



SUMMARY RESULTS

Palm Drive Health Care District Board 2016 Governance Self-Assessment

Provided as a Member Service By



ACHD
ASSOCIATION OF CALIFORNIA
HEALTHCARE DISTRICTS

SUMMARY RESULTS

2016 Palm Drive Health Care District Board Governance Self-Assessment

Self-Assessment Overview

In April - May 2016 the Palm Drive 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. Four out of five Palm Drive 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 20-21.

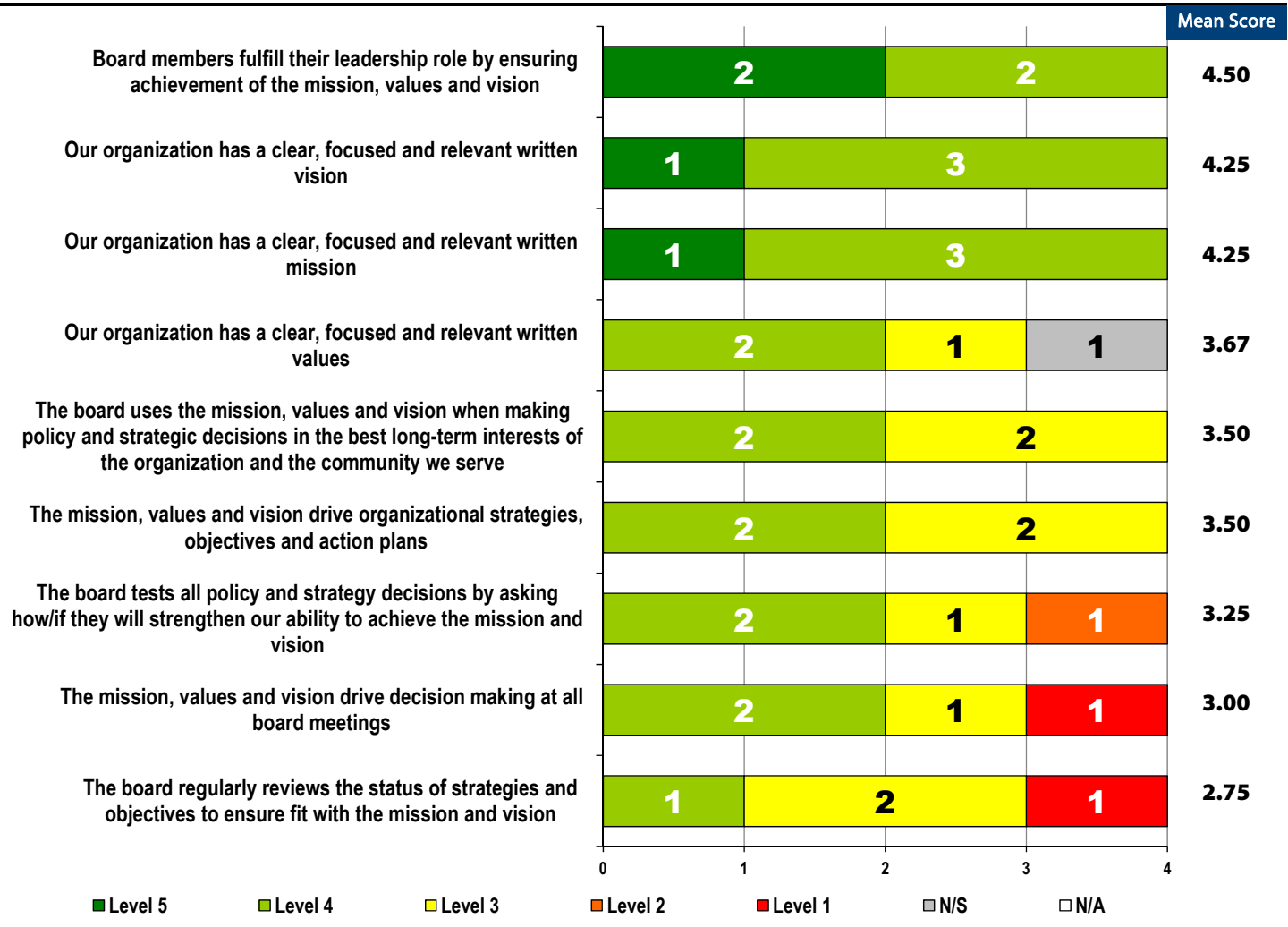
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2016 Palm Drive Health Care District Board Governance Self-Assessment

Mission, Values and Vision

Mission, Values and Vision

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

- By developing a strategic plan closely linked to our mission, vision and values. By discussing publicly as we make decisions how each decision supports our mission, vision and values.
- Meet to review and renew our understanding of the mission and vision and re-establish values that support that mission. A retreat would be valuable.

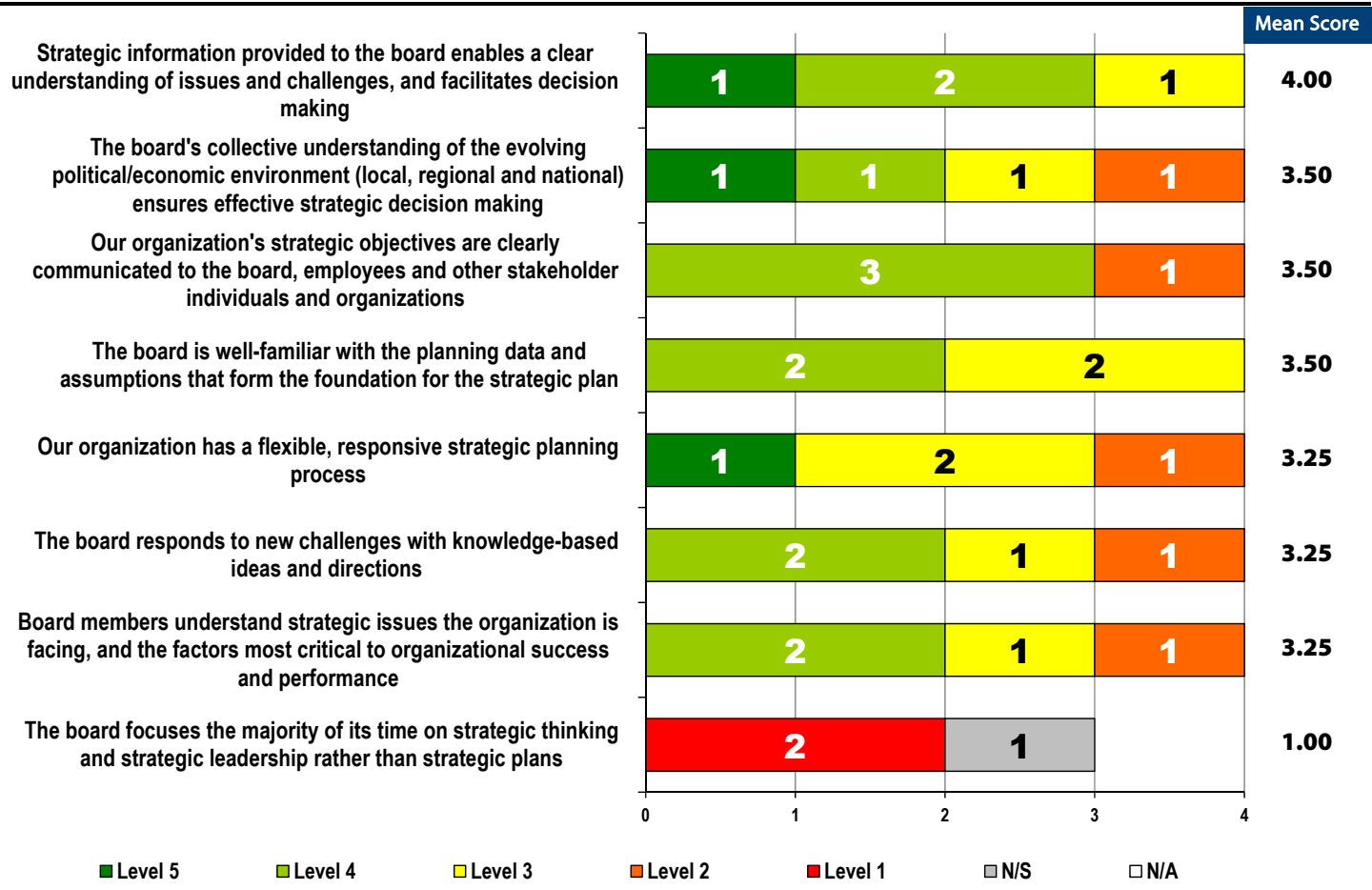
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Strategic Direction

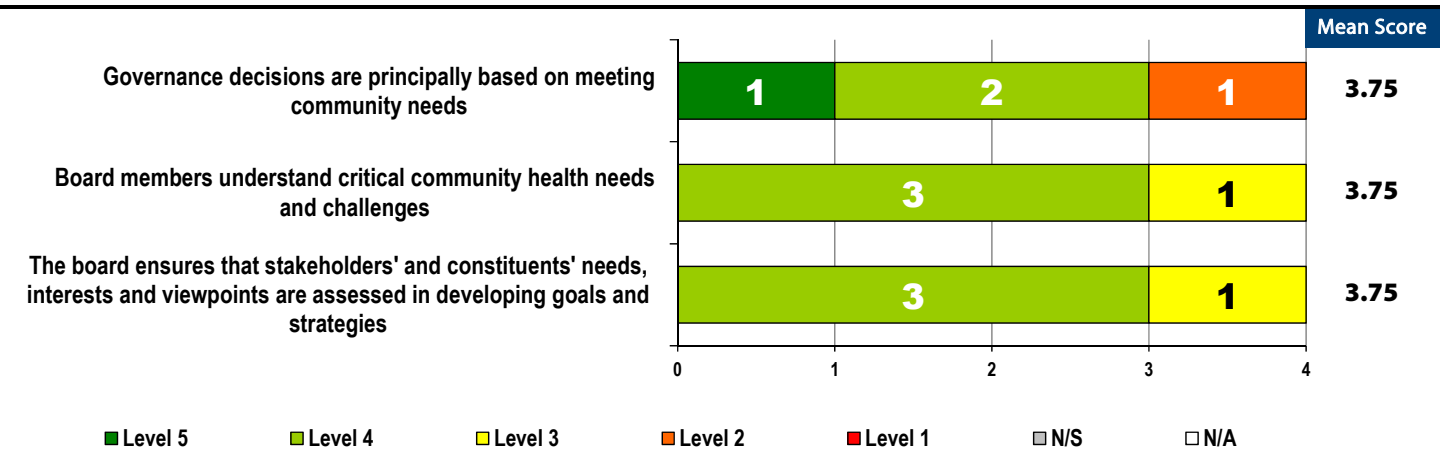
The Strategic Planning Process

(sorted by highest to lowest mean score)



