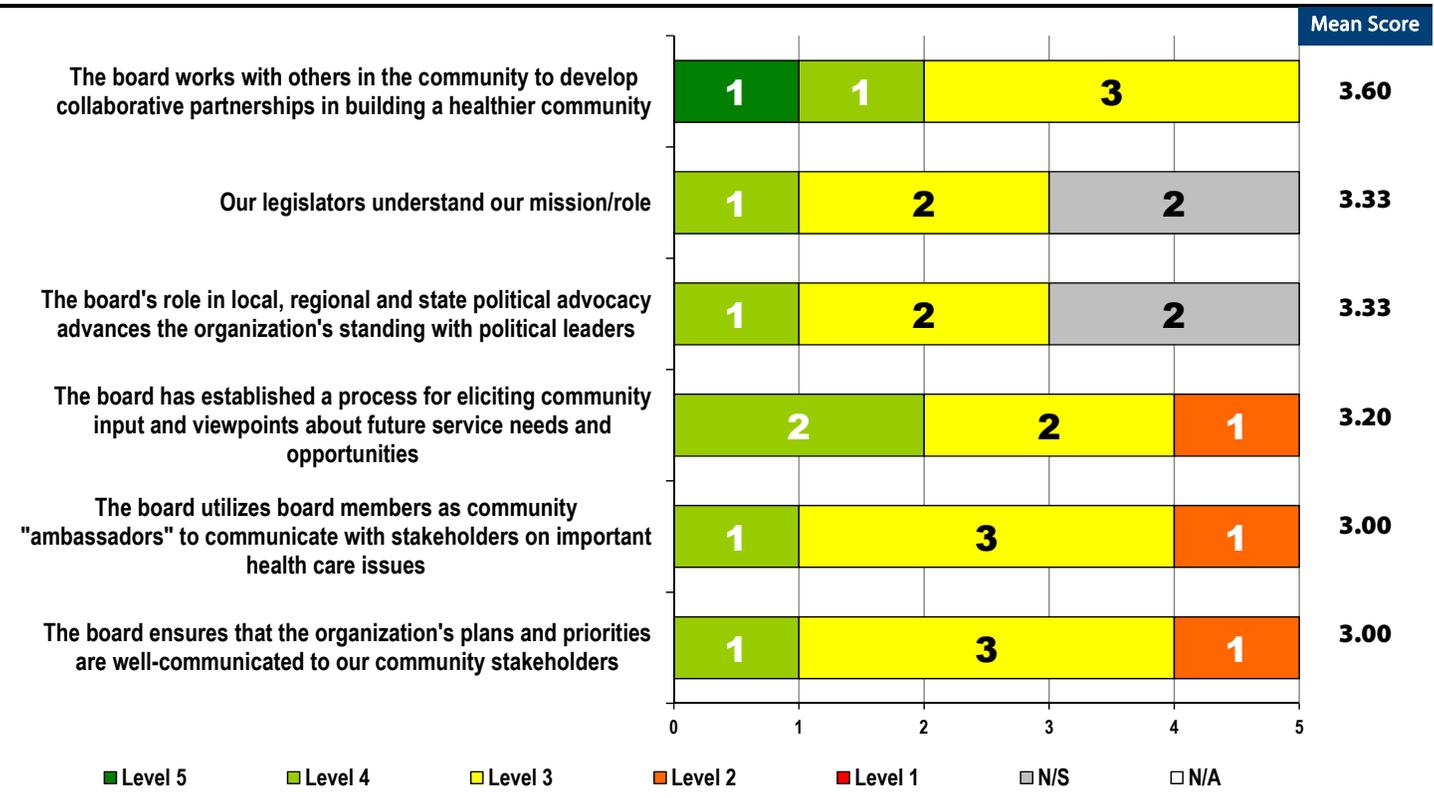
2014 Tahoe Forest Hospital District Governance Self-Assessment

Community Relationships

Ensuring Public Trust and Confidence (sorted by highest to lowest mean score)



Ensuring Community Communication and Feedback (sorted by highest to lowest mean score)



SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The board has to engage more actively with our community to listen to issues, address concerns, and communicate strategy, contributions, and value.
- Need to do a better job of communication. Need to reach out to community for their input. Adopt social media as well as conventional ways to do this.
- Pointed community surveys that ask residents what they like and what they don't like about TFHD, including what services they would like to have better access to. Let them talk!

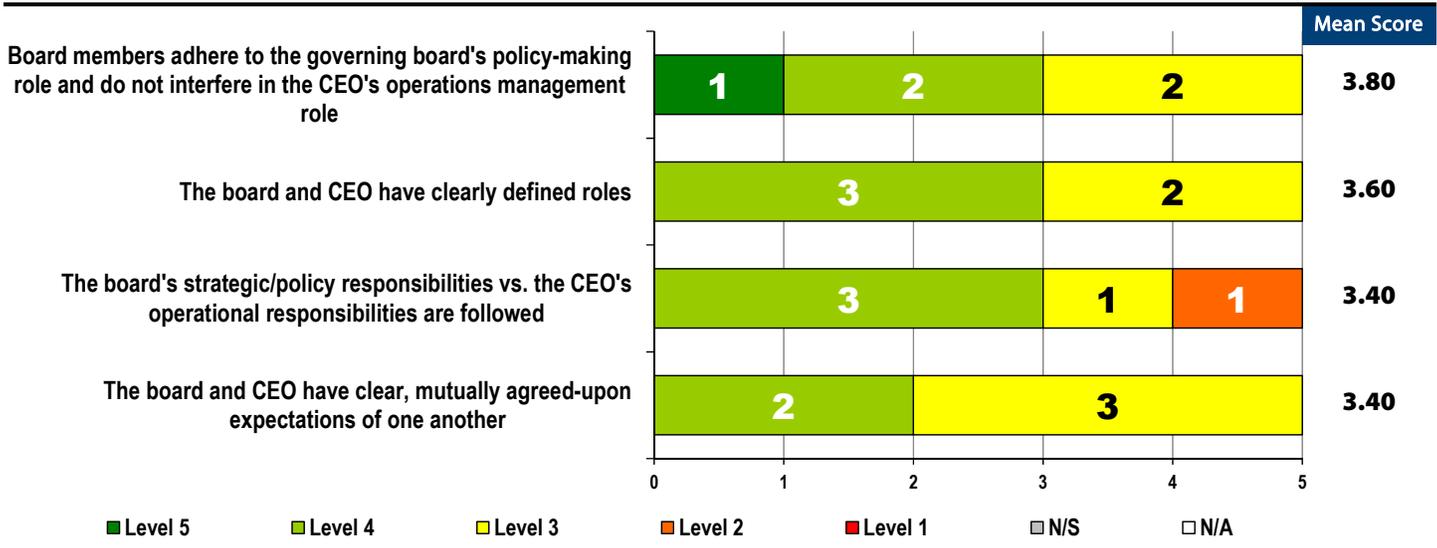
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Relationship with the CEO

