In March 2019 the Mark Twain Health Care 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 eight leadership areas, including:
- Mission, values and vision;
- Strategic direction;
- Leadership structure and processes;
- Community relationships;
- Relationship with the CEO;
- Financial leadership;
- Community health; and
- Organizational ethics.

Board members rated 132 total criteria in these eight areas.

How the Self-Assessment Was Conducted

The governance self-assessment was conducted using an online survey. All five Mark Twain Health Care District board members completed the self-assessment.

Respondents rated a variety of statements in the eight 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 21-22.
## Mission, Values and Vision

### Mission, Values and Vision

*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission, values and vision drive decision making at all board meetings</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization has a clear, focused and relevant written values</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization has a clear, focused and relevant written vision</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization has a clear, focused and relevant written mission</td>
<td>4.80</td>
</tr>
<tr>
<td>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</td>
<td>4.60</td>
</tr>
<tr>
<td>The mission, values and vision drive organizational strategies, objectives and action plans</td>
<td>4.60</td>
</tr>
<tr>
<td>Board members fulfill their leadership role by ensuring achievement of the mission, values and vision</td>
<td>4.40</td>
</tr>
<tr>
<td>The board tests all policy and strategy decisions by asking how/if they will strengthen our ability to achieve the mission and vision</td>
<td>4.20</td>
</tr>
<tr>
<td>The board regularly reviews the status of strategies and objectives to ensure fit with the mission and vision</td>
<td>4.00</td>
</tr>
</tbody>
</table>

**Level 5** | **Level 4** | **Level 3** | **Level 2** | **N/S** | **N/A**

### Suggestions for Governance Improvement

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

- I am so very grateful and blessed to have such a great board to work with. We all listen to each other to make sure our vision and mission for our community is the best it can be!
- We have goals not values. May be helpful to the public and our board if we had both (we used to have stated values, I think).
- We could do better by visiting our mission and vision with possible updates, especially during a period of huge growth.
### Strategic Direction

#### The Strategic Planning Process
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
<th>N/S</th>
<th>N/A</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization’s strategic objectives are clearly communicated to the board, employees and other stakeholder individuals and organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.80</td>
</tr>
<tr>
<td>Board members understand strategic issues the organization is facing, and the factors most critical to organizational success and performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.60</td>
</tr>
<tr>
<td>The board responds to new challenges with knowledge-based ideas and directions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>Our organization has a flexible, responsive strategic planning process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>Strategic information provided to the board enables a clear understanding of issues and challenges, and facilitates decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>The board is well-familiar with the planning data and assumptions that form the foundation for the strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>The board’s collective understanding of the evolving political/economic environment (local, regional and national) ensures effective strategic decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>The board focuses the majority of its time on strategic thinking and strategic leadership rather than strategic plans</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.00</td>
</tr>
</tbody>
</table>

#### Community and Stakeholder Perspectives
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
<th>N/S</th>
<th>N/A</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members understand critical community health needs and challenges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.80</td>
</tr>
<tr>
<td>Governance decisions are principally based on meeting community needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.60</td>
</tr>
<tr>
<td>The board ensures that stakeholders’ and constituents’ needs, interests and viewpoints are assessed in developing goals and strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.60</td>
</tr>
</tbody>
</table>
Monitoring Progress  
(*sorted by highest to lowest mean score*)

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board annually reviews the strengths and weaknesses of the organization's entities, and their role and value in mission and vision fulfillment</td>
<td>4.00</td>
</tr>
<tr>
<td>Criteria is in place for evaluating new service feasibility and value in fulfilling the mission and vision</td>
<td>4.00</td>
</tr>
<tr>
<td>The board takes timely corrective actions if/when objectives are not being met</td>
<td>4.60</td>
</tr>
<tr>
<td>The board regularly monitors progress toward the achievement of our strategic objectives, using board-approved key performance indicators that define organizational success</td>
<td>4.60</td>
</tr>
</tbody>
</table>

Suggestions for Governance Improvement

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

- We have not been doing self-assessments annually - we should be. We have become much more inclusive of stakeholders' involvement with townhall meetings and targeted community meetings, as well as updating our website to be more user friendly; and reaching out to various community groups to join in their meetings and initiatives and vice versa. Though this is an ongoing need that must continue. Our strategic planning meeting last year - all day x 2 - should be an annual activity as well. We are reviewing this monthly now. We do recognize when we are not on target for something and why, then collectively rethink it and revise the plan/due date. Our administrative staff are excellent at keeping us informed of progress and asking for our governance input as needed and when appropriate.