Community and Stakeholder Perspectives

(sorted by highest to lowest mean score)

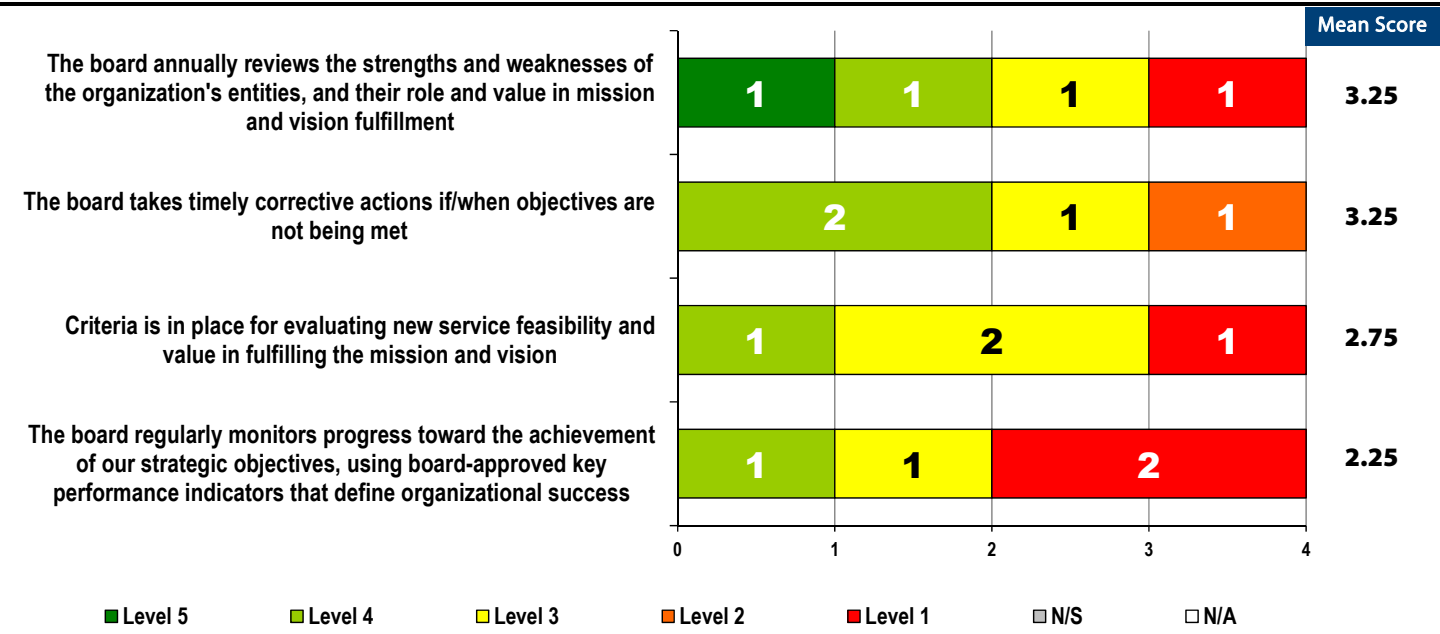


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2016 Palm Drive Health Care District Board Governance Self-Assessment

Monitoring Progress

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

- At this point, decisions seem to be based solely upon ensuring hospital cash flow without regard to holistic mission, budget or bankruptcy proceedings.
- A unified vision of the relative importance of health care services within our Mandate by the ballot measures that created this District would make the Board more functional and cohesive. I simply mean the District was created to provide for a hospital, and if it is financially viable, then it will be ethical to attempt other extremely important health improvement projects within our District. Some members of the Board see the greater health benefit of other programs and will put them ahead of our Mandate (charter) from the voters. This produces division within our Board.

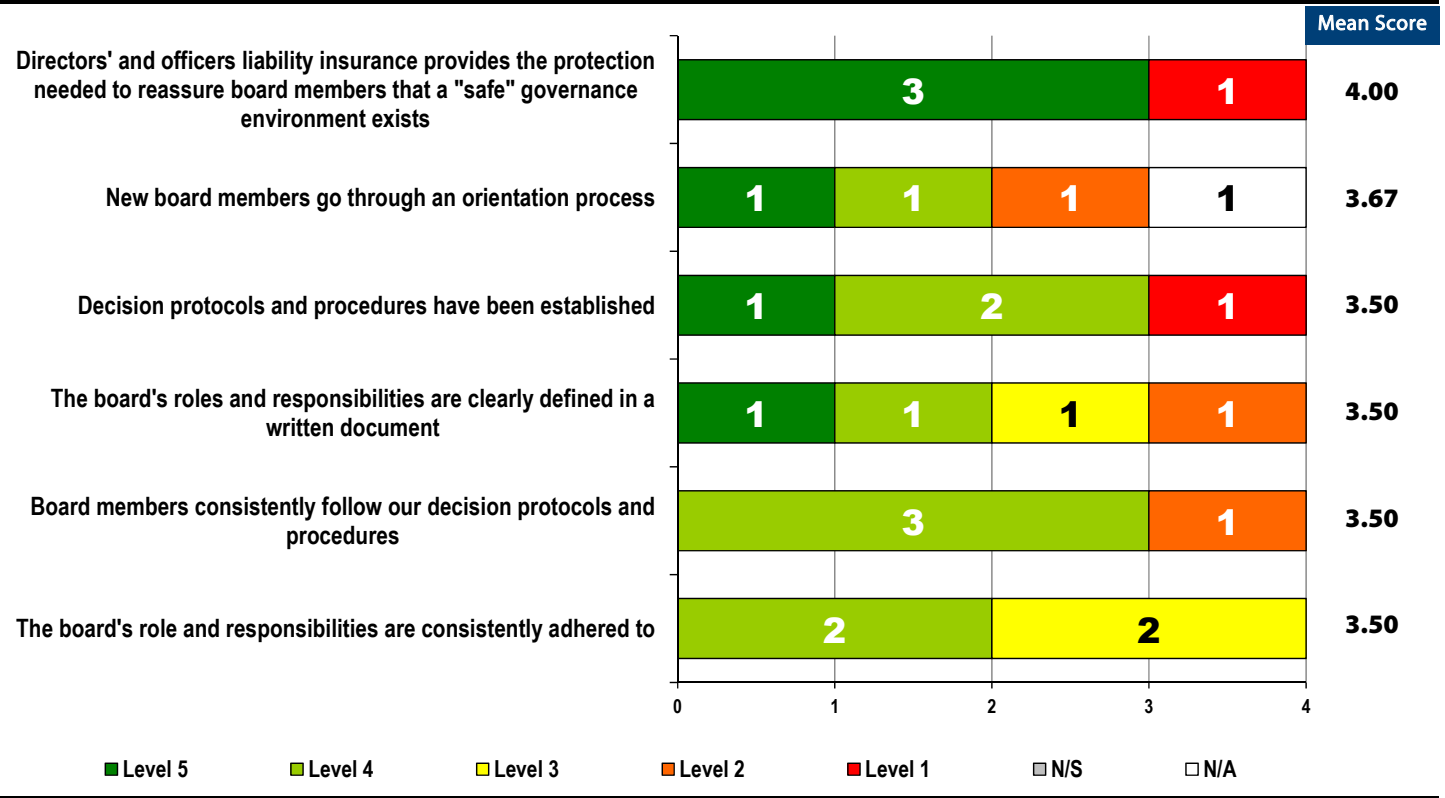
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2016 Palm Drive Health Care District Board Governance Self-Assessment

Leadership Structure and Processes

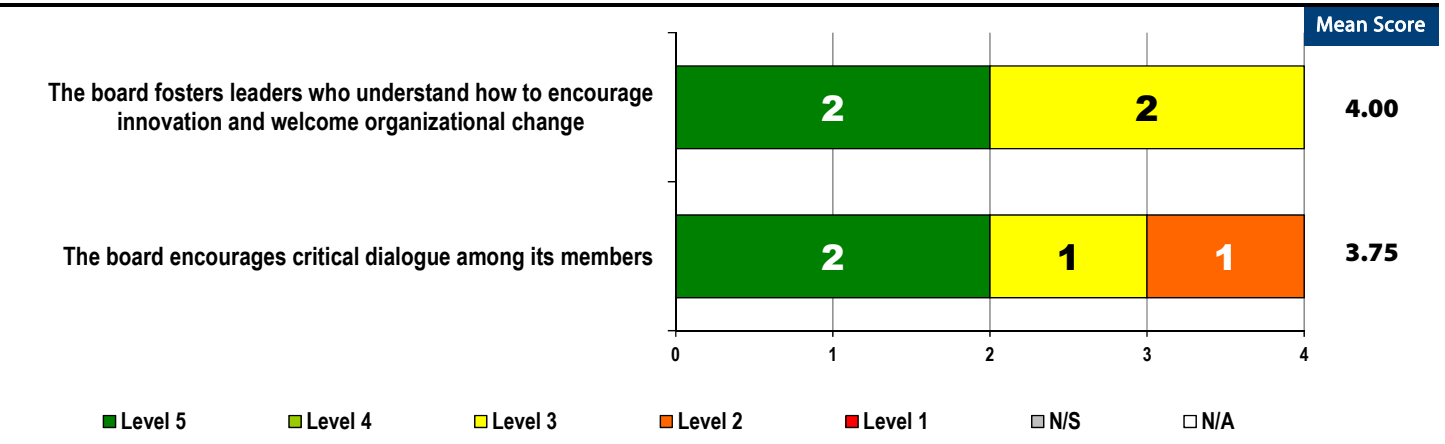
Board Roles and Responsibilities

(sorted by highest to lowest mean score)



Board Structure and Composition

(sorted by highest to lowest mean score)