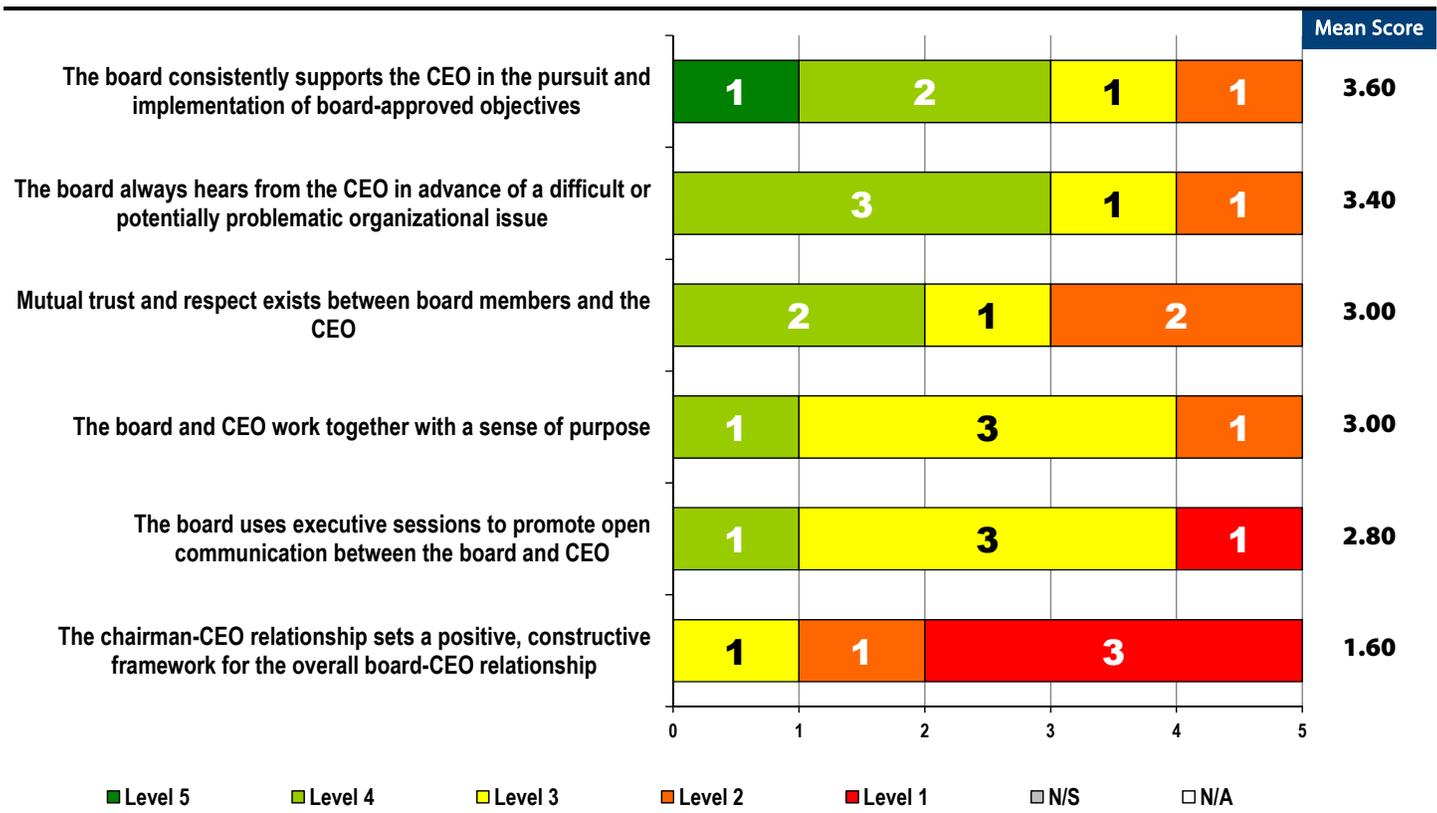
Board and CEO Roles

(sorted by highest to lowest mean score)



Communication, Support and Shared Goals

(sorted by highest to lowest mean score)

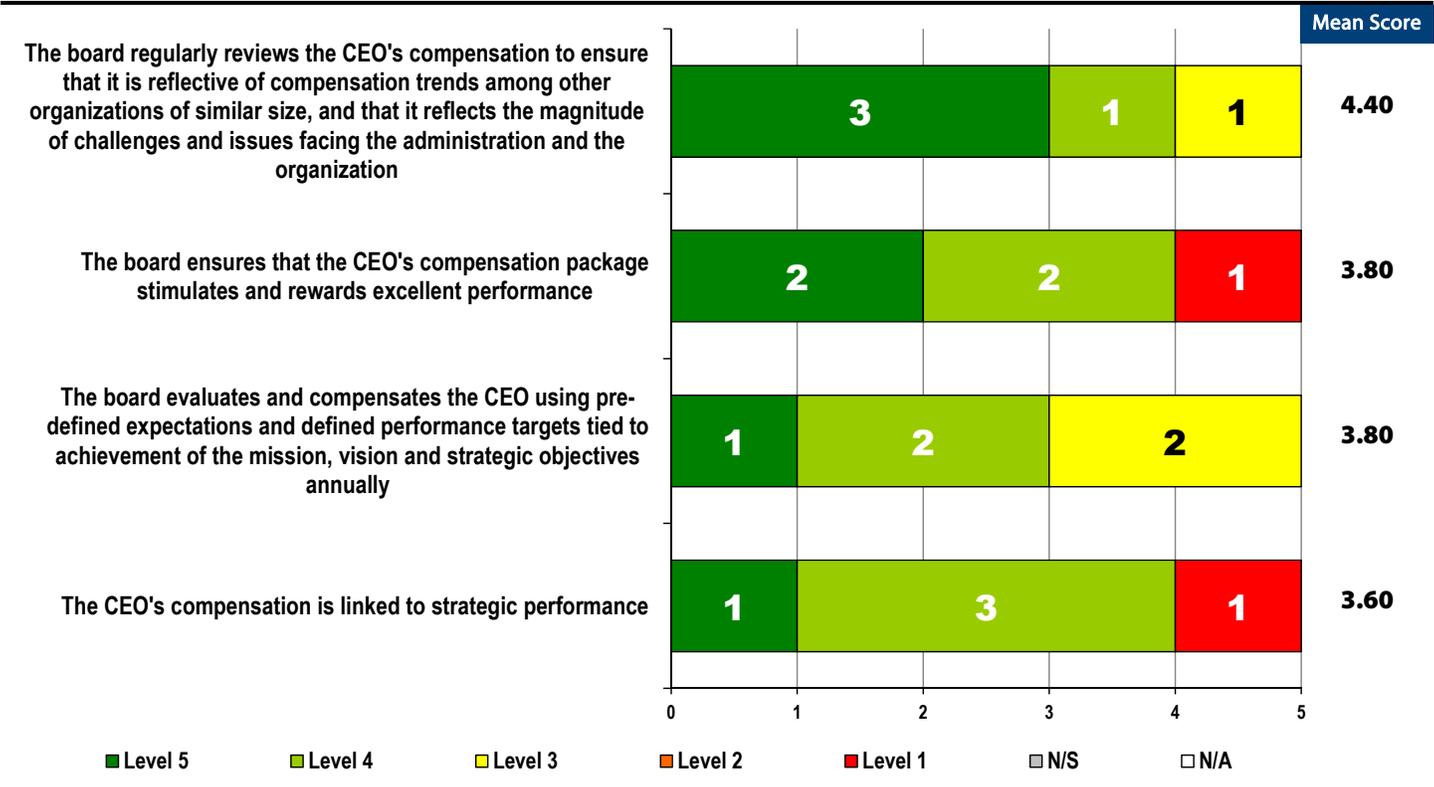


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

CEO Evaluation

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The conflict between the Chair and the CEO has undermined the efficacy of the board. The board can improve its leadership by keeping a forward facing focus on the strategic goals of the organization.
- Extreme breakdown between the board chair and CEO. Need to rebuild a level of trust between board and CEO.
- We need a CEO more focused on day-to-day operations (along with some strategic thinking). The CEO does not know how to use the board's Policy Making authority - several times this year stating "well, if the board had set a policy on..." issues we were not informed about.

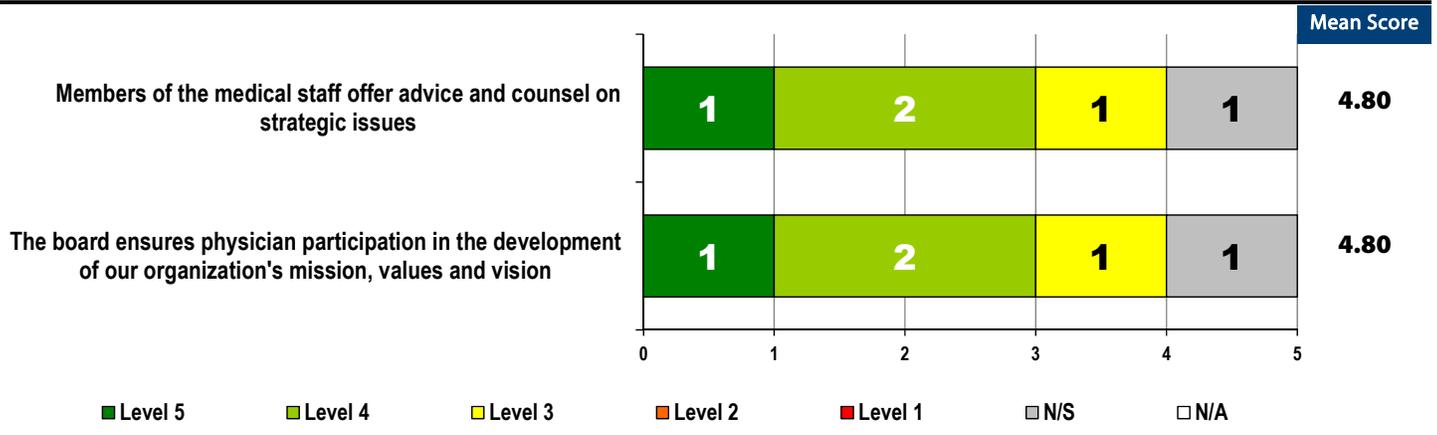
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Relationships with the Medical Staff