- We are building a new clinic. We recently changed the title of our Executive Director to CEO of clinic and District. Do we need a new vision/mission for the clinic?

- We all already work good for great leadership.
Leadership Structure and Processes

Board Roles and Responsibilities
(sorted by highest to lowest mean score)

- The board’s roles and responsibilities are clearly defined in a written document
  - Mean Score: 4.80
- Directors’ and officers liability insurance provides the protection needed to reassure board members that a “safe” governance environment exists
  - Mean Score: 4.75
- The board’s role and responsibilities are consistently adhered to
  - Mean Score: 4.60
- Board members consistently follow our decision protocols and procedures
  - Mean Score: 4.40
- Decision protocols and procedures have been established
  - Mean Score: 4.20
- New board members go through an orientation process
  - Mean Score: 4.20

Board Structure and Composition
(sorted by highest to lowest mean score)

- The board encourages critical dialogue among its members
  - Mean Score: 4.80
- The board fosters leaders who understand how to encourage innovation and welcome organizational change
  - Mean Score: 4.60
### Board Member Performance
* (sorted by highest to lowest mean score)

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board has a process for removing a board member from the board for non-performance</td>
<td>3.50</td>
</tr>
<tr>
<td>The board has a process for improving individual board member effectiveness when non-performance becomes a governance issue</td>
<td>3.50</td>
</tr>
<tr>
<td>The board has a process for determining when a board member is not performing to the board's standards or requirements</td>
<td>3.50</td>
</tr>
</tbody>
</table>

### Strategic Focus
* (sorted by highest to lowest mean score)

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board resolves problems effectively, even when the solutions are uncomfortable to implement</td>
<td>4.80</td>
</tr>
<tr>
<td>The board engages in productive policy-making and strategic discussion</td>
<td>4.60</td>
</tr>
<tr>
<td>At least 75 percent of the board's meeting time is spent focusing on strategic issues</td>
<td>4.20</td>
</tr>
<tr>
<td>The board adheres to its policy-making function, and does not engage in operational thinking or decision making</td>
<td>4.20</td>
</tr>
</tbody>
</table>
Board Meetings
(sorted by highest to lowest mean score)

- The board saves critical time for important discussions by utilizing a consent agenda covering the routine actions that require approval
  - Mean Score: 4.80
- Board members' time is respected and used efficiently, and board member involvement and participation are enhanced as a result
  - Mean Score: 4.80
- The board chair is well-skilled in the dynamics of effective meeting management and leadership, and keeps meetings well-organized and tightly constructed
  - Mean Score: 4.80
- Board meeting attendance meets our organization's need for broad-based and inclusive dialogue, and consensus-based decision making
  - Mean Score: 4.80
- The frequency of our board meetings ensures timely decisions
  - Mean Score: 4.80
- Board meetings comply with the Ralph M. Brown Act
  - Mean Score: 4.80
- Agendas reflect our strategic issues and priorities, and focus on specific outcomes the board wants to achieve at the meeting
  - Mean Score: 4.60
- Meeting agendas provide adequate time to discuss and act on significant strategic issues
  - Mean Score: 4.60
- The board chair keeps a tight rein on digressions, members' side discussions, and issues that have already been addressed
  - Mean Score: 4.40
### Board Member Knowledge
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
<th>N/S</th>
<th>N/A</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members receive well thought-out strategic options and alternatives from management prior to defining a strategic course of action</td>
<td>3</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.60</td>
</tr>
<tr>
<td>Each board member is provided with the background information and intelligence resources required for active participation in board dialogue</td>
<td>3</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.60</td>
</tr>
<tr>
<td>Board members have a clear and comprehensive understanding of the changing health care environment (local, regional and national) and its effects on the organization</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>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</td>
<td>3</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.20</td>
</tr>
<tr>
<td>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</td>
<td>3</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.20</td>
</tr>
</tbody>
</table>

### Governance Development
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
<th>N/S</th>
<th>N/A</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board orientation and education broadens board members’ perspectives about the challenges our organization will face in the future</td>
<td>3</td>
<td></td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>4.40</td>
</tr>
<tr>
<td>A governance development process is in place that identifies governance issues, determines educational needs, and manages the governance self-assessment process</td>
<td>2</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td>4.00</td>
</tr>
<tr>
<td>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</td>
<td>2</td>
<td></td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>3.60</td>
</tr>
<tr>
<td>The board develops and implements an annual governance improvement plan</td>
<td>2</td>
<td></td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>3.60</td>
</tr>
</tbody>
</table>
### Meeting Materials
*(sorted by highest to lowest mean score)*

- **The information the board receives is relevant, timely, understandable and actionable, and facilitates board decision making**
  - Mean Score: 4.80
- **Our meeting materials promote meaningful dialogue and critical decision-making**
  - Mean Score: 4.60
- **Board members receive agendas and meeting materials at least one week in advance of board, committee and task force meetings**
  - Mean Score: 3.80

### Board Relationships and Communication: Higher-Rated
*(sorted by highest to lowest mean score)*

- **The board has conflict of interest policy**
  - Mean Score: 4.80
- **Opportunities for individual participation strengthen decision-making, enrich discussion, build understanding and prepare individual board members for future leadership challenges**
  - Mean Score: 4.80
- **Every board member has a voice in our governance decisions**
  - Mean Score: 4.80
- **The governance culture is open to alternative views, and constructively challenges "conventional wisdom"**
  - Mean Score: 4.80
- **The board’s decision-making culture includes active involvement, questioning, probing, challenging and stimulating discussion and dialogue on meaningful issues**
  - Mean Score: 4.80
- **Board members are open about their thoughts and feelings**
  - Mean Score: 4.80
- **The board takes time to discuss difficult issues**
  - Mean Score: 4.80
- **Board dialogue creates consensus and positive new directions**
  - Mean Score: 4.80
- **The board has an environment where board members engage in vibrant dialogue that challenges conventional thinking**
  - Mean Score: 4.80
- **Working relationships among board members are good**
  - Mean Score: 4.80
Board members annually declare conflicts that may inhibit their ability to provide unbiased, independent thinking and decision-making.

The board has a conflict resolution process

The board’s decision pathways ensure that all critical decisions include the proper mix of background, discussion of alternatives, potential outcomes and preferred choice.

Board members annually declare conflicts that may inhibit their ability to provide unbiased, independent thinking and decision-making.

**Suggestions for Governance Improvement**

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

- Work more on community knowledge of the District.
- It would be a good idea to have a governance assessment tool with annual education planning around that. We have improved with our Board attending annual ACHD meetings which includes trainings, but it is not specific to that individual Board member’s learning curve/gaps etc. Also, we could do more with providing an environmental landscape of health care, and its impact to our District on a quarterly or twice a year basis.
Community Relationships

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

1. The board’s actions contribute to building and sustaining a positive image for the organization
   - Mean Score: 4.80

2. Our organization has a plan for board member advocacy that advances the organization’s image, reputation and market position
   - Mean Score: 4.40

3. 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
   - Mean Score: 3.40

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

1. The board has established a process for eliciting community input and viewpoints about future service needs and opportunities
   - Mean Score: 4.80

2. Our legislators understand our mission/role
   - Mean Score: 4.60

3. The board works with others in the community to develop collaborative partnerships in building a healthier community
   - Mean Score: 4.60

4. The board utilizes board members as community "ambassadors" to communicate with stakeholders on important health care issues
   - Mean Score: 4.60

5. The board ensures that the organization’s plans and priorities are well-communicated to our community stakeholders
   - Mean Score: 4.40

6. The board’s role in local, regional and state political advocacy advances the organization’s standing with political leaders
   - Mean Score: 4.40
Suggestions for Governance Improvement

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

- Get more legislators’ involvement.
- Need to do a regular survey so we keep our name out there. Continually educate the community and hear their issues/concerns routinely in a format different than in-person meetings. Our board could be more engaged with other local/regional/state groups. We could self-assign ourselves as ambassadors to local groups.
## Relationship with the CEO

### Board and CEO Roles
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean Score</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
<th>N/S</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members adhere to the governing board's policy-making role and do not interfere in the CEO's operations management role</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board and CEO have clear, mutually agreed-upon expectations of one another</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board and CEO have clearly defined roles</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board's strategic/policy responsibilities vs. the CEO's operational responsibilities are followed</td>
<td>4.20</td>
<td></td>
<td>2</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Communication, Support and Shared Goals
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean Score</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
<th>N/S</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board uses executive sessions to promote open communication between the board and CEO</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The chairman-CEO relationship sets a positive, constructive framework for the overall board-CEO relationship</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board always hears from the CEO in advance of a difficult or potentially problematic organizational issue</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board and CEO work together with a sense of purpose</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual trust and respect exists between board members and the CEO</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board consistently supports the CEO in the pursuit and implementation of board-approved objectives</td>
<td>4.80</td>
<td></td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The CEO's compensation is linked to strategic performance

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 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

Suggestions for Governance Improvement

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

- All work well together.
## Financial Leadership

### The Fiduciary Responsibility

*Sorted by highest to lowest mean score*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members are comfortable asking questions about financial issues during board meetings</td>
<td>5.00</td>
</tr>
<tr>
<td>The board directs the conduct of an annual audit, and thoroughly discusses all recommendations from the independent auditor’s report and management letter</td>
<td>4.80</td>
</tr>
<tr>
<td>The board ensures that adequate capital is available for our organization’s growth</td>
<td>4.80</td>
</tr>
<tr>
<td>The board annually adopts a long-term capital expenditure budget, with expenditures prioritized based on greatest value</td>
<td>4.80</td>
</tr>
<tr>
<td>Regular financial reports made to the board are understandable and meaningful</td>
<td>4.80</td>
</tr>
<tr>
<td>The board measures operational performance against the plans</td>
<td>4.80</td>
</tr>
<tr>
<td>The board leads the development of long-range and short-range financial planning</td>
<td>4.80</td>
</tr>
<tr>
<td>The board uses the annual budget process to define the most effective allocation of our organization’s limited resources</td>
<td>4.80</td>
</tr>
<tr>
<td>The board successfully carries out its fiduciary responsibility for the oversight of financial resources</td>
<td>4.80</td>
</tr>
</tbody>
</table>

Legend:
- **Level 5**
- **Level 4**
- **Level 3**
- **Level 2**
- **Level 1**
- **N/S**
- **N/A**
Monitoring Progress
*(sorted by highest to lowest mean score)*

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial reports are presented in a format that is easy to understand, highlights</td>
<td>4.80</td>
</tr>
<tr>
<td>major trends and stimulates creative discussion that enables timely and effective</td>
<td></td>
</tr>
<tr>
<td>decision making</td>
<td></td>
</tr>
<tr>
<td>The board identifies and approves targets for important measures of financial and</td>
<td>4.80</td>
</tr>
<tr>
<td>operational performance needed by the board to monitor organizational performance and</td>
<td></td>
</tr>
<tr>
<td>make timely, informed decisions</td>
<td></td>
</tr>
<tr>
<td>The board uses financial performance reports to modify assumptions and shift</td>
<td>4.60</td>
</tr>
<tr>
<td>resources, as necessary</td>
<td></td>
</tr>
<tr>
<td>Performance targets are discussed at least quarterly</td>
<td>4.60</td>
</tr>
</tbody>
</table>

**Suggestions for Governance Improvement**

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

- Our staff and Board do an excellent job of review (finance, board meetings) and matching with strategic direction, etc.
- We have a great financial team.
Our organization has defined what constitutes our "community"

There is a board-wide understanding of and commitment to building a healthier community

The board understands the strategic importance of initiatives designed to improve the health of the community

CEO performance objectives include a focus on improving community health

Our organization promotes and supports specific initiatives whose sole purpose is improving community health, regardless of financial gain

Our organization conducts an annual or semi-annual community needs assessment that defines and measures improvement in the community's health

Our organization jointly advocates with other community organizations for legislation, regulation and other actions to address community health and socioeconomic issues

The board has a clear and consensus-driven understanding of the most important community health needs and issues

