



ACHD
ASSOCIATION OF CALIFORNIA
HEALTHCARE DISTRICTS

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.

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.

Please scan and email this survey to

vi@walkercompany.com

Vone Yee
The Walker Company

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 *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.

| | 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Our organization has a clear, focused and relevant written <u>vision</u> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Our organization has a clear, focused and relevant written <u>values</u> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The mission, values and vision drive decision making at all board meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The mission, values and vision drive organizational strategies, objectives and action plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board regularly reviews the status of strategies and objectives to ensure fit with the mission and vision | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members fulfill their leadership role in ensuring achievement of the mission, values and vision | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

How can the board improve its leadership in this area?

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.
- 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.

The Strategic Planning Process

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

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members understand critical community health needs and challenges | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Governance decisions are principally based on meeting community health needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board takes timely corrective actions if/when objectives are not being met | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Criteria is in place for evaluating new service feasibility and value in fulfilling the mission and vision | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

How can the board improve its leadership in this area?

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.
- 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.

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

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

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board has a process for improving individual board member effectiveness when non-performance becomes a governance issue | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board has a process for removing a board member from the board for non-performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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

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

Board Member Knowledge

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

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

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Our meeting materials promote meaningful dialogue and critical decision-making | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The information the board receives is relevant, timely, understandable and actionable, and facilitates board decision making | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Board Relationships and Communication

| | Level 5 | Level 4 | Level 3 | Level 2 | Level 1 | N/S | N/A |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Working relationships among trustees are good | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board has an environment where board members engage in vibrant dialogue that challenges conventional thinking | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board dialogue creates consensus and positive new directions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board takes time to discuss difficult issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members are open about their thoughts and feelings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board's decision-making culture includes active involvement, questioning, probing, challenging and stimulating discussion and dialogue on meaningful issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The governance culture is open to alternative views, and constructively challenges "conventional wisdom" | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Every board member has a voice in our governance decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Opportunities for individual participation strengthen decision-making, enrich discussion, build understanding and prepare individual board members for future leadership challenges | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board has a conflict of interest policy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Board Relationships and Communication (cont.)

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

The board has a conflict resolution process

Trustees, senior leaders and medical staff annually declare conflicts that may inhibit their ability to provide unbiased, independent thinking and decision-making

How can the board improve its leadership in this area?

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 *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.

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

Monitoring Quality and Patient Safety

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

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board ensures that appropriate resources are in place to assure a competent, high-quality patient care workforce | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

How can the board improve its leadership in this area?

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.
- 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.

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board's actions contribute to building and sustaining a positive image for the organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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

How can the board improve its leadership in this area?

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*.
- 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.

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board's strategic/policy responsibilities vs. the CEO's operational responsibilities are followed | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board and CEO have clear, mutually agreed-upon expectations of one another | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members adhere to the governing board's policy-making role and do not interfere in the CEO's operations management role | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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

CEO Evaluation

| | Level 5 | Level 4 | Level 3 | Level 2 | Level 1 | N/S | N/A |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The board evaluates and compensates the CEO using pre-defined expectations and defined performance targets tied to achievement of the mission, vision and strategic objectives annually | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The CEO's compensation is linked to strategic performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

CEO Evaluation (cont.)

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

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?

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 *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.

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 the organization’s mission, values and vision | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Members of the medical staff offer advice and counsel on strategic issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members understand the roles and responsibilities of the medical executive committee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board ensures that the interests of the physician community are addressed as the organization strives to fulfill its mission | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members understand the board’s role with respect to the medical staff credentialing and quality of care process | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| There is an effective method for communicating board decisions that impact physicians, their practices and their patients | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board builds trust with physicians through collaborative and productive working relationships | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board regularly assesses physician attitudes and needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

How can the board improve its leadership in this area?

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 *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.

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 and direction | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board uses the annual budget process to define the most effective allocation of our organization’s limited resources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board leads the development of long-range and short-range financial planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board measures operational performance against the plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Regular financial reports made to the board are understandable and meaningful | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board annually adopts a long-term capital expenditure budget, with expenditures prioritized based on greatest value | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board ensures that adequate capital is available for our organization’s investment strategies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Board members are comfortable asking questions about financial issues during board meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Performance targets are discussed at least quarterly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Monitoring Progress (cont.)

| | Level 5 | Level 4 | Level 3 | Level 2 | Level 1 | N/S | N/A |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The board uses financial performance reports to modify assumptions and shift resources, as necessary | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

How can the board improve its leadership in this area?

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 *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.

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

| 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="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Our organization has a process to secure and evaluate community feedback on the value of our programs and services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Our organization uses feedback from the community to enhance responsiveness to its community health improvement opportunities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Community Involvement and Communication (cont.)

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

Our organization establishes community partnerships to leverage services and resources to maximize community benefit and carry out our community health improvement agenda

Our organization and its community partners disseminate the results of their shared improvement efforts to the community and interested stakeholders

How can the board improve its leadership in this area?

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 *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.

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

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

How can the board improve its leadership in this area?

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 organization is to successfully achieve its goals?

Thank you for completing this important board performance assessment.

Please scan and email this survey to

**Vone Yee
The Walker Company
vi@walkercompany.com**