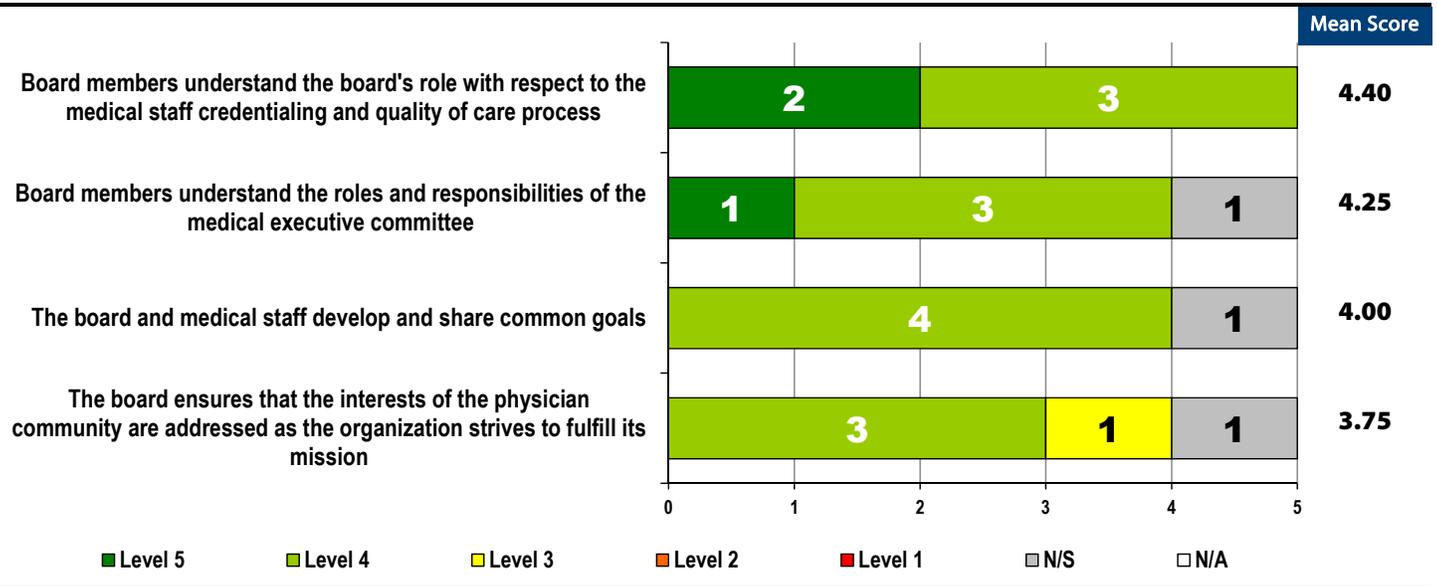
Physician Involvement in Decision Making

(sorted by highest to lowest mean score)



Shared Understanding

(sorted by highest to lowest mean score)

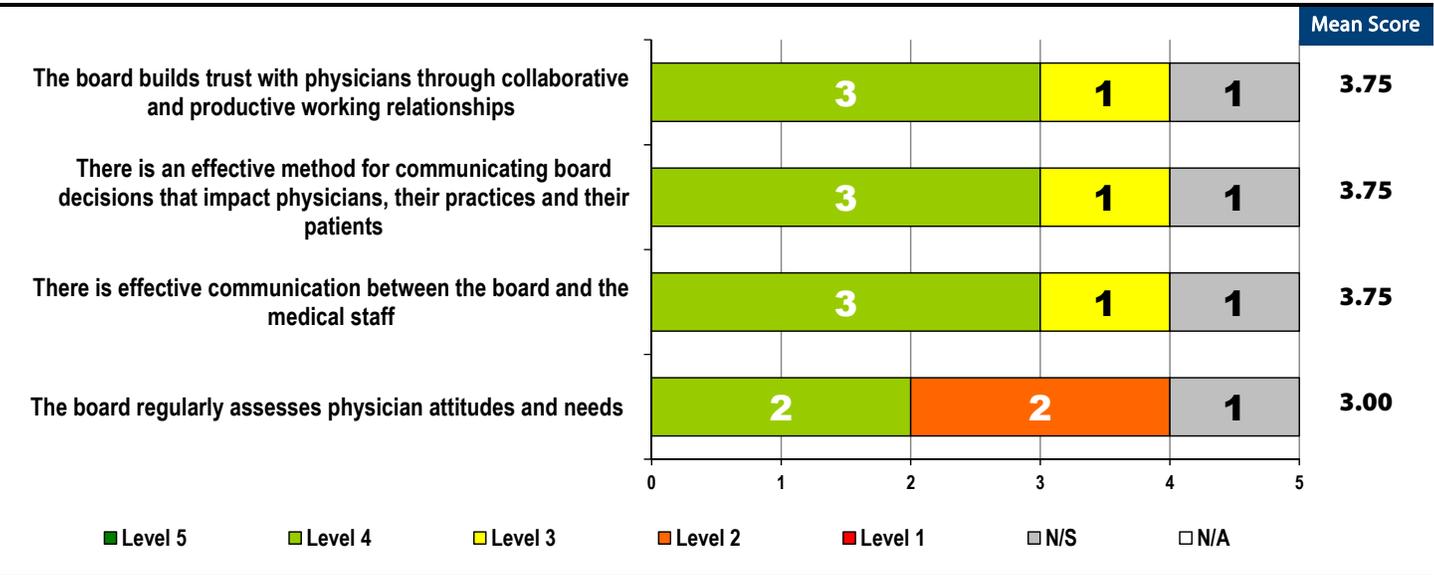


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Communication and Interaction

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The board can improve its direct communication with physicians and implement a process to assess physician attitudes and needs proactively.
- Relationships between the medical community, the board and the administration are generally good and have improved over the years.
- We ask physicians about CEO performance. We do not "assess physician attitudes and needs" and in today's world, we may have to start doing this.

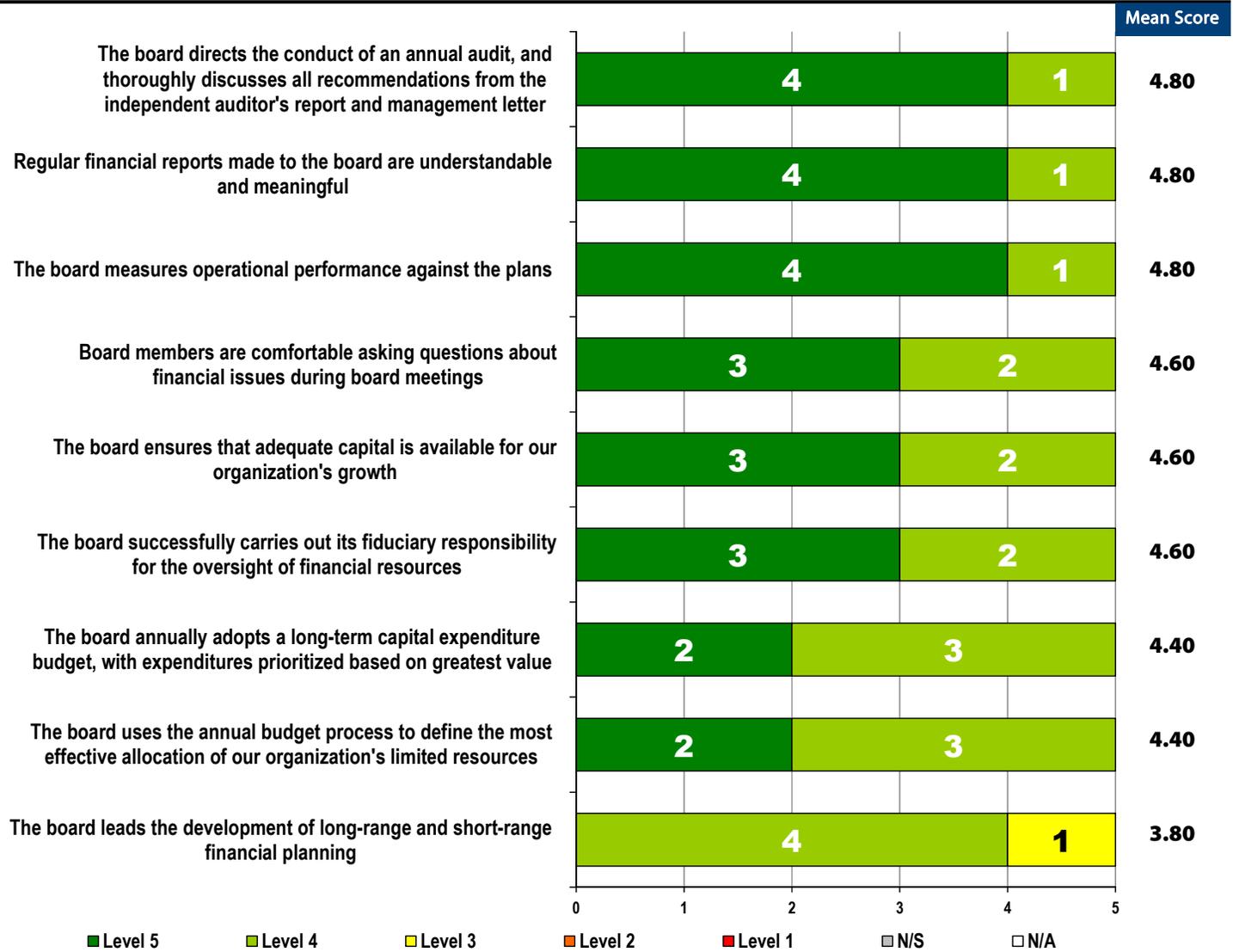
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Financial Leadership