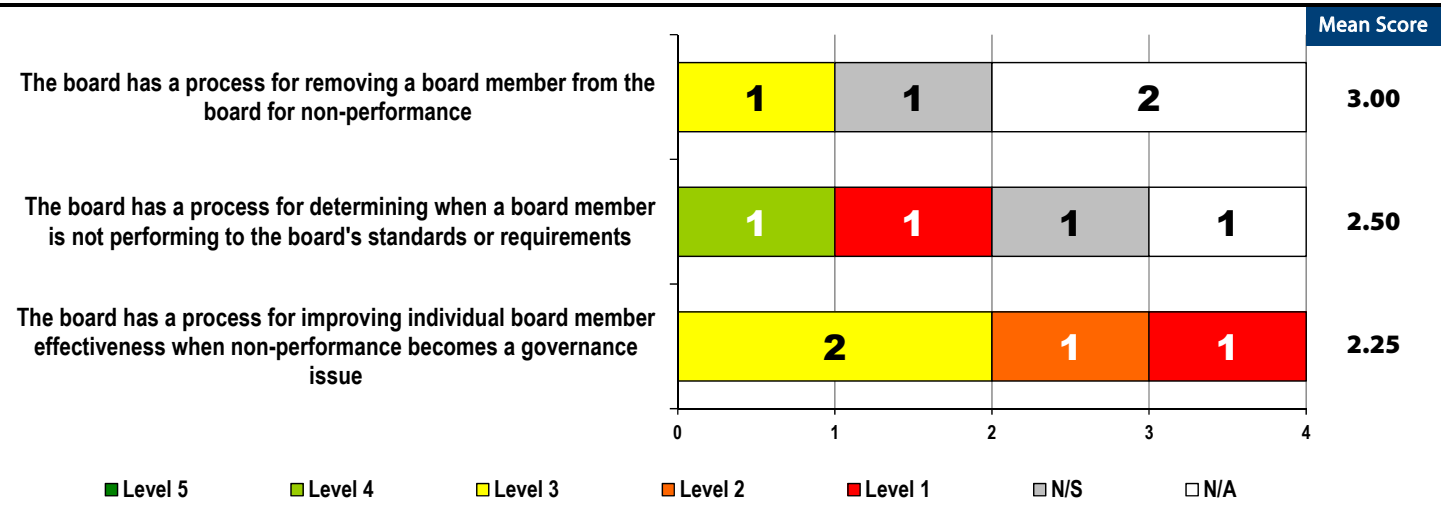


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2016 Palm Drive Health Care District Board Governance Self-Assessment

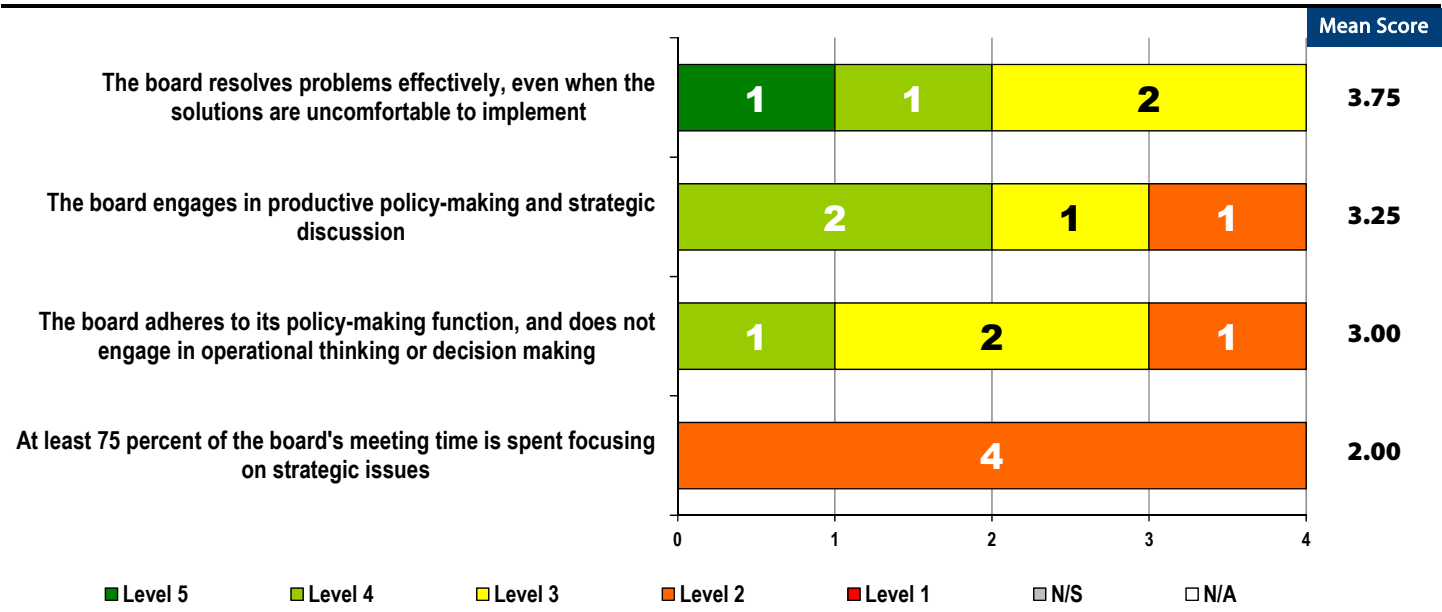
Board Member Performance

(sorted by highest to lowest mean score)



Strategic Focus

(sorted by highest to lowest mean score)

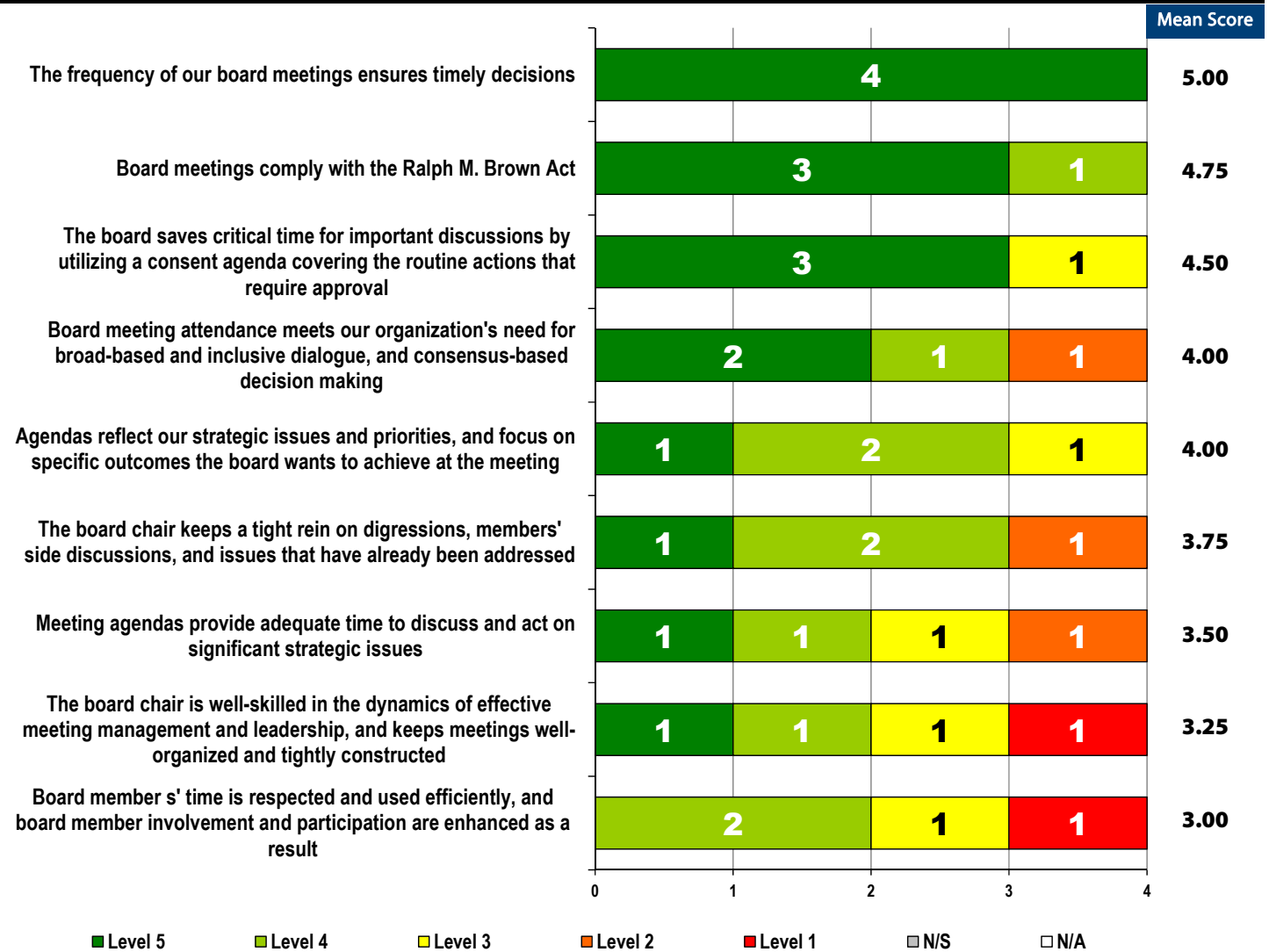


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2016 Palm Drive Health Care District Board Governance Self-Assessment

Board Meetings

(sorted by highest to lowest mean score)