<table>
<thead>
<tr>
<th>Development and Support of Community Health Initiatives</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board has a clear and consensus-driven understanding of the most important community health needs and issues</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization conducts an annual or semi-annual community needs assessment that defines and measures improvement in the community's health</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization jointly advocates with other community organizations for legislation, regulation and other actions to address community health and socioeconomic issues</td>
<td>4.80</td>
</tr>
<tr>
<td>CEO performance objectives include a focus on improving community health</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization promotes and supports specific initiatives whose sole purpose is improving community health, regardless of financial gain</td>
<td>4.80</td>
</tr>
<tr>
<td>The board understands the strategic importance of initiatives designed to improve the health of the community</td>
<td>4.80</td>
</tr>
<tr>
<td>There is a board-wide understanding of and commitment to building a healthier community</td>
<td>4.80</td>
</tr>
<tr>
<td>Our organization has defined what constitutes our &quot;community&quot;</td>
<td>4.80</td>
</tr>
</tbody>
</table>
Our organization has a process to secure and evaluate community feedback on the value of our programs and services.

Our organization uses feedback from the community to enhance responsiveness to its community health improvement opportunities.

Our organization and its community partners disseminate the results of their shared improvement efforts to our state and federal legislators, community and interested stakeholders.

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.

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

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:

- Our own survey and community assessment are leading the county-wide initiative. In the future, may be indicated once we are a direct service provider in the clinic.
Ensuring Development and Implementation of Organizational Ethics
(sorted by highest to lowest mean score)

- The board ensures compliance with applicable state, federal and local regulatory and statutory requirements
- The board's workforce development policy ensures that compliance with our ethical values and principles is a component of employee evaluations
- The board has adopted a statement of values and ethical principles for the board members
- The board has adopted a statement of values and ethical principles for the organization
- 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

Awareness of Ethical Issues
(sorted by highest to lowest mean score)

- The board ensures a process to allow employees to confidentially bring concerns about ethical issues to the attention of management
- The board ensures that information on our ethical principles and values are provided to patients and their families
- The board ensures a process to allow physicians to confidentially bring concerns about ethical issues to the attention of management
- 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
- The board ensures a process to allow patients to confidentially bring concerns about ethical issues to the attention of management

Suggestions for Governance Improvement

No comments or suggestions for governance improvement were provided in this section.
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?*

- Successful opening of the new clinic.
- Open the Valley Springs Health & Wellness Center.
- Finish and open new clinic.
- For each Board member to be fully engaged - promote the HCD, and participate as/when needed in activities related to the opening/roll out of the VS clinic.
- Getting more information about our District out to our community.

Most Significant Strengths

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

- Goal-driven awareness of community needs.
- Ability to work well together for the common good of the community.
- Advocacy for access to health care in our County/HCD.
- We work as a team and express ourselves respectfully of each other. Meetings are structured and work gets completed.
- Communication working as a team.

Most Significant Weaknesses

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

- Not enough resources to accomplish the work needed to be done.
- Too few staff to do too much work.
- So busy - need more time with lots going on.
- At times its difficult for committees to have a meeting as we are all very busy.

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?*

- Getting our new clinic finished, staff hired and opened for the community.
- Providing health care and excellent patient service in the new clinic.
- VS clinic.
• Delving in to running a clinic.
• Rapid growth of staff and impact in the VS community due to the VS clinic (being able to be nimble as unforeseen issues arise governance wise).
• Transition to new 30 year lease with DH/MTMC.
• Transitioning into a new management lease.
• To get more community involved with awareness of our district.

**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?*

• Changes in health care payment and its impact to the hospital and our new clinic, and possible impact on service delivery in our new clinic. Possible need to re-align the district if challenged politically and legally.
• Lots of financial obligations, primarily with respect to running a new clinic.
• Protecting our future investments, provide health care for the community, continue funding special grants, listening to community input, and being ready for disasters in county.
• Grant program guidelines that conforms to AB2019.
• The community needs.

**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?*

• Listen to the community, evaluate issues and be flexible to change.
• To be aware of the needs in our community.
• Needs of the community are met.
• Ensuring we, the board, "stay in our lane" of governance as the organization grows significantly the next 2-3 years, yet knowing when/if we need to dig in more with possible future risk areas (financial, compliance, regulatory) and ensuring we support the CEO to remain/continue his successful path and allocate the resources necessary to do so, when needed.
• Strong board.
• Good relationship with Mark Twain Medical Center.
• Financial future.