The Fiduciary Responsibility

(sorted by highest to lowest mean score)

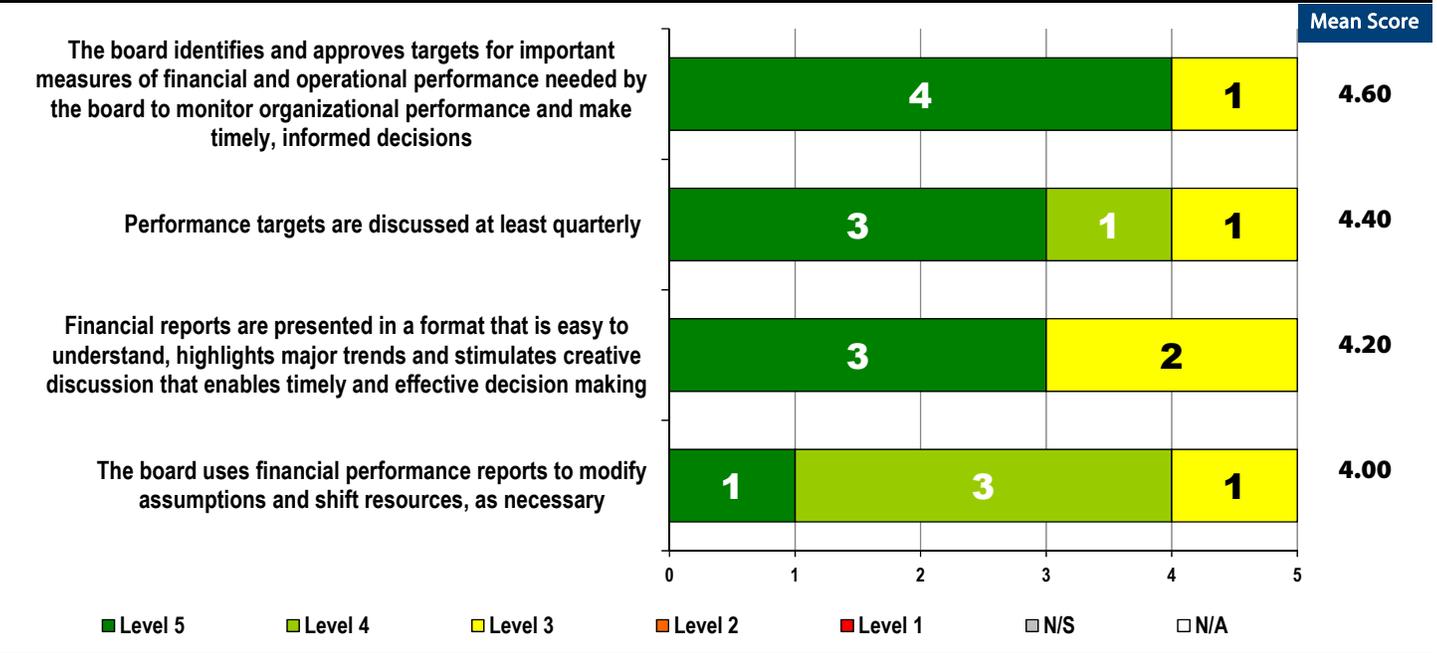


SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Monitoring Progress

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The board can improve its leadership by increased monitoring of financial performance in subsidiary entities, such as the Surgery Center and MSC.
- Excellent financial leadership from administration over the years. Healthy balance sheet and income statements as well. Very well-positioned for the upcoming challenges of health care reform.
- We still do not get regular reports on the strategic goals and financial value of the Foundation. There are fundraising opportunities here that are not being addressed per the strategic discussion of a few years back.

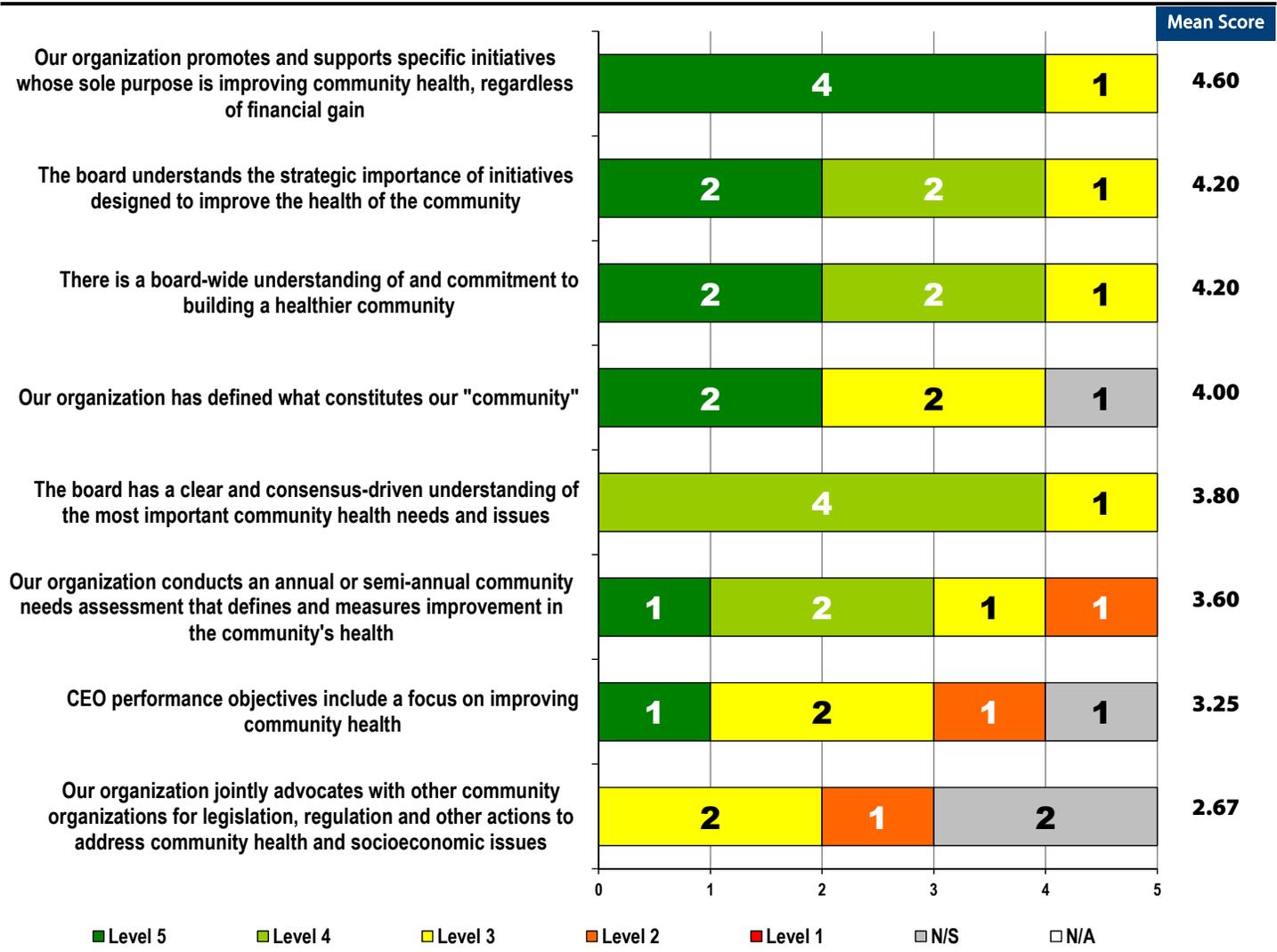
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Community Health