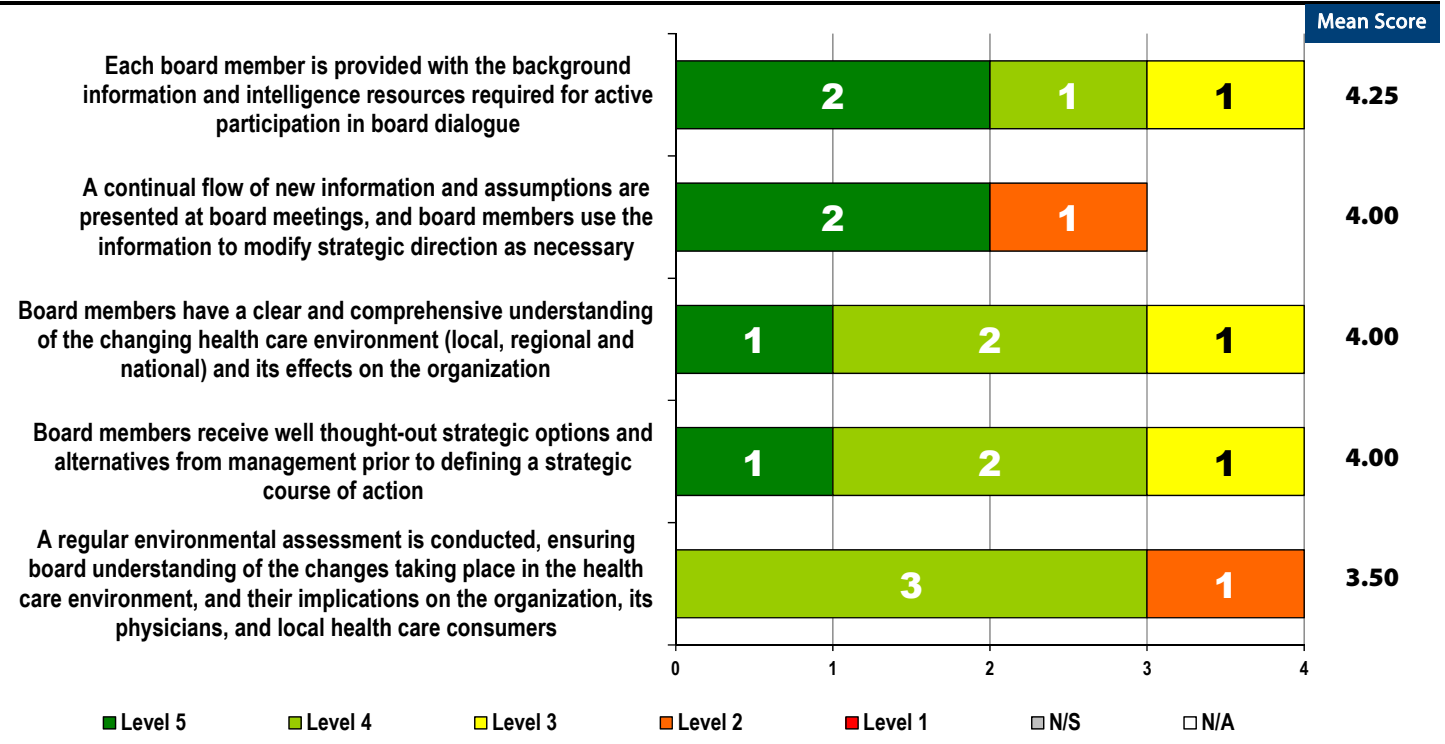


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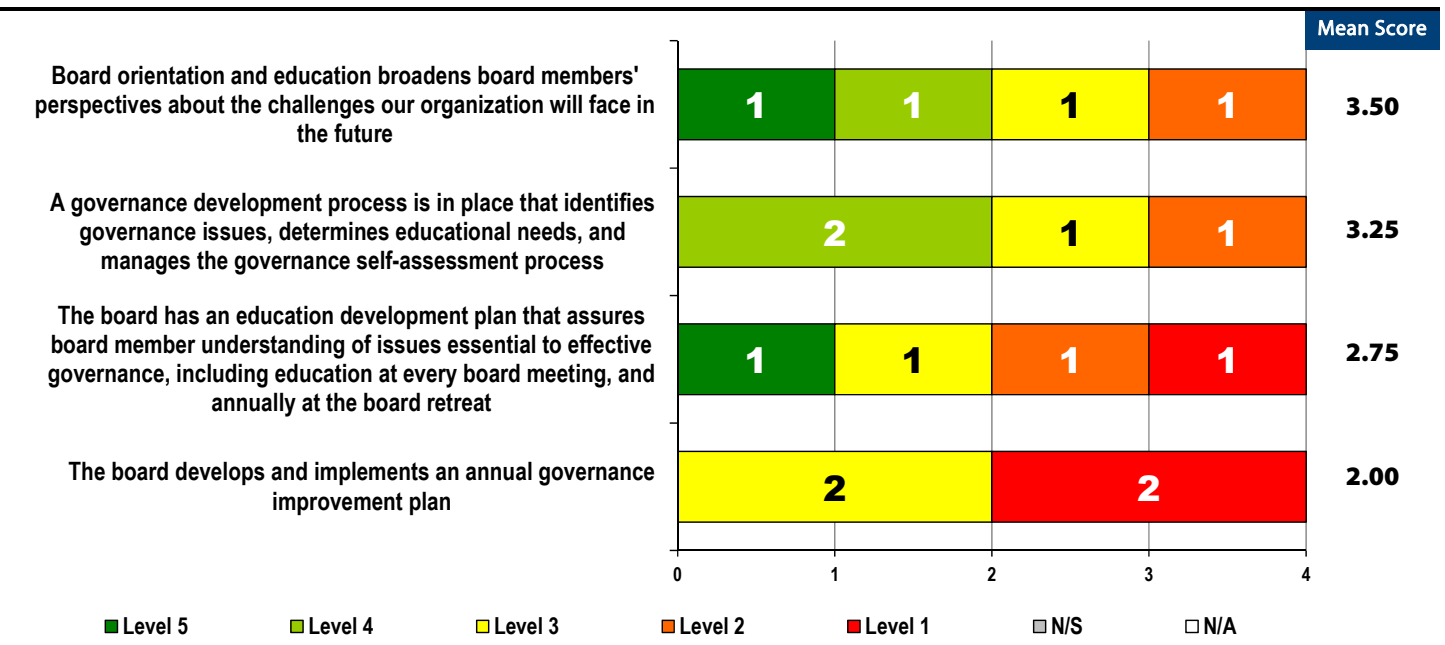
Board Member Knowledge

(sorted by highest to lowest mean score)



Governance Development

(sorted by highest to lowest mean score)

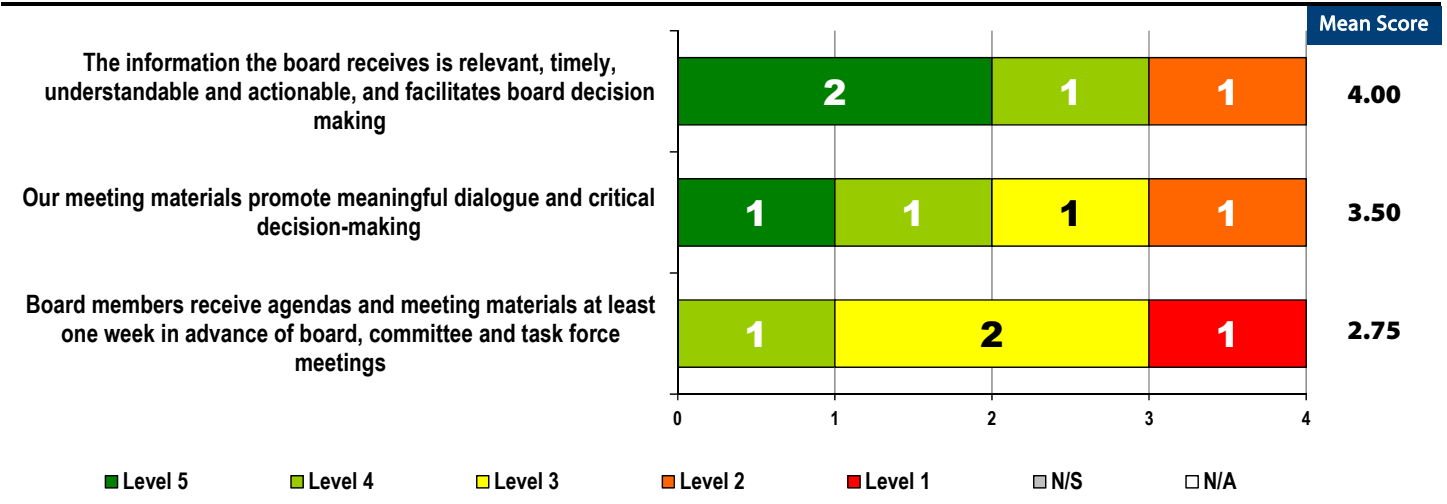


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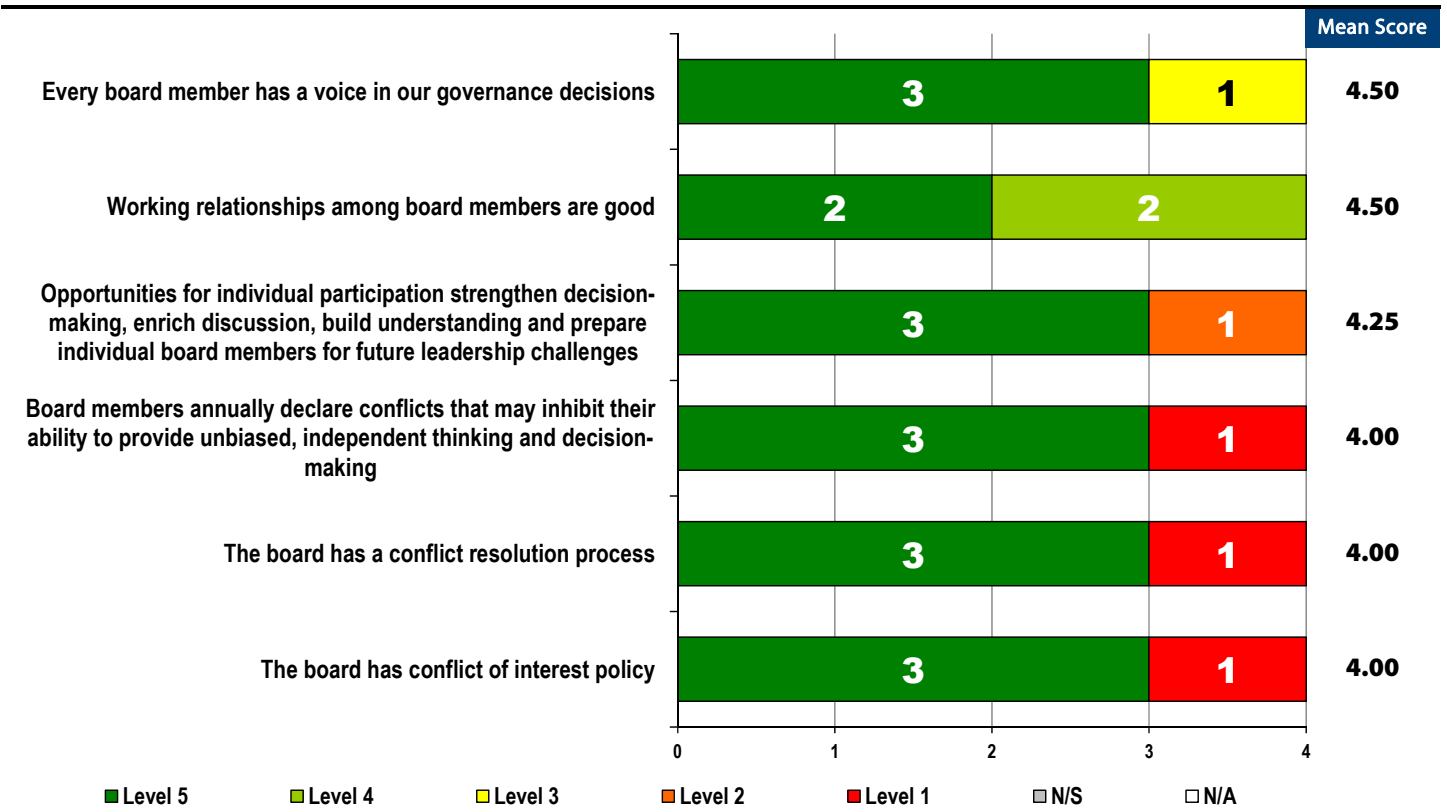
Meeting Materials

(sorted by highest to lowest mean score)