Development and Support of Community Health Initiatives

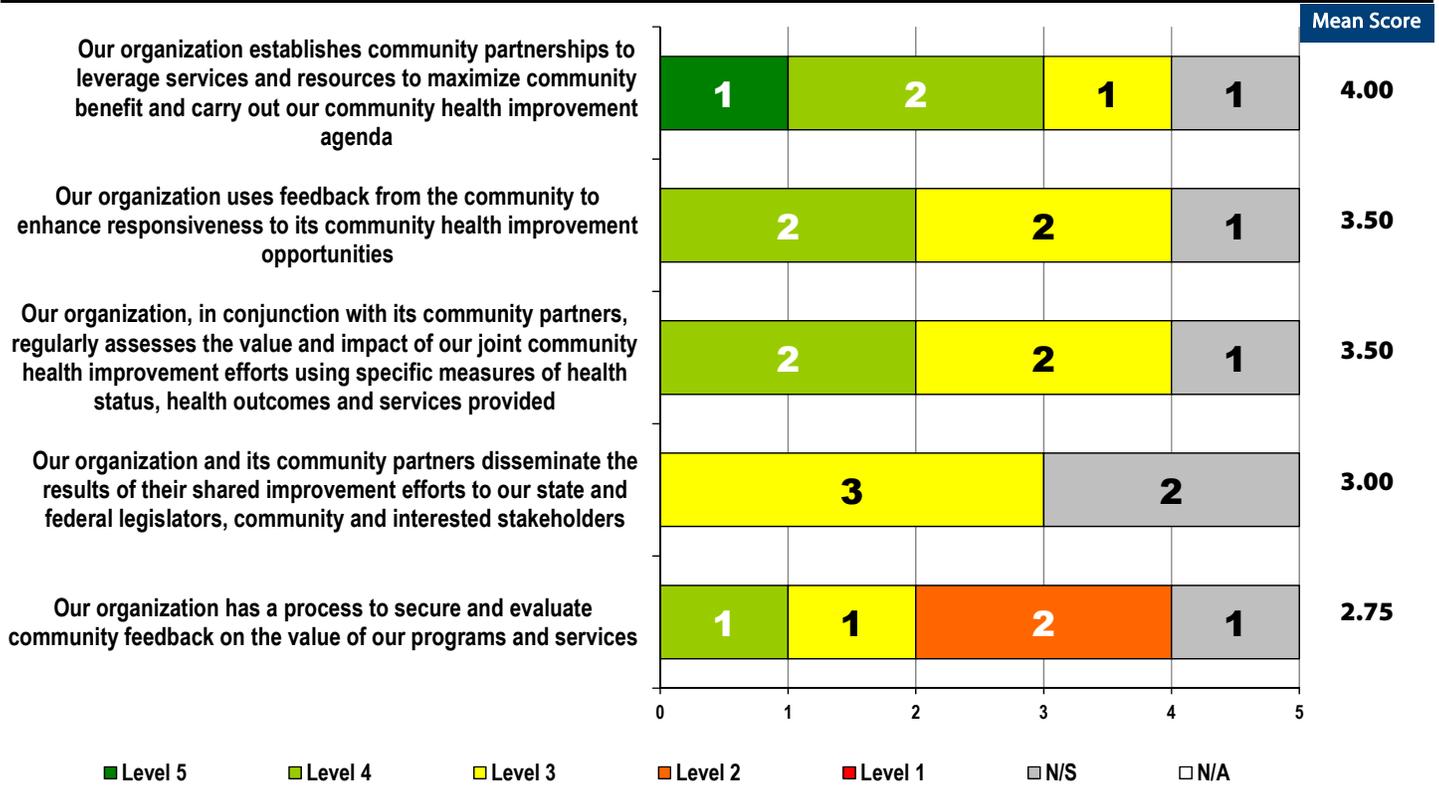
(sorted by highest to lowest mean score)



SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Community Involvement and Communication (sorted by highest to lowest mean score)



Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The Community Health Improvement Plan should have measurable goals for improving health, but we should also consider a way to evaluate community feedback on the value of programs and services.
- Just completed a tri-annual community health needs assessment. Need to find creative ways to communicate its results and to engage the community in evaluating the progress of the initiatives it identifies. Again, new communication tools are in order to engage the community in dialogue.

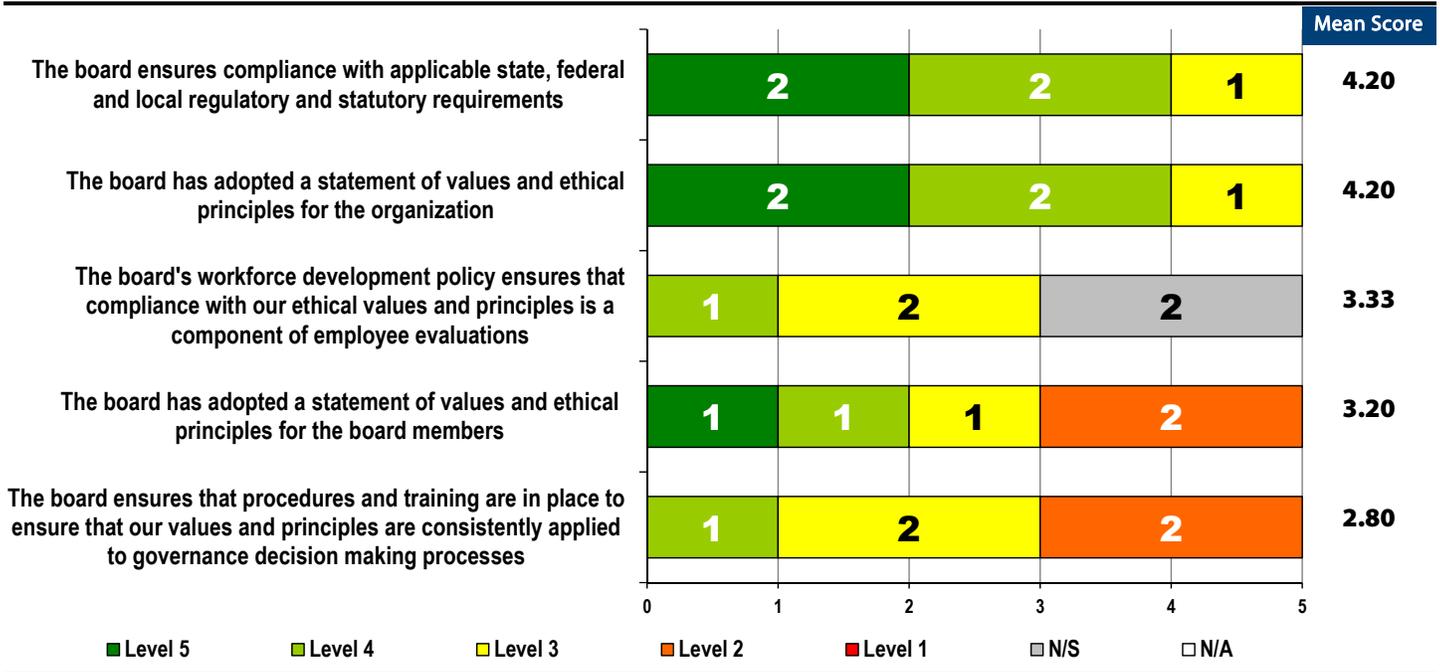
SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Organizational Ethics

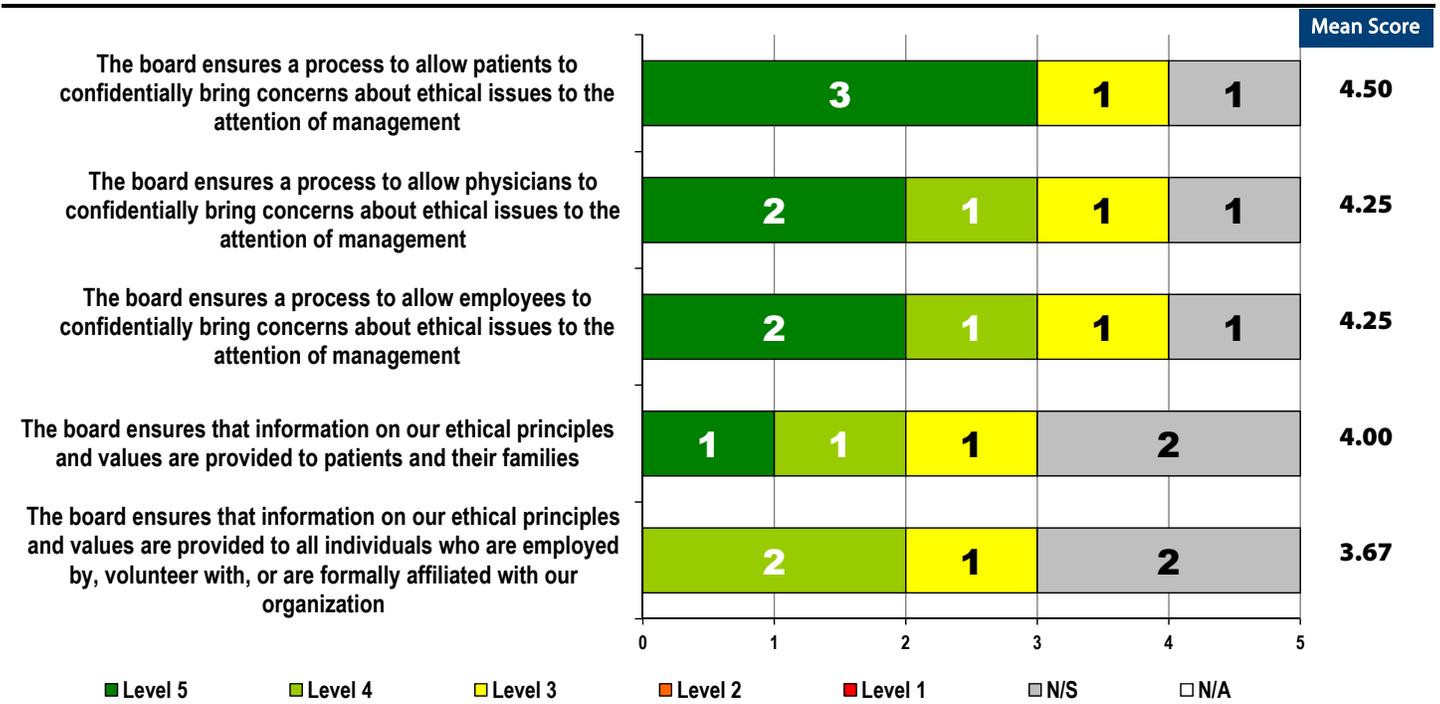
Ensuring Development and Implementation of Organizational Ethics

(sorted by highest to lowest mean score)



Awareness of Ethical Issues

(sorted by highest to lowest mean score)



SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Suggestions for Governance Improvement

Board members provided the following suggestions for governance improvement in this section:

- The board can review organizational values and ethics and adopt a statement for board members as part of a code of conduct. The board should receive education on how the ethical principles and values are provided to patients, families, employees and volunteers.
- Need to reevaluate the ethical behavior and responsibility of board members.

Issues and Priorities

Highest Priority for the Board in the Next Year

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

- Listening to the community, addressing their concerns, regaining trust and improving the perceived value of Tahoe Forest Health System.
- Provide a better method for two-way communication with the community.
- Need for board and management to identify how they are going to build consensus and trust to manage the health system in the future.
- Improving the board's performance/procedure/process on the management of strategic issues and demanding that the CEO and staff provide the board with relevant and meaningful information to support a comprehensive discussion and best outcome on strategic topics.
- Honesty and transparency.

Most Significant Strengths

Question: What are the board's most significant strengths?

- Dedicated board members who put in a lot of time to educate themselves, review materials, and work for the good of the district and the health of the community.
- Commitment to providing the highest quality of service to our community.
- Financial strength of the organization. Great progress in quality, patient satisfaction and relationships with physicians over the past few years are apparent.
- Financial health and high quality health care services.

Most Significant Weaknesses

Question: What are the board's most significant weaknesses?

- A board chair who has created conflict with the CEO, key staff, and other board members. Isolation from other local community agency boards as well as other district hospital boards - lack of education/models/visibility/lost opportunities for joint ventures.
- Weakness in the ability to check and balance management and leadership.
- Our team focus and spirit have lapsed. We need to return to discussions on strategic issues; improving the health of our communities; and preparing for health care reform and the new tomorrow.
- Lack of cohesion.
- Failure to minimize lengthy reports in an effort to spend more time on strategic issues.

SUMMARY RESULTS

2014 Tahoe Forest Hospital District Governance Self-Assessment

Key Issues for Board Focus in the Next Year

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

- Developing the Community Health Improvement Plan based on results of the health care needs assessment and working with community partner organizations. CEO contract and/or succession.
- Building public trust.
- Reestablish trust in the community.
- Select the most qualified CEO for the future.
- Building trust, respect and consensus among the board members in order to do their job effectively during the coming year(s).

Significant Trends the Board Must Understand and Deal with in the Next Year

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

- Implementation of the ACA will bring about changes that must be dealt with in a timely and effective manner.
- Health care reform and how it will impact the hospital in the future.
- Declining reimbursements and a need for some good, old fashioned leadership with a focus on day-to-day operations.
- Increasing need to manage chronic disease and improve access to primary care. Decreasing percentage of commercial insurance.
- Compliance.

Critical Factors to Address to Successfully Achieve Goals

Question: *What factors are most critical to be addressed if the hospital is to successfully achieve its goals?*

- Becoming a leaner financial organization while continuing to provide the high quality service that our patients have come to expect. How to find the right price point to meet the community's demands while recognizing that we have a long tenured workforce that has higher compensation and benefits levels. Finding the right mix of services for this community - its residents and visitors.
- Leadership succession, ACA implementation, and restoration of public trust.
- Continue to nurture the relationships and build trust between the board, management, employees and physicians to navigate the changes in health care delivery in the coming years.



Association Member Board Self-Assessment

This board self-assessment measures your viewpoints and ideas about your organization's board's governing effectiveness. The assessment consists of two sections:

**Section 1: Your assessment of overall board performance; and
Section 2: Issues and priorities.**

There are four buttons at the bottom of each of the pages of this self-assessment. **DO NOT use the forward or back buttons on your Web browser to navigate through the survey, as this will erase all entered data.**

You may use the "back" button at the bottom of the page to return to previous pages, the "pause" button to leave your self-assessment for a short period of time, the "reset" button to clear the answers on the current page, and the "continue" button to move forward from one page to the next. The bar in the upper right hand corner indicates your progress in completing the assessment.

Confidentiality Guarantee

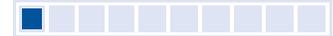
Your responses to this board self-assessment are anonymous and non-identifiable by individual. Individual answers will be considered together and presented in a summary analysis.

Your Name:

Your name is only used to know who has responded to the board self-assessment. Your responses will not be individually identifiable, and the results of this self-assessment will be compiled by an outside firm.

**If you are having problems
with the assessment please click here
or call (503) 469-8663.**

Begin Self-Assessment



Section 1: Board Performance Assessment

Leadership Responsibility 1: Mission, Values and Vision

Please rate your agreement with the statements below using the following scale:

- 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 *mostly 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 *completely 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.

Mission, Vision and Values

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

How can the board improve its leadership in this area?

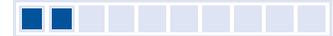
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Section 1: Board Performance Assessment

Leadership Responsibility 2: Strategic Direction

Please rate your agreement with the statements below using the following scale:

- 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.
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- Level 2:** I *mostly 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 *completely 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.

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 political/economic environment (local, regional and national) ensures effective strategic decision making	<input type="radio"/>						
Our organization's strategic objectives are clearly communicated to the board, employees and other stakeholder individuals and organizations	<input type="radio"/>						
Board members understand strategic issues the organization is facing, and the factors most critical to organizational success and performance	<input type="radio"/>						
The board is well-familiar with the planning data and assumptions that form the foundation for the strategic plan	<input type="radio"/>						
Strategic information provided to the board enables a clear understanding of issues and challenges, and facilitates decision making	<input type="radio"/>						
Our organization has a flexible, responsive strategic planning process	<input type="radio"/>						
The board focuses the majority of its time on strategic <u>thinking</u> and strategic <u>leadership</u> rather than strategic <u>plans</u>	<input type="radio"/>						
The board responds to new challenges with knowledge-based ideas and directions	<input type="radio"/>						

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	<input type="radio"/>						

Board members understand critical community health needs and challenges

Governance decisions are principally based on meeting community needs

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 organizational success	<input type="radio"/>						
The board takes timely corrective actions if/when objectives are not being met	<input type="radio"/>						
Criteria is in place for evaluating new service feasibility and value in fulfilling the mission and vision	<input type="radio"/>						
The board annually reviews the strengths and weaknesses of the organization's entities, and their role and value in mission and vision fulfillment	<input type="radio"/>						

How can the board improve its leadership in this area?

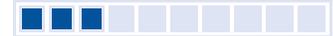
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Section 1: Board Performance Assessment

Leadership Responsibility 3: Leadership Structure and Governance Processes

Please rate your agreement with the statements below using the following scale:

- 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.
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- Level 1:** I *completely 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.