Board Relationships and Communication: Higher-Rated

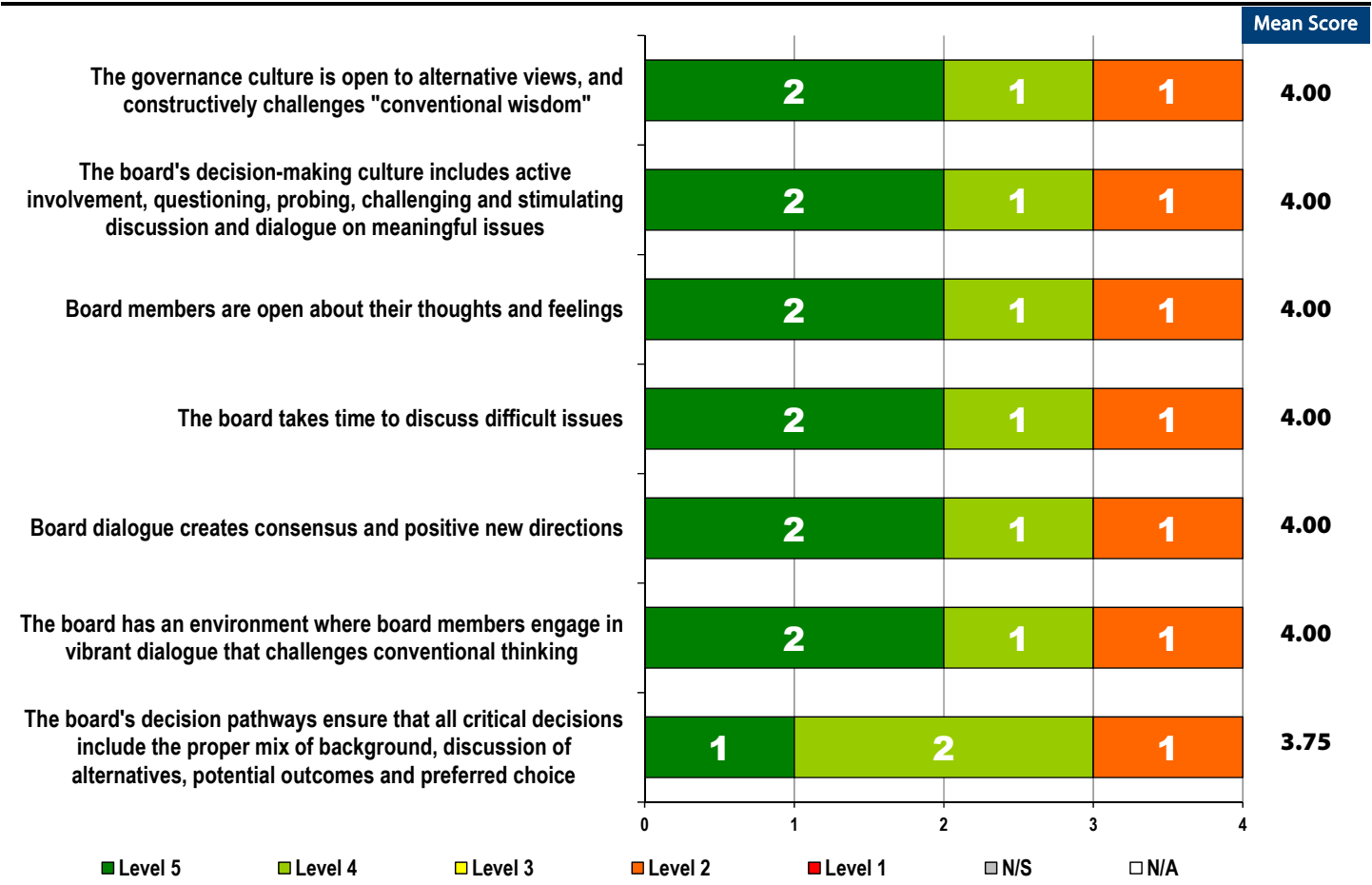
(sorted by highest to lowest mean score)



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2016 Palm Drive Health Care District Board Governance Self-Assessment

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



Suggestions for Governance Improvement

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

- Encourage the staff to provide more than one solution or scenario for difficult problems.

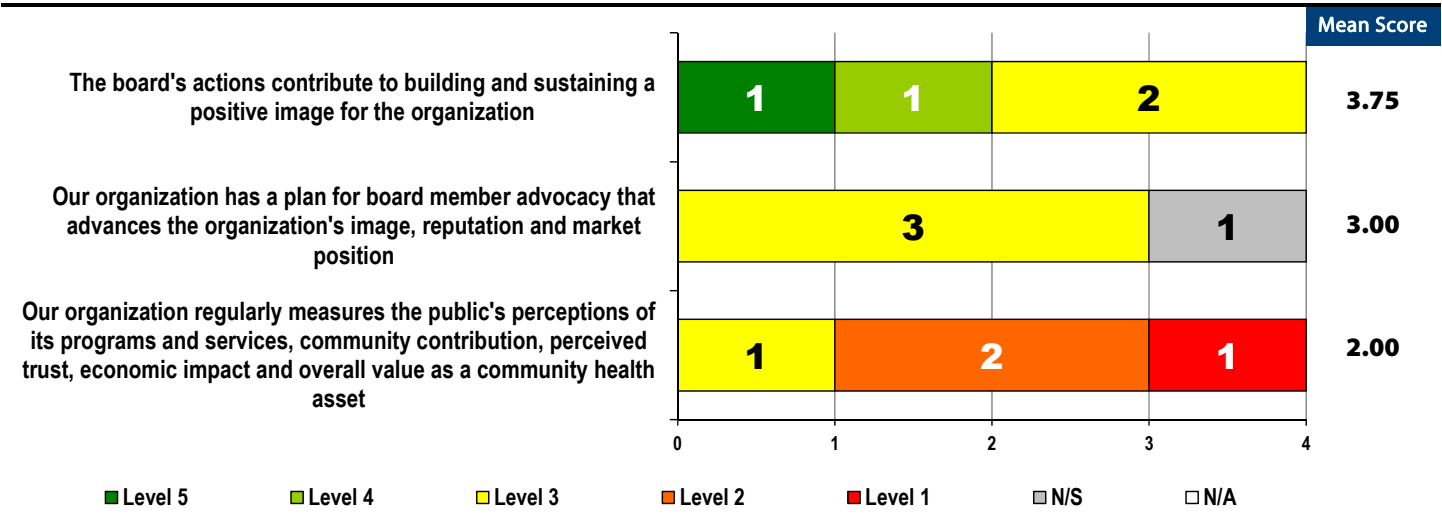
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2016 Palm Drive Health Care District Board Governance Self-Assessment

Community Relationships

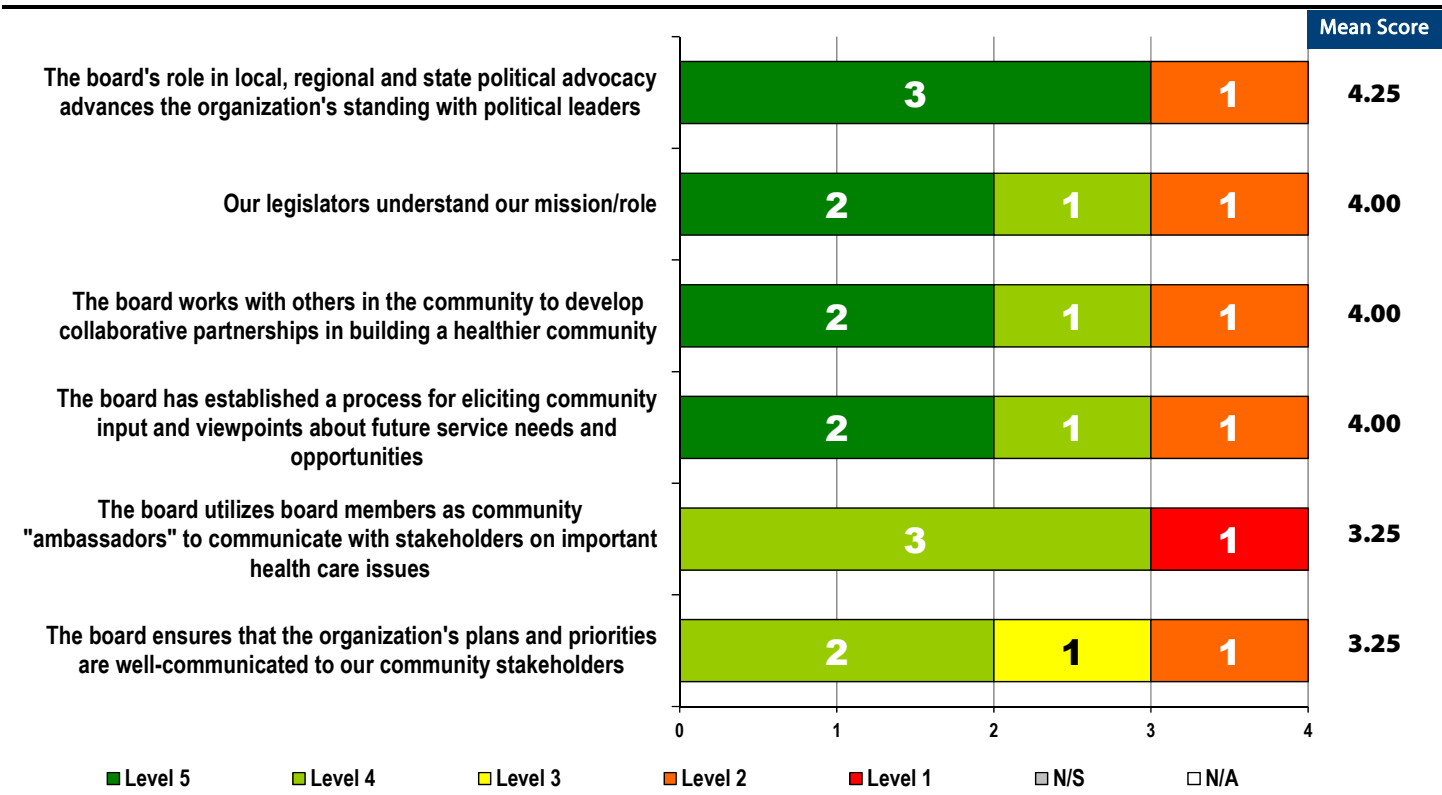
Ensuring Public Trust and Confidence

(sorted by highest to lowest mean score)



Ensuring Community Communication and Feedback

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

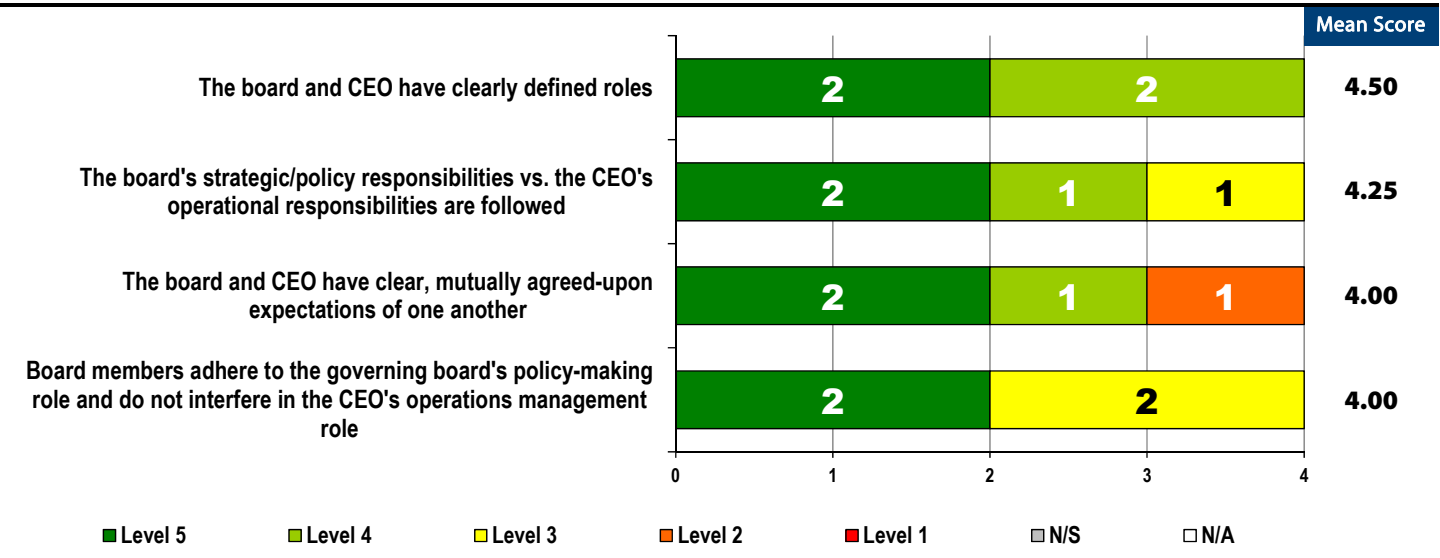
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2016 Palm Drive Health Care District Board Governance Self-Assessment

Relationship with the CEO

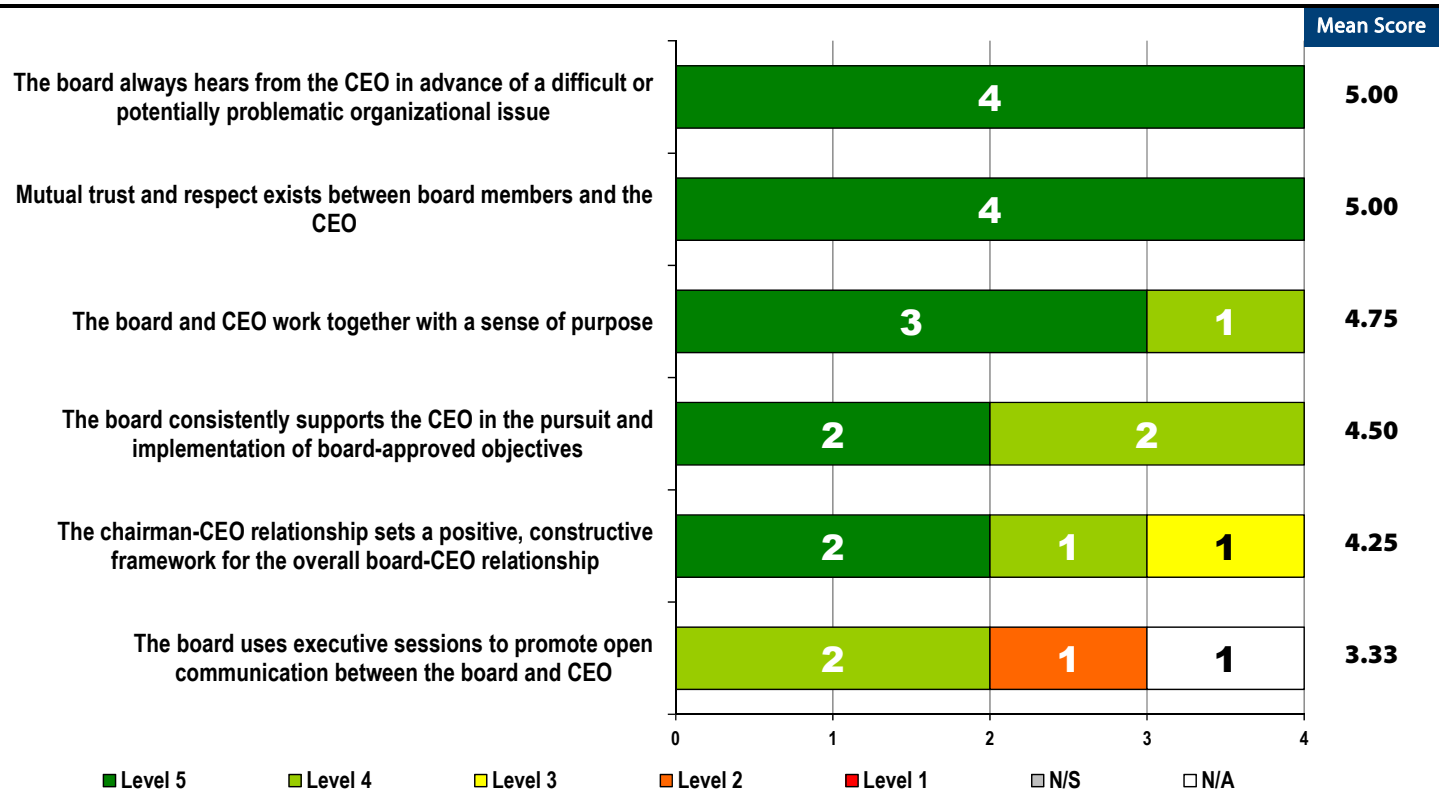
Board and CEO Roles

(sorted by highest to lowest mean score)



Communication, Support and Shared Goals

(sorted by highest to lowest mean score)

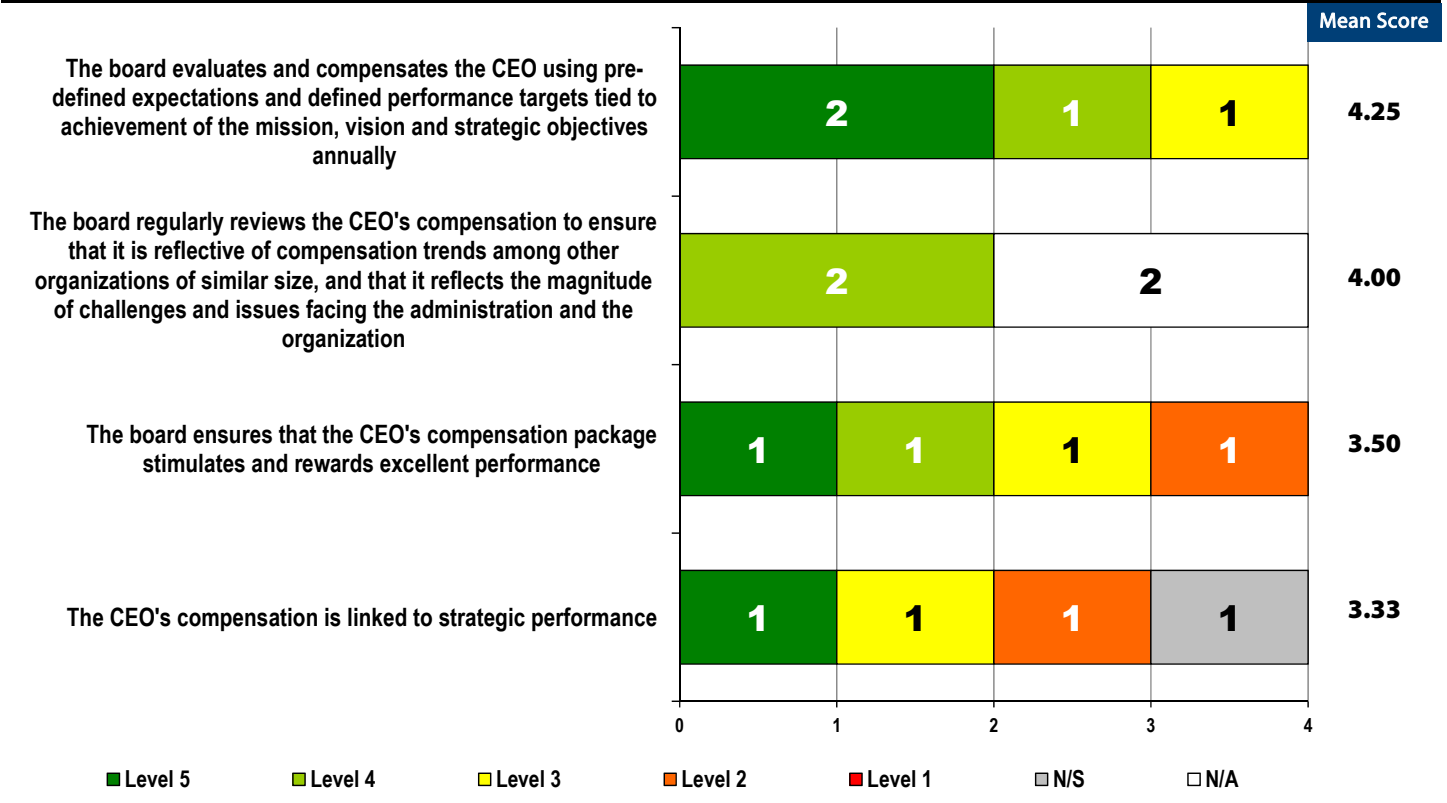


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2016 Palm Drive Health Care District Board Governance Self-Assessment

CEO Evaluation

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

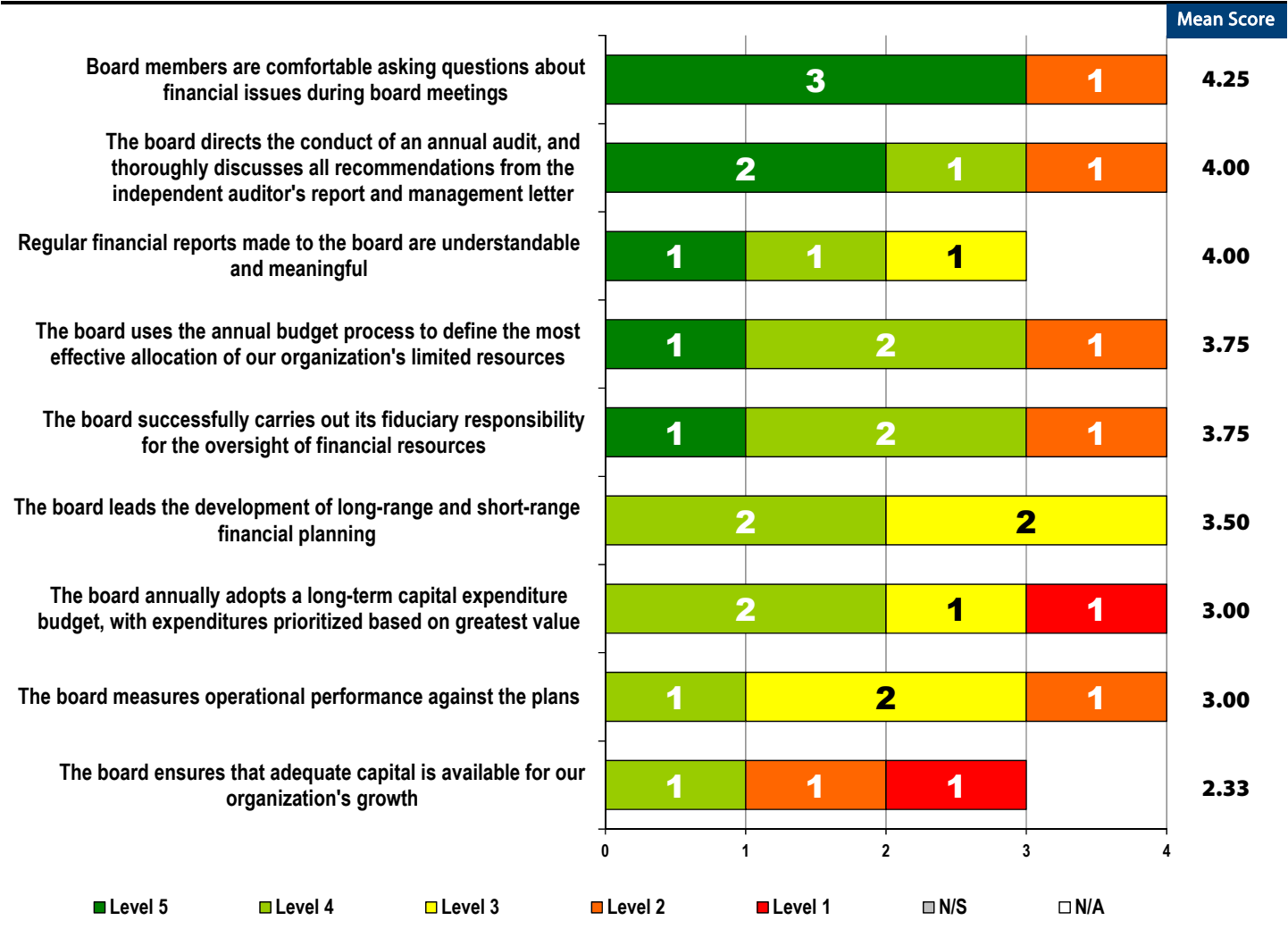
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2016 Palm Drive Health Care District Board Governance Self-Assessment

Financial Leadership

The Fiduciary Responsibility

(sorted by highest to lowest mean score)

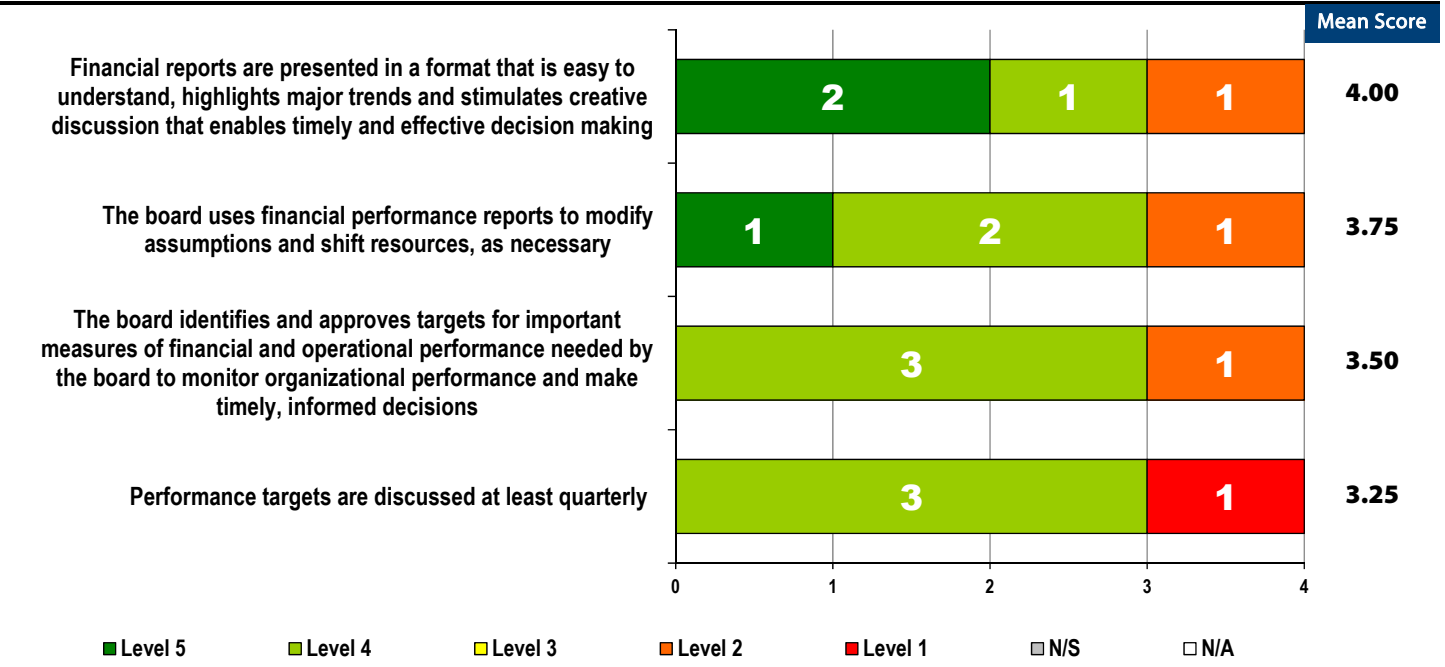


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2016 Palm Drive Health Care District Board Governance Self-Assessment

Monitoring Progress

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

- Let the CEO run the hospital.

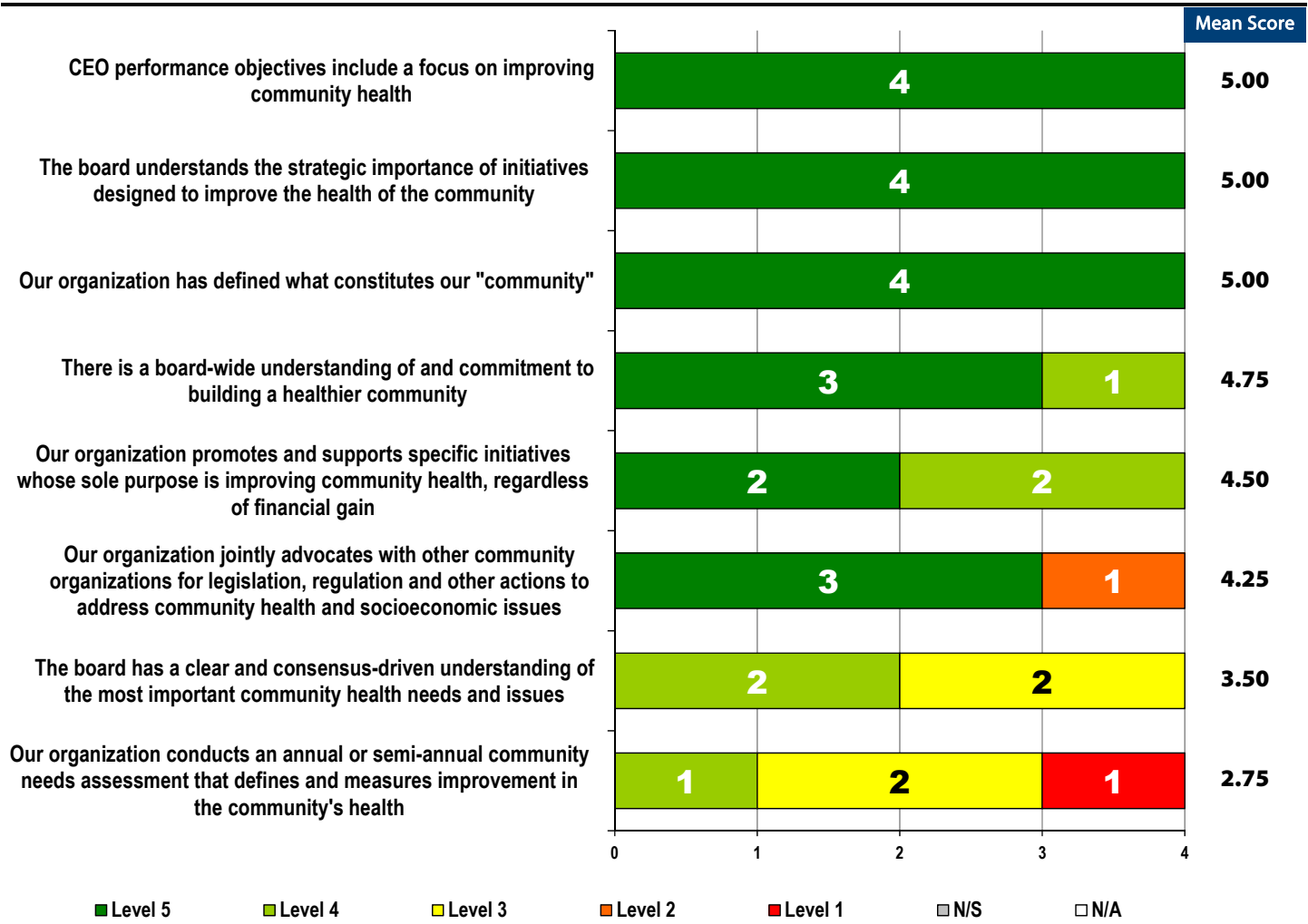
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Community Health

Development and Support of Community Health Initiatives

(sorted by highest to lowest mean score)

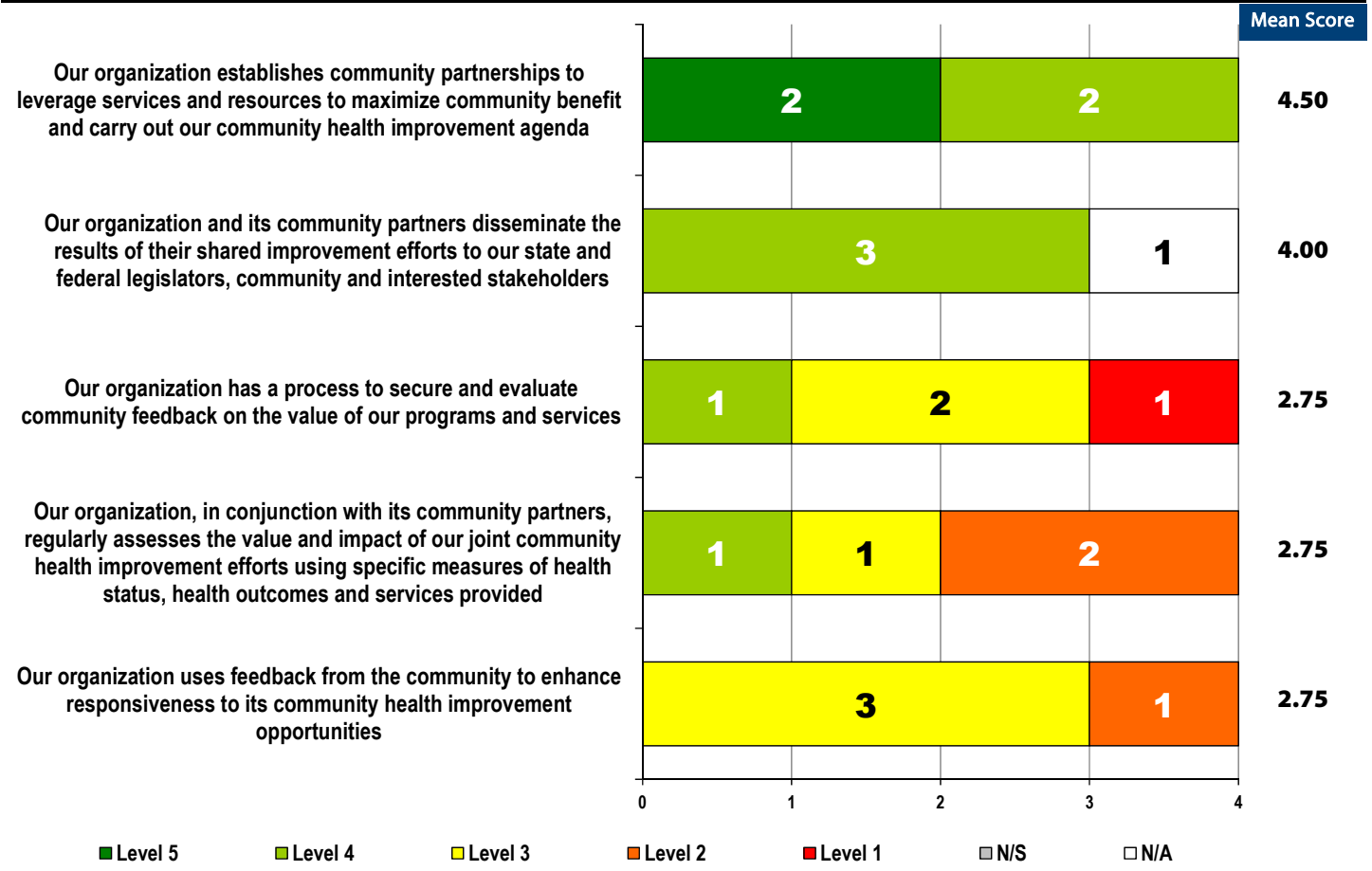


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Community Involvement and Communication

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

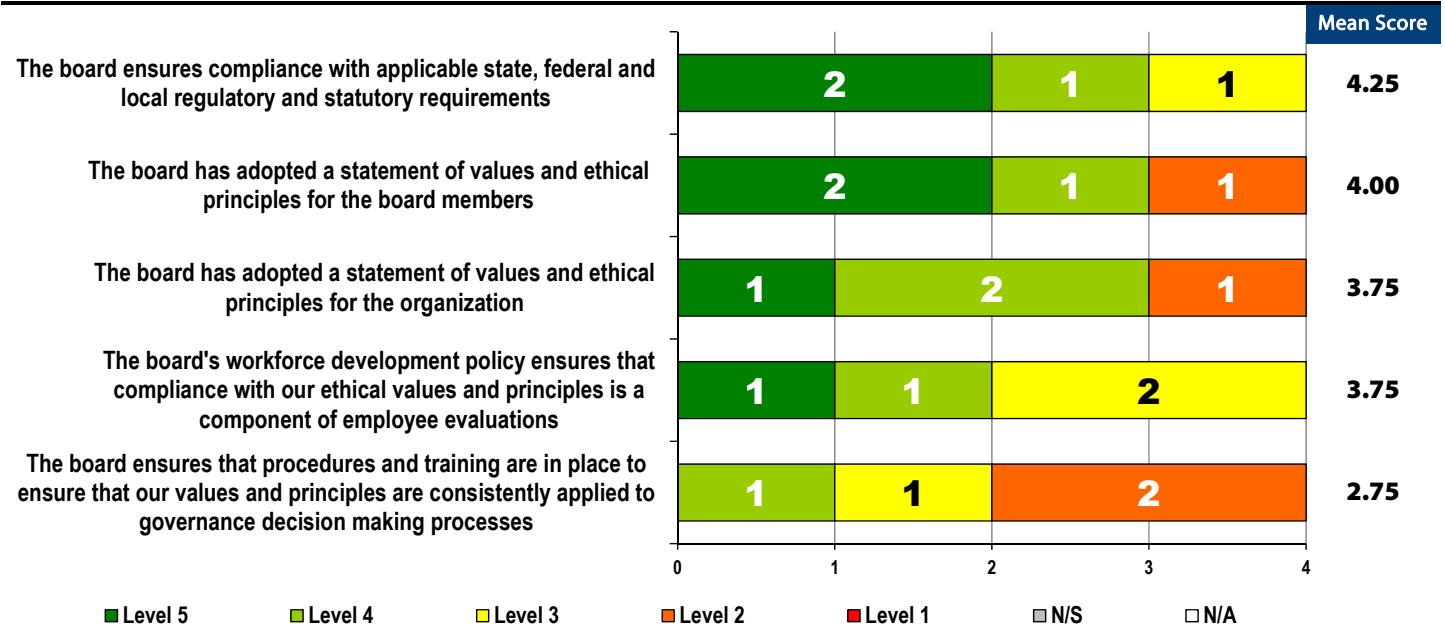
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2016 Palm Drive Health Care District Board Governance Self-Assessment

Organizational Ethics

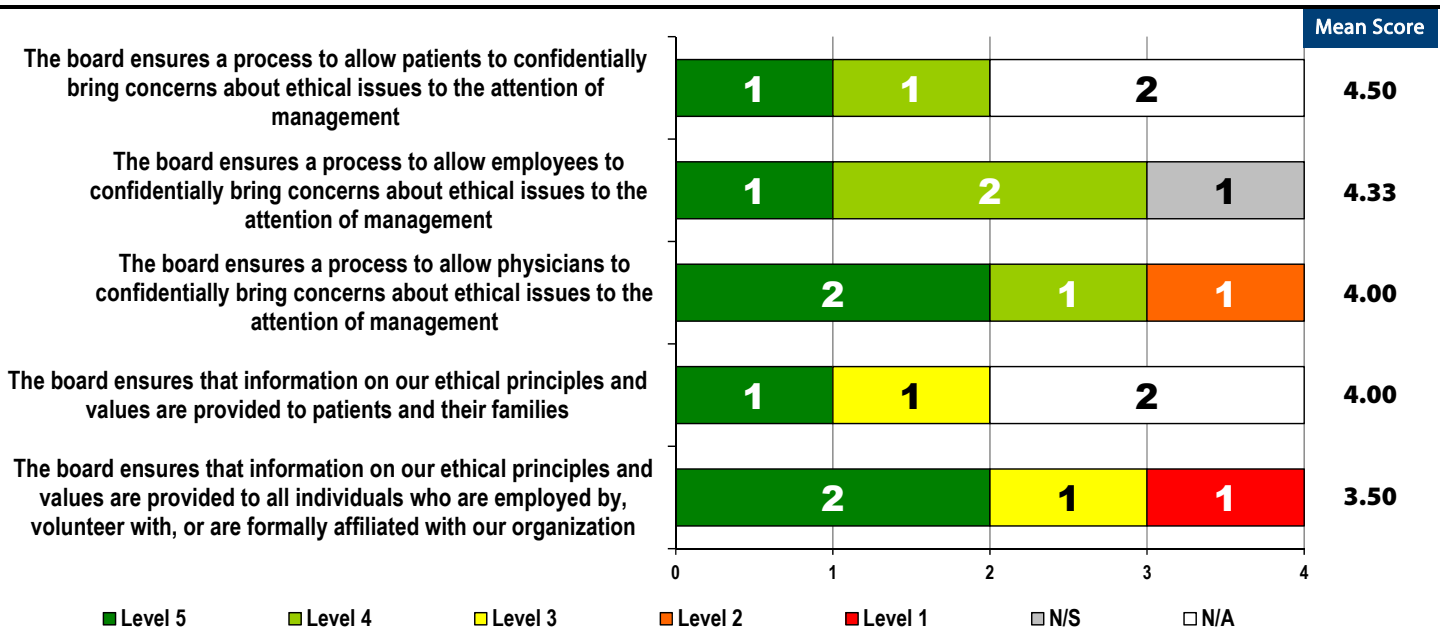
Ensuring Development and Implementation of Organizational Ethics

(sorted by highest to lowest mean score)



Awareness of Ethical Issues

(sorted by highest to lowest mean score)



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?

- To see the hospital find a sustainable path so that the district can continue to focus its work on improving health outcomes within the local communities.
- Keep our newly reopened hospital financially viable in face of Federal efforts to kill hospitals.
- To have our local community value the district in support of community health, including the success of the hospital.

Most Significant Strengths

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

- Commitment to improving overall public health.
- The good intentions and selflessness of its members.
- Mutual respect and openness with one another - listening to one another.

Most Significant Weaknesses

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

- In the moment, seat of the pants decisions.
- Cannot agree on the primary importance of keeping our hospital alive.
- Different priorities - hospital first, community service second.

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?

- Emerging from bankruptcy. Stabilizing hospital/getting a lease with a viable hospital system. Increasing elderly visits to primary care doctors. Begin working with community professionals to develop a community strategy. Improving lives of shut-ins and those just released from hospital.
- Insist on a coding audit of the hospital's outside coding agent to see that they are doing a good job or we will fail.
- Stabilizing the hospital and continuing to be an active partner in community service.

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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?

- Need to develop a strong program to keep patients out of hospital and from being re-admitted in compliance with ACA.
- Funding for medical care is constantly going down and costs are rapidly going up, so we must play this game very shrewdly even though we are blindfolded to the rules.
- Population health, and the determinants of health are more significant to health status than acute care hospital.

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?

- What components must be in place to interest a viable hospital system?
- Get all board member to understand that our first responsibility is to assure our hospital's viability. Then we can advocate for other funding and other resources to promote early childhood education and better access to health in general through improving the social determinants of health, which I agree are far more important than the hospital, but our mandate is to keep the hospital alive.
- Continued strong, clear and transparent leadership from the district Executive Director, and stable, solid leadership in the administration team of the hospital.