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	<input type="radio"/>						
The board's role and responsibilities are consistently adhered to	<input type="radio"/>						
Decision protocols and procedures have been established	<input type="radio"/>						
Board members consistently follow our decision protocols and procedures	<input type="radio"/>						
Directors' and officers liability insurance provides the protection needed to reassure board members that a "safe" governance environment exists	<input type="radio"/>						
New board members go through an orientation process	<input type="radio"/>						

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	<input type="radio"/>						
The board encourages critical dialogue among its members	<input type="radio"/>						

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	<input type="radio"/>						
The board has a process for improving individual board member	<input type="radio"/>						

effectiveness when non-performance becomes a governance issue

The board has a process for removing a board member from the board for non-performance

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	<input type="radio"/>						
At least 75 percent of the board's meeting time is spent focusing on strategic issues	<input type="radio"/>						
The board engages in productive policy-making and strategic discussion	<input type="radio"/>						
The board resolves problems effectively, even when the solutions are uncomfortable to implement	<input type="radio"/>						

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

Board Member Knowledge

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Each board member is provided with the background information and intelligence resources required for active participation in board dialogue	<input type="radio"/>						
Board members receive well thought-out strategic options and alternatives from management prior to defining a strategic course of action	<input type="radio"/>						
A continual flow of new information and assumptions are presented	<input type="radio"/>						

at board meetings, and board members use the information to modify strategic direction as necessary	<input type="radio"/>						
Board members have a clear and comprehensive understanding of the changing health care environment (local, regional and national) and its effects on the organization	<input type="radio"/>						
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	<input type="radio"/>						

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	<input type="radio"/>						
The board develops and implements an annual governance improvement plan	<input type="radio"/>						
The board has an education development plan that assures board member understanding of issues essential to effective governance, including education at every board meeting, and annually at the board retreat	<input type="radio"/>						
Board orientation and education broadens board members' perspectives about the challenges our organization will face in the future	<input type="radio"/>						

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 one week in advance of board, committee and task force meetings	<input type="radio"/>						
Our meeting materials promote meaningful dialogue and critical decision-making	<input type="radio"/>						
The information the board receives is relevant, timely, understandable and actionable, and facilitates board decision making	<input type="radio"/>						

Board Relationships and Communication

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Working relationships among board members are good	<input type="radio"/>						
The board has an environment where board members engage in vibrant dialogue that challenges conventional thinking	<input type="radio"/>						
Board dialogue creates consensus and positive new directions	<input type="radio"/>						
The board takes time to discuss difficult issues	<input type="radio"/>						
Board members are open about their thoughts and feelings	<input type="radio"/>						
The board's decision-making culture includes active involvement,							

questioning, probing, challenging and stimulating discussion and dialogue on meaningful issues	<input type="radio"/>						
The governance culture is open to alternative views, and constructively challenges "conventional wisdom"	<input type="radio"/>						
The board's decision pathways ensure that all critical decisions include the proper mix of background, discussion of alternatives, potential outcomes and preferred choice	<input type="radio"/>						
Every board member has a voice in our governance decisions	<input type="radio"/>						
Opportunities for individual participation strengthen decision-making, enrich discussion, build understanding and prepare individual board members for future leadership challenges	<input type="radio"/>						
The board has conflict of interest policy	<input type="radio"/>						
The board has a conflict resolution process	<input type="radio"/>						
Board members annually declare conflicts that may inhibit their ability to provide unbiased, independent thinking and decision-making	<input type="radio"/>						

How can the board improve its leadership in this area?

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Section 1: Board Performance Assessment

Leadership Responsibility 4: Quality and Patient Safety

Please rate your agreement with the statements below using the following scale:

- 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 *mostly 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 *completely 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.

Defining and Understanding Quality and Patient Safety Issues

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
Our organization has a board approved definition of quality	<input type="radio"/>						
The board's definition of quality encompasses community health, wellness and prevention	<input type="radio"/>						
Our organization has a board approved definition of patient safety	<input type="radio"/>						
Our organization has a board-approved, organization-wide plan with objectives for improving patient safety and reducing medical errors	<input type="radio"/>						
The board-approved plan ensures compliance with applicable state, federal and local regulatory and statutory requirements	<input type="radio"/>						
The board has discussed and adheres to Joint Commission leadership-related accreditation standards	<input type="radio"/>						
The board, leadership team and medical staff meet the Joint Commission's quality standards	<input type="radio"/>						
Our organization achieves the Joint Commission's national patient safety goals	<input type="radio"/>						
The board has approved a Patients' Bill of Rights	<input type="radio"/>						
Quality improvement is a core organizational strategy	<input type="radio"/>						
The board has a policy to ensure that ethnic and/or racial diversity is not a barrier to access to care	<input type="radio"/>						
Our organization has approved quality measures for patient services provided through contractual arrangements by other organizations on the organization's behalf	<input type="radio"/>						
The board supports investment in organizational improvements that will improve safety	<input type="radio"/>						

Monitoring Quality and Patient Safety

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board consistently evaluates performance against targets to ensure achievement of the board's quality and patient safety improvement plan	<input type="radio"/>						
Our organization has a quality improvement process that continuously defines, measures and improves quality at all levels, including clinical, service and organizational development	<input type="radio"/>						
Our organization has a quality improvement process for identifying and reporting adverse events impacting patients, and ensures actions to prevent recurrence	<input type="radio"/>						
The board uses the results of patient perception studies to ensure improvement in the patient experience	<input type="radio"/>						
The board monitors compliance with applicable state, federal and local regulatory and statutory requirements	<input type="radio"/>						
The CEO's performance objectives are based on measurable and achievable quality goals	<input type="radio"/>						
The board effectively carries out its responsibility for ensuring high quality, safe patient care	<input type="radio"/>						
Quality and patient safety performance and issues are reviewed at every board meeting	<input type="radio"/>						
The board approves the written performance improvement or quality assessment plan	<input type="radio"/>						
The board has established clearly-defined and measurable quality improvement targets	<input type="radio"/>						

Ensuring a Workforce that Provides High Quality and Safe Care

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board's process of approving appointments and reappointments to the medical staff meets its quality and legal responsibilities	<input type="radio"/>						
The board ensures that appropriate resources are in place to assure a competent, high-quality patient care workforce	<input type="radio"/>						

How can the board improve its leadership in this area?

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Section 1: Board Performance Assessment

Leadership Responsibility 5: Community Relationships

Please rate your agreement with the statements below using the following scale:

- 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.
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- Level 2:** I *mostly 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 *completely 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.

Ensuring Public Trust and Confidence

	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	<input type="radio"/>						
Our organization regularly measures the public's perceptions of its programs and services, community contribution, perceived trust, economic impact and overall value as a community health asset	<input type="radio"/>						
The board's actions contribute to building and sustaining a positive image for the organization	<input type="radio"/>						

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	<input type="radio"/>						
The board ensures that the organization's plans and priorities are well-communicated to our community stakeholders	<input type="radio"/>						
The board utilizes board members as community "ambassadors" to communicate with stakeholders on important health care issues	<input type="radio"/>						
The board works with others in the community to develop collaborative partnerships in building a healthier community	<input type="radio"/>						
The board's role in local, regional and state political advocacy advances the organization's standing with political leaders	<input type="radio"/>						
Our legislators understand our mission/role	<input type="radio"/>						

How can the board improve its leadership in this area?

[If you are having problems
with the assessment please click here
or call \(503\) 469-8663.](#)

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Section 1: Board Performance Assessment

Leadership Responsibility 6: Relationship With the CEO

Please rate your agreement with the statements below using the following scale:

- 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*.
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- Level 1:** I *completely 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.

Board and CEO Roles

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

Communication, Support and Shared Goals

	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	<input type="radio"/>						
Mutual trust and respect exists between board members and the CEO	<input type="radio"/>						
The board and CEO work together with a sense of purpose	<input type="radio"/>						
The board always hears from the CEO in advance of a difficult or potentially problematic organizational issue	<input type="radio"/>						
The chairman-CEO relationship sets a positive, constructive framework for the overall board-CEO relationship	<input type="radio"/>						
The board uses executive sessions to promote open communication between the board and CEO	<input type="radio"/>						

CEO Evaluation

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

The CEO's compensation is linked to strategic performance

The board ensures that the CEO's compensation package stimulates and rewards excellent performance

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

How can the board improve its leadership in this area?

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Section 1: Board Performance Assessment

Leadership Responsibility 7: Relationships With the Medical Staff

Please rate your agreement with the statements below using the following scale:

- 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 **mostly 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 **completely 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.

Physician Involvement in Decision Making

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board ensures physician participation in the development of our organization's mission, values and vision	<input type="radio"/>						
Members of the medical staff offer advice and counsel on strategic issues	<input type="radio"/>						

Shared Understanding

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
The board and medical staff develop and share common goals	<input type="radio"/>						
Board members understand the roles and responsibilities of the medical executive committee	<input type="radio"/>						
The board ensures that the interests of the physician community are addressed as the organization strives to fulfill its mission	<input type="radio"/>						
Board members understand the board's role with respect to the medical staff credentialing and quality of care process	<input type="radio"/>						

Communication and Interaction

	Level 5	Level 4	Level 3	Level 2	Level 1	N/S	N/A
There is effective communication between the board and the medical staff	<input type="radio"/>						
There is an effective method for communicating board decisions that impact physicians, their practices and their patients	<input type="radio"/>						
The board builds trust with physicians through collaborative and productive working relationships	<input type="radio"/>						
The board regularly assesses physician attitudes and needs	<input type="radio"/>						

How can the board improve its leadership in this area?

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Section 1: Board Performance Assessment

Leadership Responsibility 8: Financial Leadership

Please rate your agreement with the statements below using the following scale:

- 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 **mostly 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 **completely 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.

The Fiduciary Responsibility

	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	<input type="radio"/>						
The board uses the annual budget process to define the most effective allocation of our organization's limited resources	<input type="radio"/>						
The board leads the development of long-range and short-range financial planning	<input type="radio"/>						
The board measures operational performance against the plans	<input type="radio"/>						
Regular financial reports made to the board are understandable and meaningful	<input type="radio"/>						
The board annually adopts a long-term capital expenditure budget, with expenditures prioritized based on greatest value	<input type="radio"/>						
The board ensures that adequate capital is available for our organization's growth	<input type="radio"/>						
The board directs the conduct of an annual audit, and thoroughly discusses all recommendations from the independent auditor's report and management letter	<input type="radio"/>						
Board members are comfortable asking questions about financial issues during board meetings	<input type="radio"/>						

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 needed by the board to monitor organizational performance and make timely, informed decisions	<input type="radio"/>						
Performance targets are discussed at least quarterly	<input type="radio"/>						
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	<input type="radio"/>						
The board uses financial performance reports to modify assumptions and shift resources, as necessary	<input type="radio"/>						

How can the board improve its leadership in this area?

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Section 1: Board Performance Assessment

Leadership Responsibility 9: Community Health

Please rate your agreement with the statements below using the following scale:

- 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 **mostly 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 **completely 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.

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"	<input type="radio"/>						
There is a board-wide understanding of and commitment to building a healthier community	<input type="radio"/>						
The board understands the strategic importance of initiatives designed to improve the health of the community	<input type="radio"/>						
Our organization promotes and supports specific initiatives whose sole purpose is improving community health, regardless of financial gain	<input type="radio"/>						
CEO performance objectives include a focus on improving community health	<input type="radio"/>						
Our organization jointly advocates with other community organizations for legislation, regulation and other actions to address community health and socioeconomic issues	<input type="radio"/>						
Our organization conducts an annual or semi-annual community needs assessment that defines and measures improvement in the community's health	<input type="radio"/>						
The board has a clear and consensus-driven understanding of the most important community health needs and issues	<input type="radio"/>						

Community Involvement and Communication

	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	<input type="radio"/>						
Our organization has a process to secure and evaluate community feedback on the value of our programs and services	<input type="radio"/>						
Our organization uses feedback from the community to enhance responsiveness to its community health improvement opportunities	<input type="radio"/>						
Our organization establishes community partnerships to leverage services and resources to maximize community benefit and carry out our community health improvement agenda	<input type="radio"/>						
Our organization and its community partners disseminate the results of their shared improvement efforts to our state and federal legislators, community and interested stakeholders	<input type="radio"/>						

How can the board improve its leadership in this area?

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Section 1: Board Performance Assessment

Leadership Responsibility 10: Organizational Ethics

Please rate your agreement with the statements below using the following scale:

- 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 **mostly 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 **completely 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.

Ensuring Development and Implementation of 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	<input type="radio"/>						
The board has adopted a statement of values and ethical principles for the board members	<input type="radio"/>						
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	<input type="radio"/>						
The board ensures compliance with applicable state, federal and local regulatory and statutory requirements	<input type="radio"/>						
The board's workforce development policy ensures that compliance with our ethical values and principles is a component of employee evaluations	<input type="radio"/>						

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	<input type="radio"/>						
The board ensures that information on our ethical principles and values are provided to patients and their families	<input type="radio"/>						
The board ensures a process to allow <u>patients</u> to confidentially bring concerns about ethical issues to the attention of management	<input type="radio"/>						
The board ensures a process to allow <u>employees</u> to confidentially bring concerns about ethical issues to the attention of management	<input type="radio"/>						
The board ensures a process to allow <u>physicians</u> to confidentially bring concerns about ethical issues to the attention of management	<input type="radio"/>						

How can the board improve its leadership in this area?

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Section 2: Issues and Priorities

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

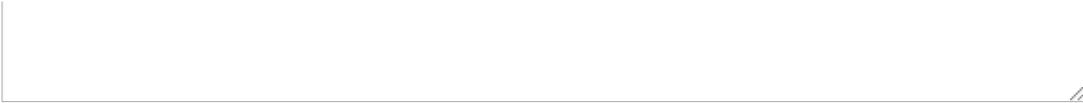
What are the board's most significant strengths?

What are the board's most significant weaknesses?

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

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

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



**Please select the "Submit Assessment" button only one time below.
It may take a few seconds for your submission to be complete.**

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Governance Improvement Plan 2014

Action Item	Strategy	Assigned To	Deadline
Increase the amount and the level of strategic discussion	Change agenda at BOD meeting to spend more time in strategic discussion and less time hearing reports Have multiple viewpoints presented with options and not conclusions		
Board Culture	Hold ourselves accountable for our goals Create structure for follow through on questions of staff Create a robust board education plan and calendar		
Improve meeting structure	Work with staff to create more efficient, transparent, strategic and engaged meetings. Continue to work with staff to get materials a week in advance of meetings Executive summary/cover letter for all presentations to the board Summary minutes of committee meetings for all board members		
Partnerships	Increase community engagement utilizing social media and other techniques Board to board connections within community and with other hospitals/healthcare districts Continue to advance partnerships with community physicians		

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Detailed Board Improvement Items 2014

1. Increase the amount and level of strategic discussion
 - a. Agenda crafting - assign timeframes for each item
 - b. Better direction to staff regarding reports - Items should be presented in a timely manner, have a clear statement of the need or issue and how it relates to specific strategy, goal or mission, analysis, options, staff recommendations, and measures of success.
 - i. Powerpoint presentations should have few slides and guide discussion - they are not a substitute for a comprehensive report presented for the board to review in advance of the meeting.
 - c. Put specific strategic issues on the agenda regularly
 - i. Updates on specific strategic goals and initiatives for education and discussion
 - d. Clear other items from agenda to make room for strategic discussion
 - i. Place more in the consent agenda
 - ii. Have more work done in committee
2. Board Culture
 - a. We get along well but need to challenge ourselves and each other more.
 - i. Need regular check-ins on goals
 - ii. Chair needs to keep us focused strategically, and help guide discussion out of management weeds - achieve appropriate oversight vs. wading into management.
 - b. Consider new self-assessment tool from ACHD for next year
 - c. Board Education
 - i. Align board education to strategic discussion and decision elements by creating a calendar with staff.
 - ii. Areas for education - we don't know what we don't know
 1. Compliance
 2. The board's role in the accreditation process
 3. Quality oversight
 4. Best practices in governance - both hospital and models from other fields
 5. Healthcare Reform
 - a. Understanding the types and effects of payment model changes
 - b. Regular updates on insurance coverage in this community
 - c. the evolving mission of the community hospital
 - d. continuum of care models
 - d. Begin each meeting with a brief story about care, governance, patient or staff experience.

3. Improved Meeting Structure

- a. In mandatory reports have staff identify outliers and remedies - put the rest in the written report and trust us to read it.
- b. Put reports on the consent agenda unless there is a decision involved or strategic direction component to discuss
- c. Executive summaries for all reports
- d. Committee work
 - i. Move more work into committees,
 - ii. Have committees communicate their work better to the full board, and have committees bring strategic questions/discussion items to the board rather than a report of what they did.
 - iii. Board members to access draft committee minutes through the portal
- e. Change the room layout and tone of discussion to be more professional
- f. At the end of the meeting identify follow up questions, tasks, next steps and persons responsible.
- g. Following board discussion have chair provide a summary consensus so that staff has clear direction from the board.
- h. Assign timeframe for items on the agenda to be sure that the board spends its time effectively.

4. Partnerships and Community Engagement

- a. Communicate better using social media, personal contact
- b. Use board to board connections to learn - consider joint meetings
- c. reach out to key employers in the community
- d. learn from other healthcare entities
- e. Evaluate forming a Community Benefits committee - start with an ad hoc

Tahoe Forest Hospital District

Board of Directors Meeting Evaluation Form

Date: _____

		Exceed Expectations		Meets Expectations		Below Expectations
1	Overall, the meeting agenda is clear and includes appropriate topics for Board consideration	5	4	3	2	1
2	The consent agenda includes appropriate topics and worked well	5	4	3	2	1
3	The Board packet & handout materials were sufficiently clear and at a 'governance level'	5	4	3	2	1
4	Discussions were on target	5	4	3	2	1
5	Board members were prepared and involved	5	4	3	2	1
6	The education was relevant and helpful	5	4	3	2	1
7	Board focused on issues of strategy and policy	5	4	3	2	1
8	Objectives for meeting were accomplished	5	4	3	2	1
9	Meeting ran on time	5	4	3	2	1

Please provide further feedback here:
