



SUMMARY RESULTS

Mark Twain Health Care District 2019 Governance Self-Assessment

Provided as a Member Service By



ACHD
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HEALTHCARE DISTRICTS

SUMMARY RESULTS

2019 Mark Twain Health Care District Governance Self-Assessment

Self-Assessment Overview

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.

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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:

- 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. Maybe 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.

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Strategic Direction

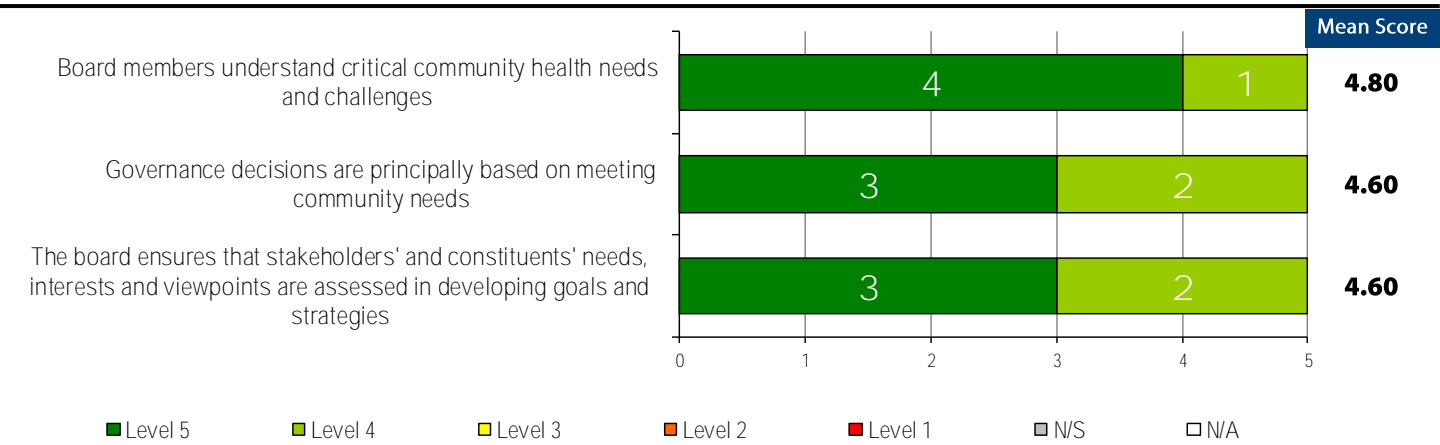
The Strategic Planning Process

(sorted by highest to lowest mean score)



Community and Stakeholder Perspectives

(sorted by highest to lowest mean score)



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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:

- 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.

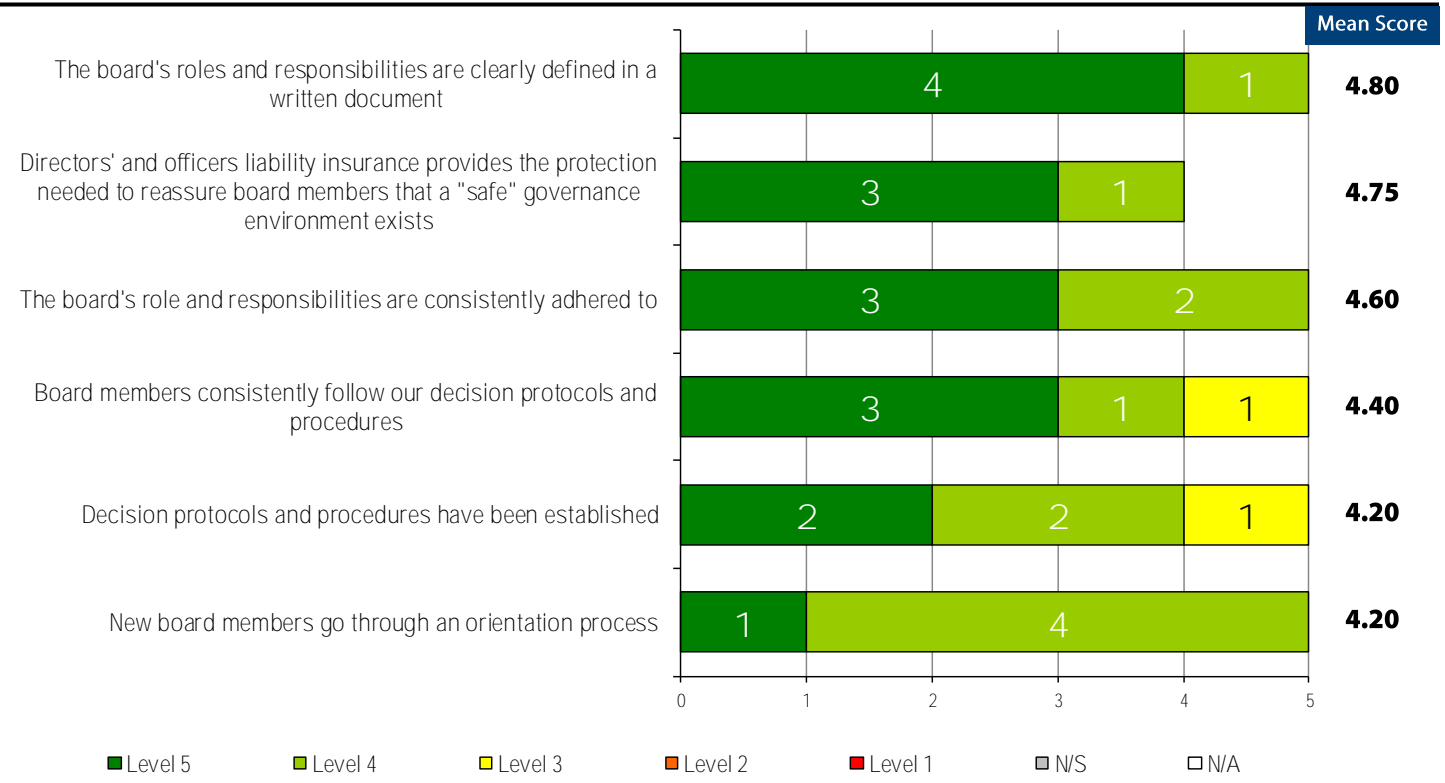
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2019 Mark Twain Health Care District Governance Self-Assessment

Leadership Structure and Processes

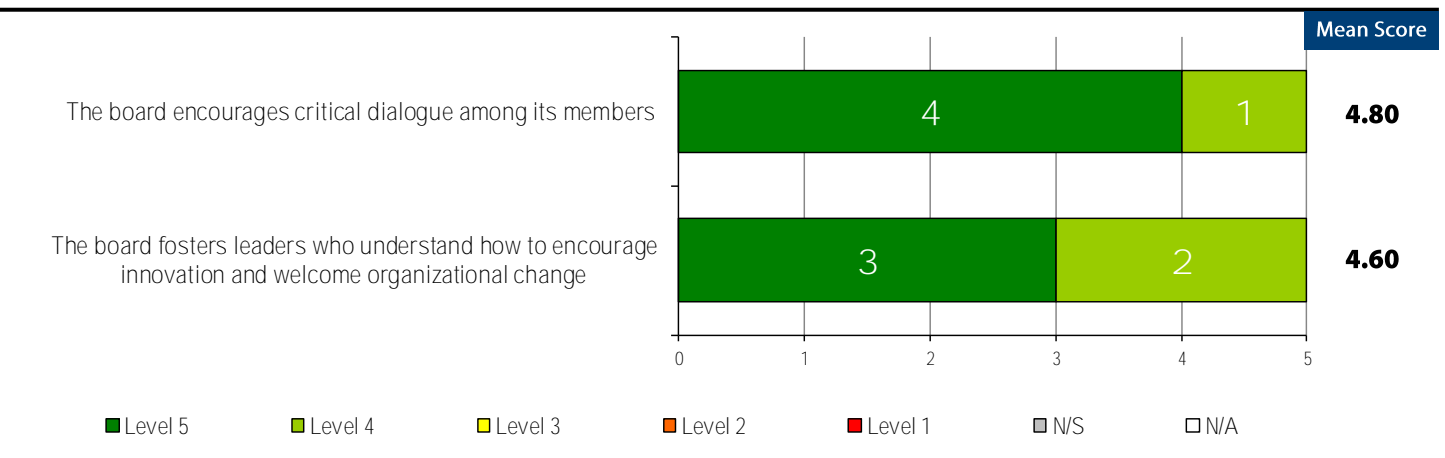
Board Roles and Responsibilities

(sorted by highest to lowest mean score)



Board Structure and Composition

(sorted by highest to lowest mean score)

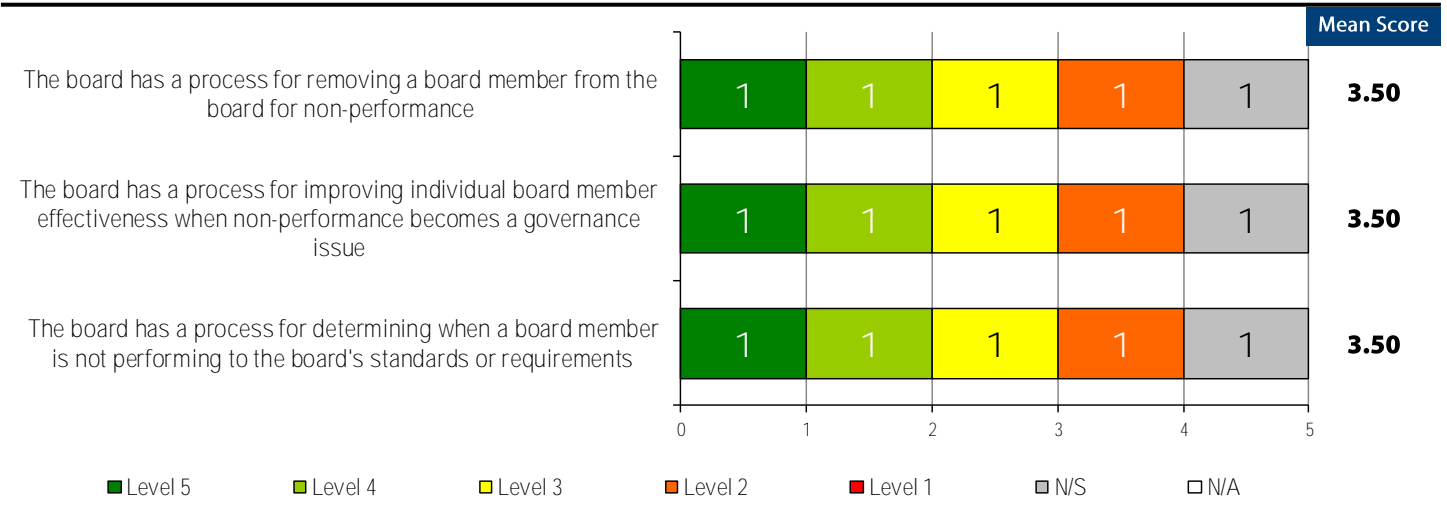


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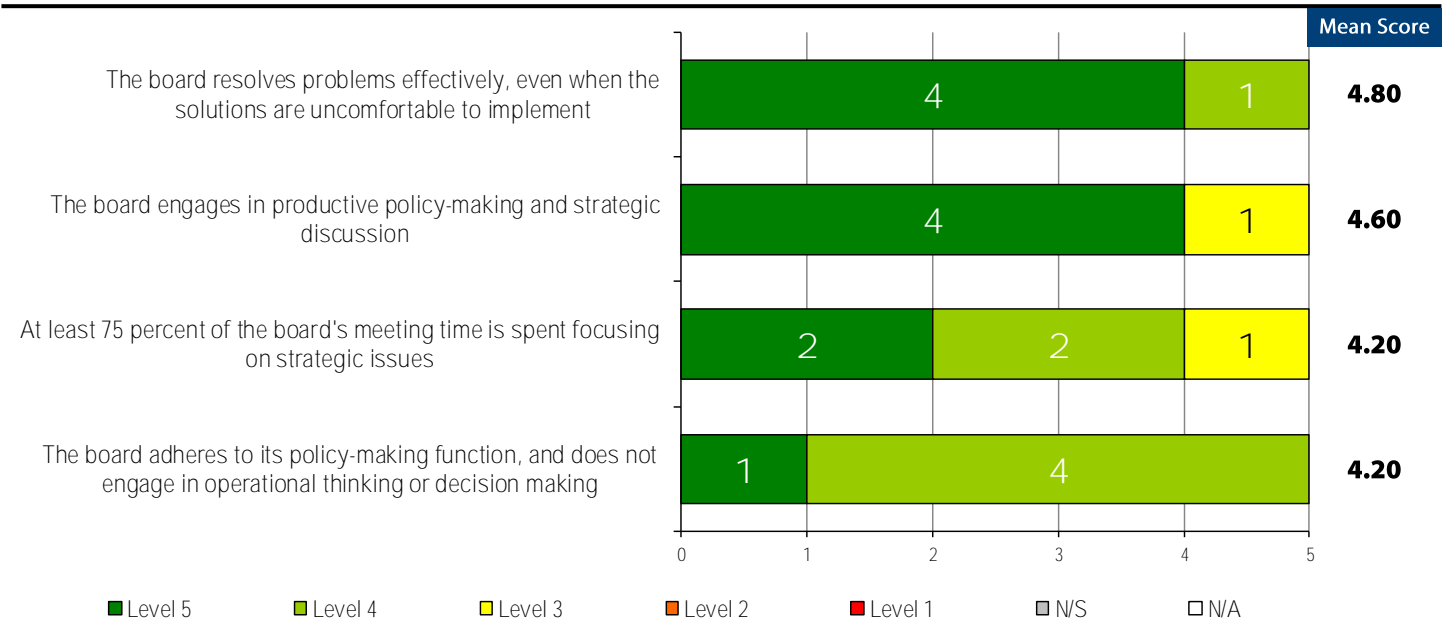
Board Member Performance

(sorted by highest to lowest mean score)



Strategic Focus

(sorted by highest to lowest mean score)



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Board Meetings

(sorted by highest to lowest mean score)

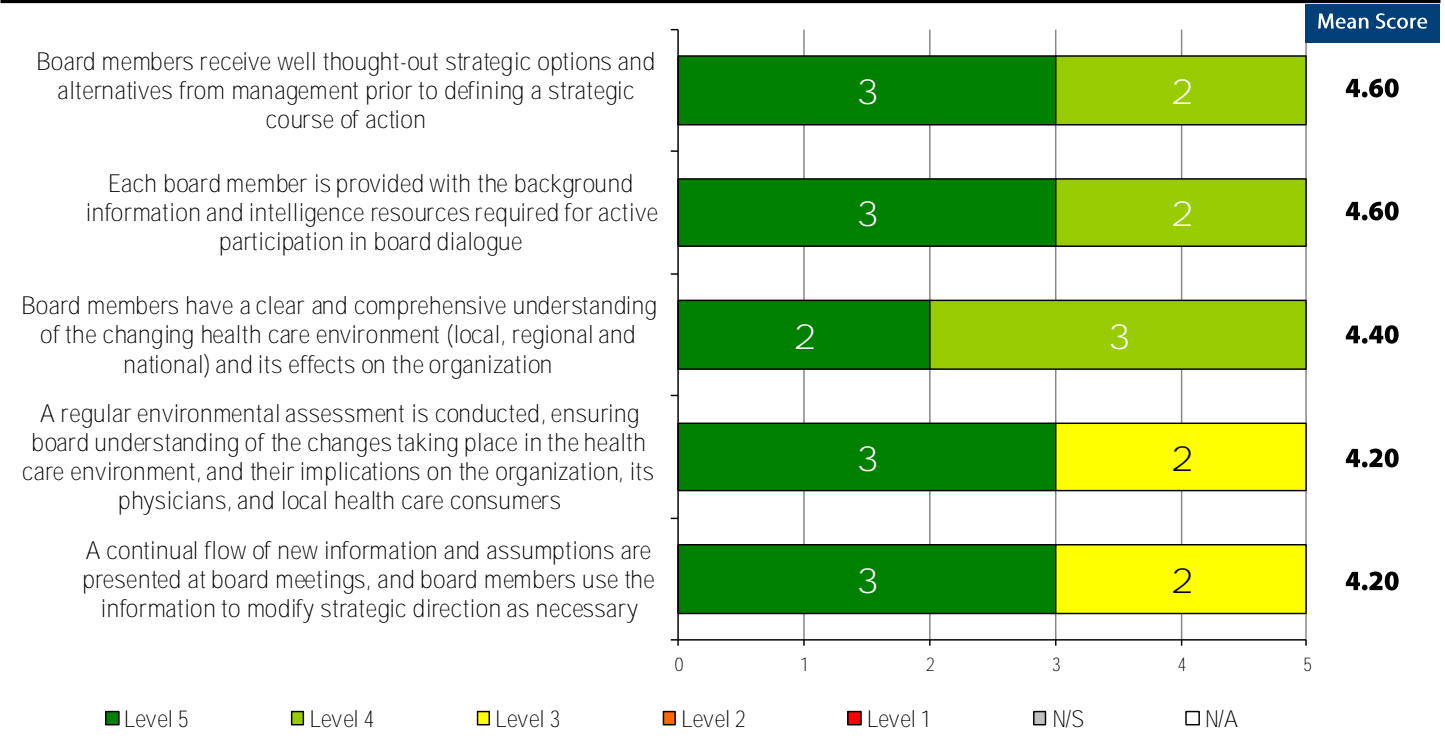


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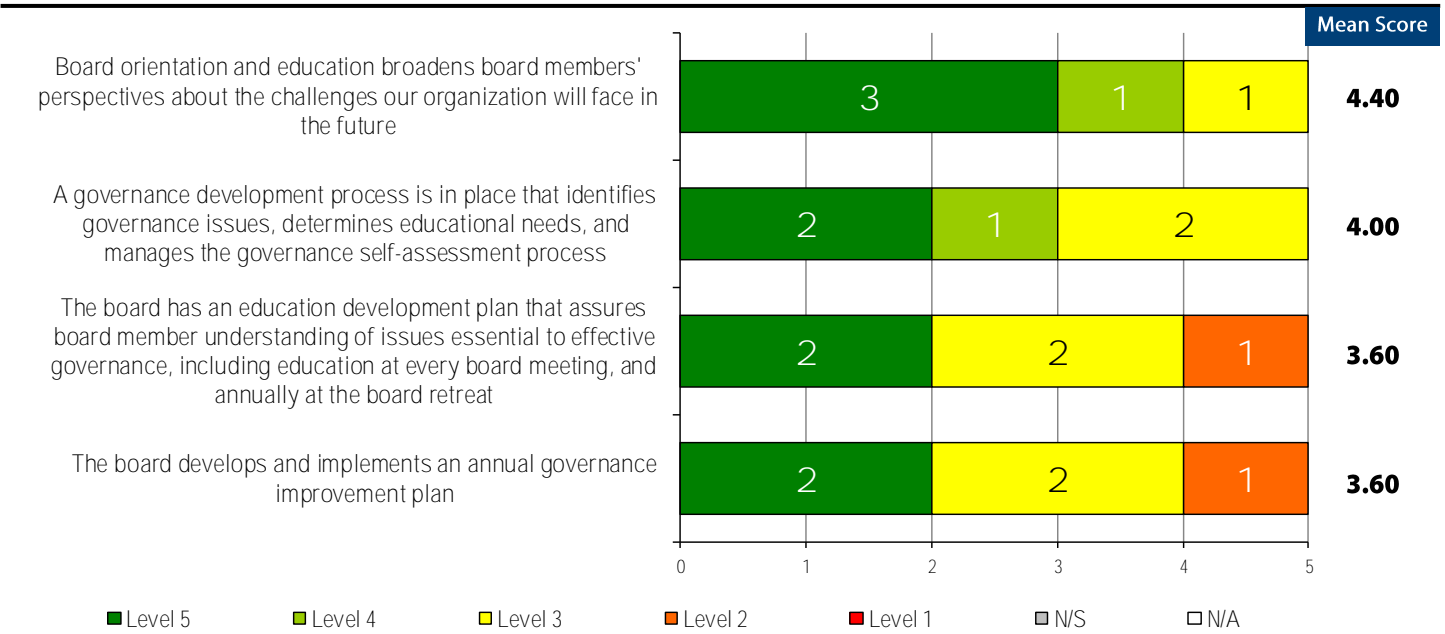
Board Member Knowledge

(sorted by highest to lowest mean score)



Governance Development

(sorted by highest to lowest mean score)

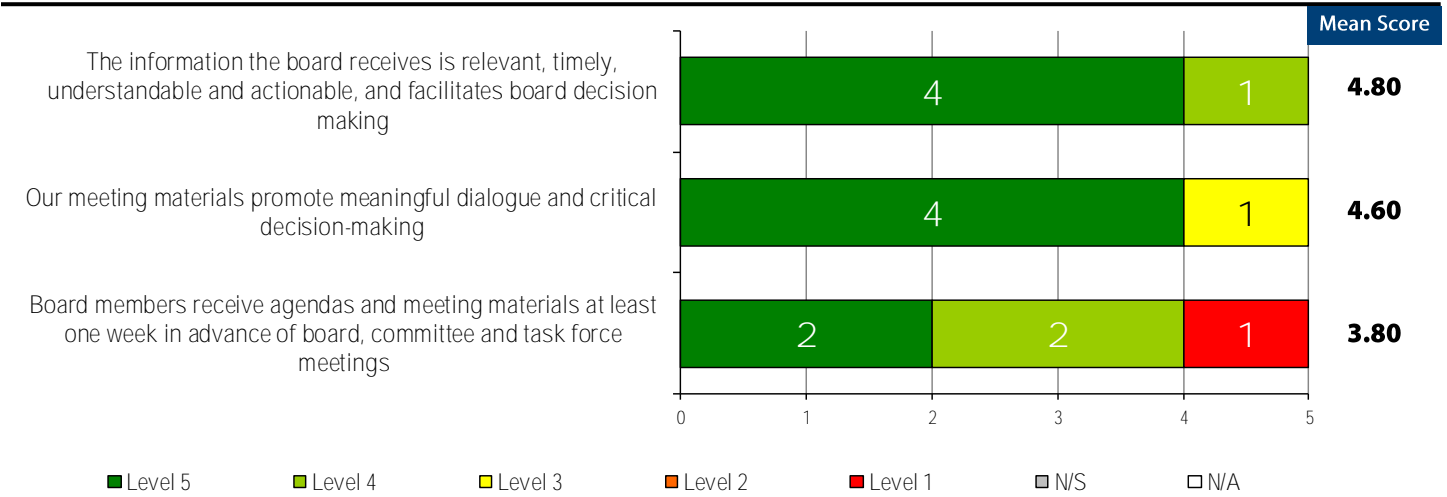


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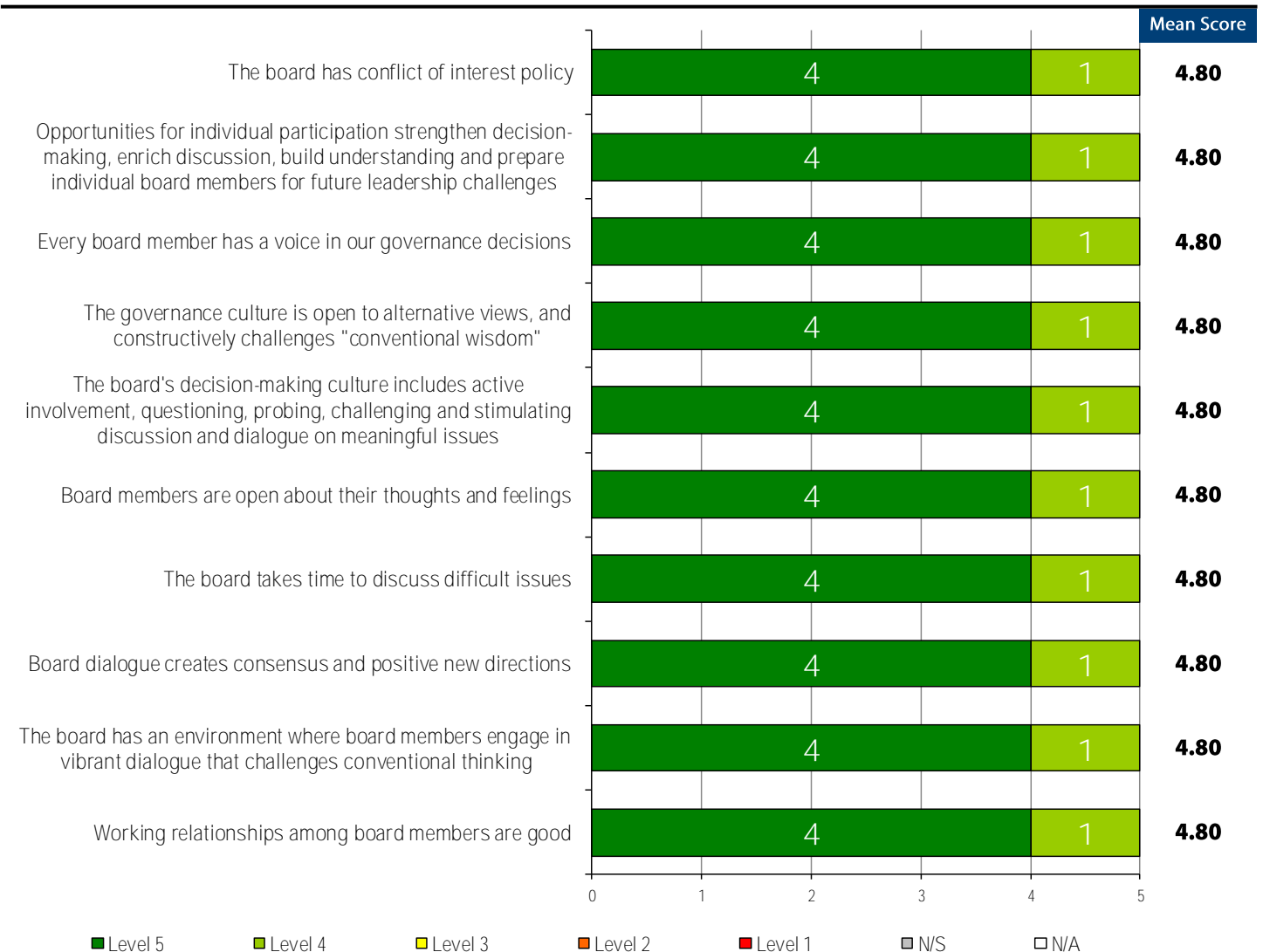
Meeting Materials

(sorted by highest to lowest mean score)



Board Relationships and Communication: Higher-Rated

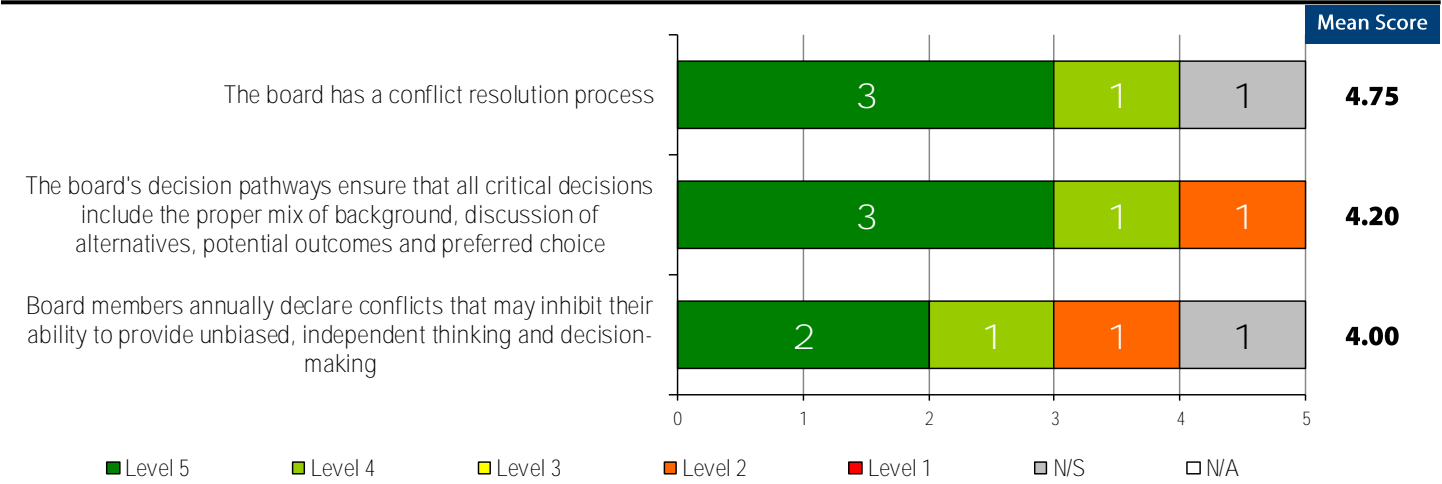
(sorted by highest to lowest mean score)



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2019 Mark Twain Health Care District Governance Self-Assessment

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



Suggestions for Governance Improvement

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

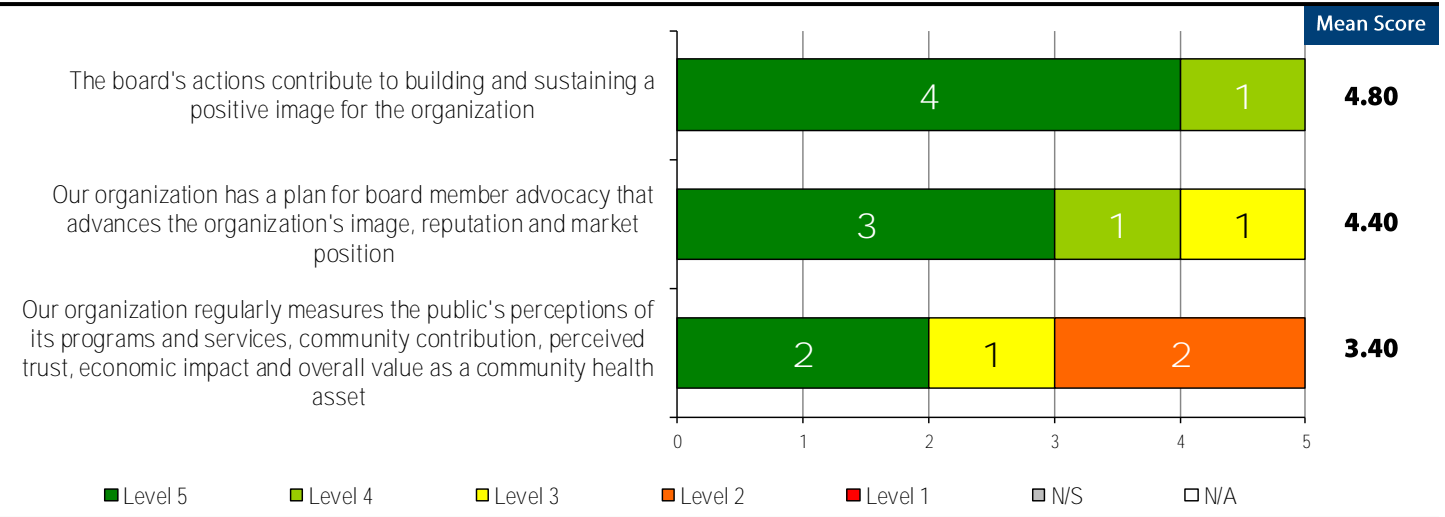
- Work more on community knowledge of the District.
- It would be a good idea to have a governance assessment tool with annual education planning around that. We have improved with our Board attending annual ACHD meetings which includes trainings, but it is not specific to that individual Board member's 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.

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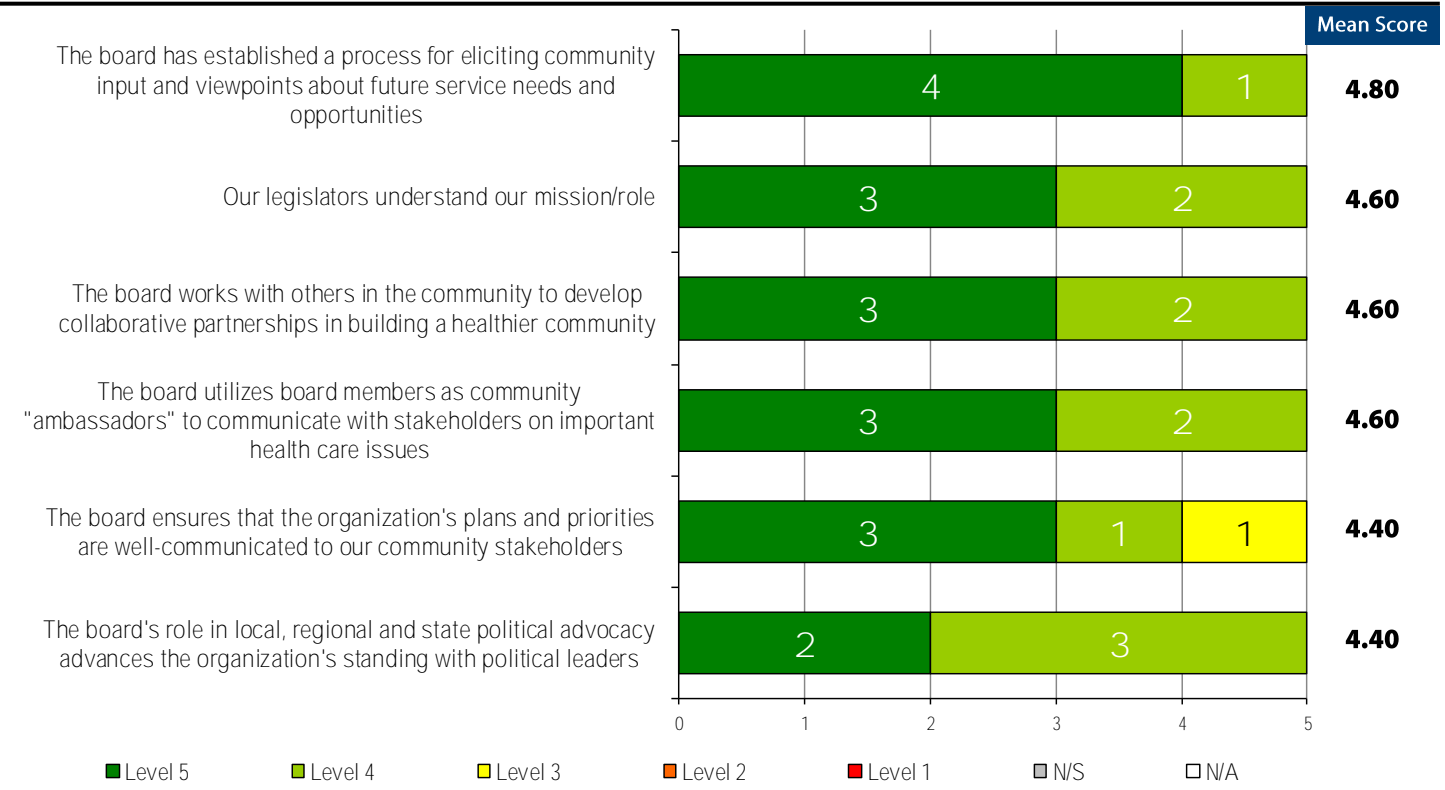
2019 Mark Twain Health Care District Governance Self-Assessment

Community Relationships

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



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



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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.

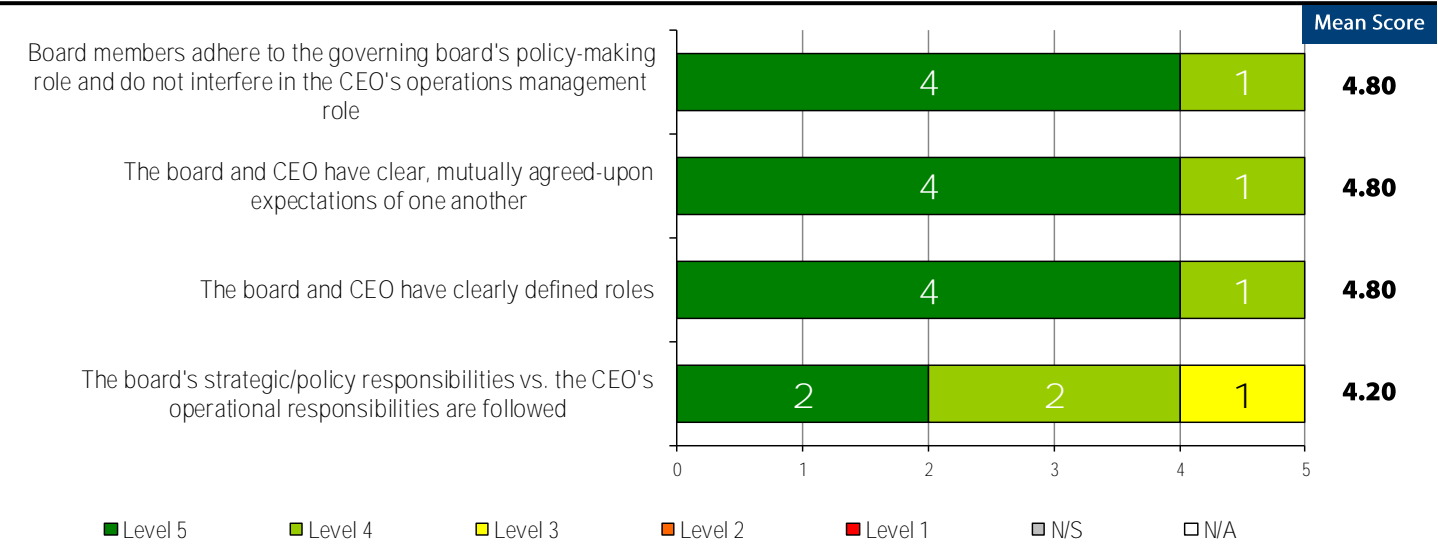
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Relationship with the CEO

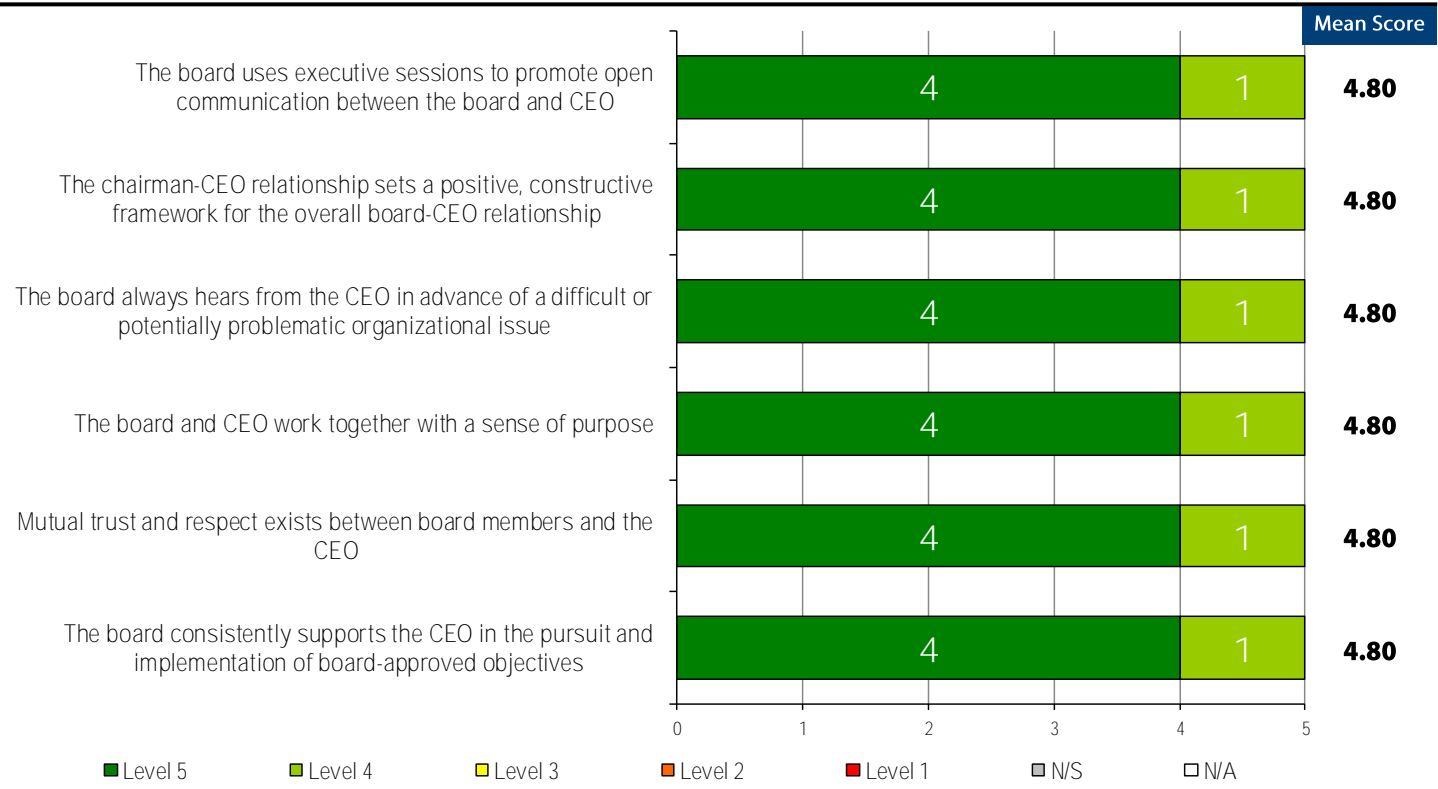
Board and CEO Roles

(sorted by highest to lowest mean score)



Communication, Support and Shared Goals

(sorted by highest to lowest mean score)

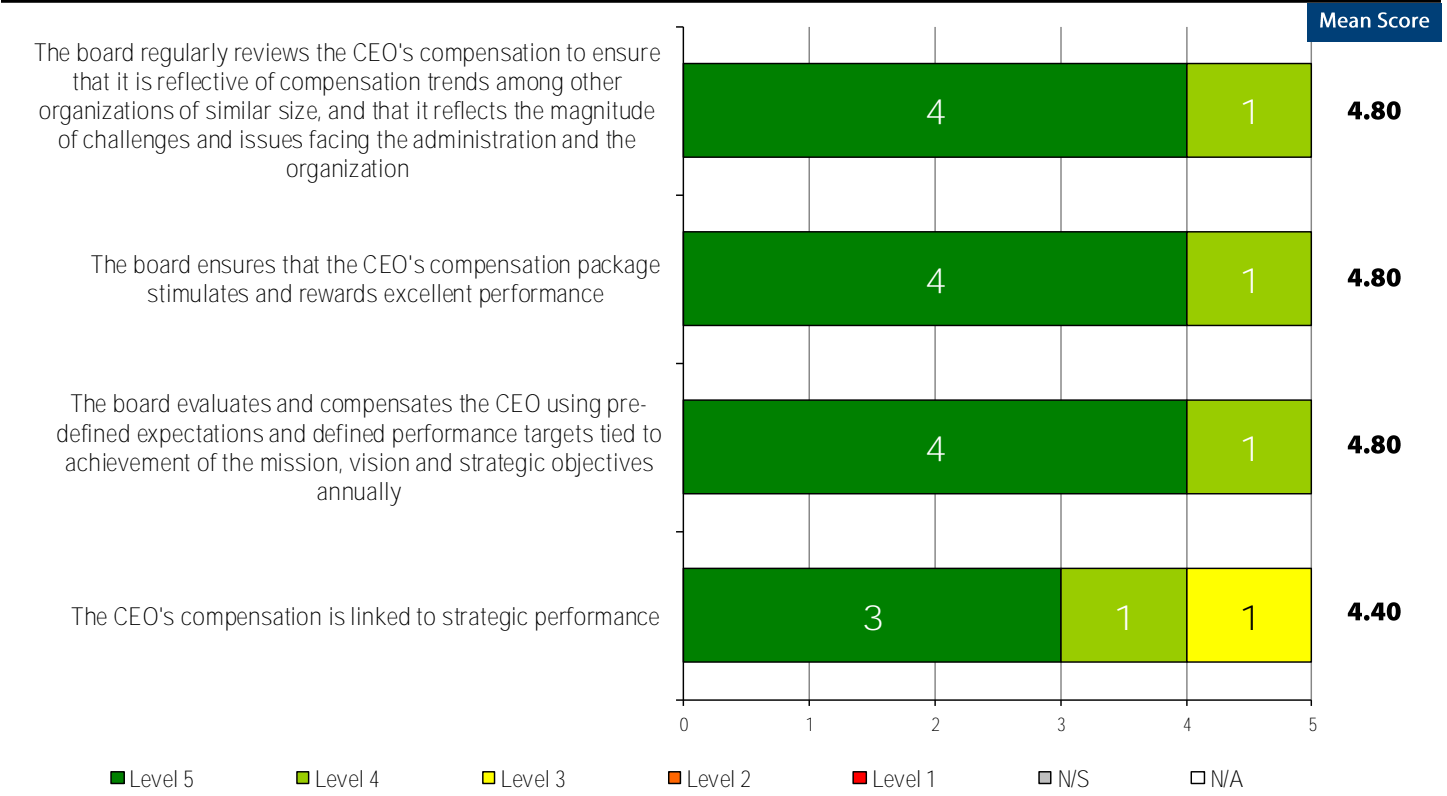


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CEO Evaluation

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

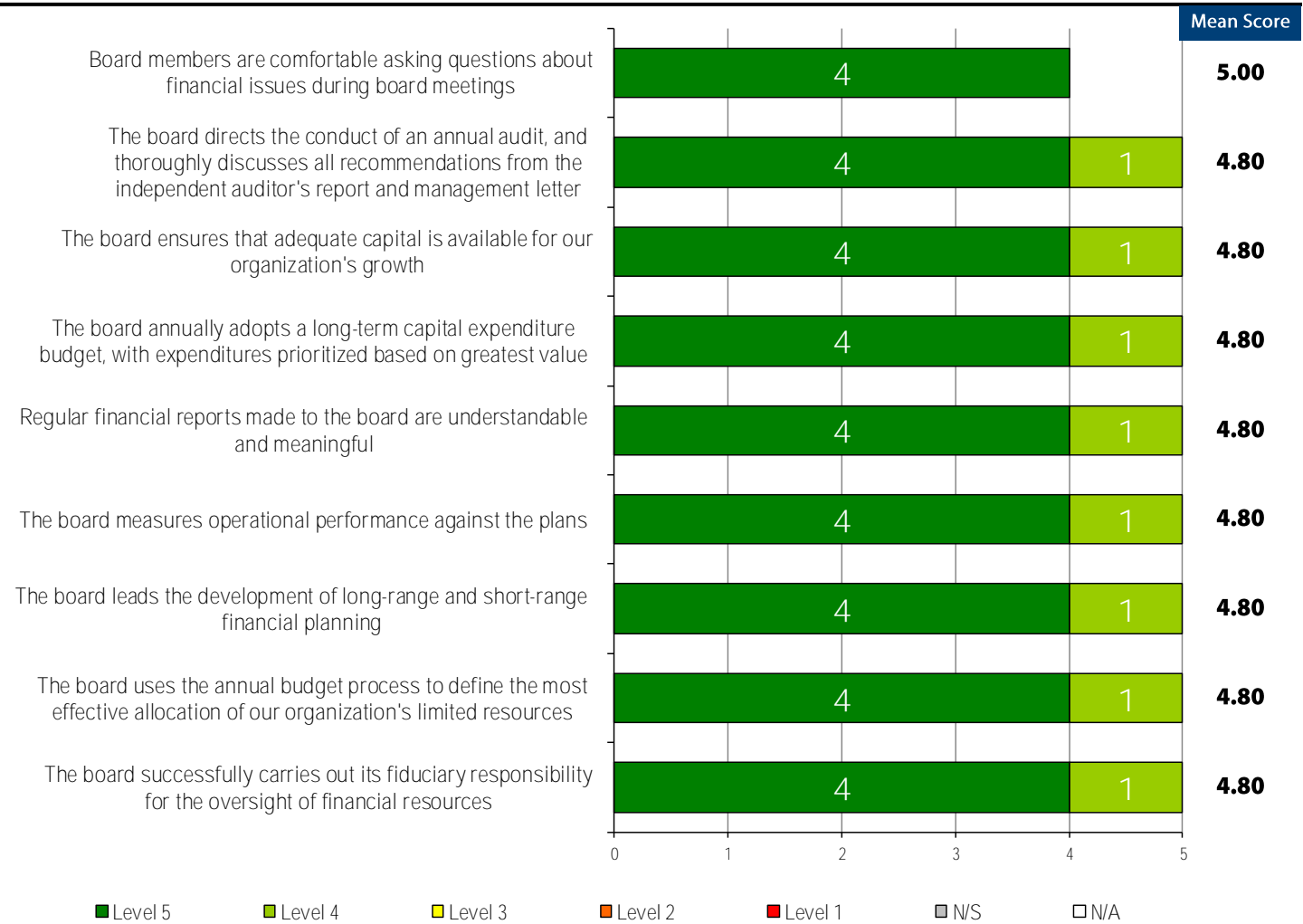
- All work well together.

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Financial Leadership

The Fiduciary Responsibility (sorted by highest to lowest mean score)

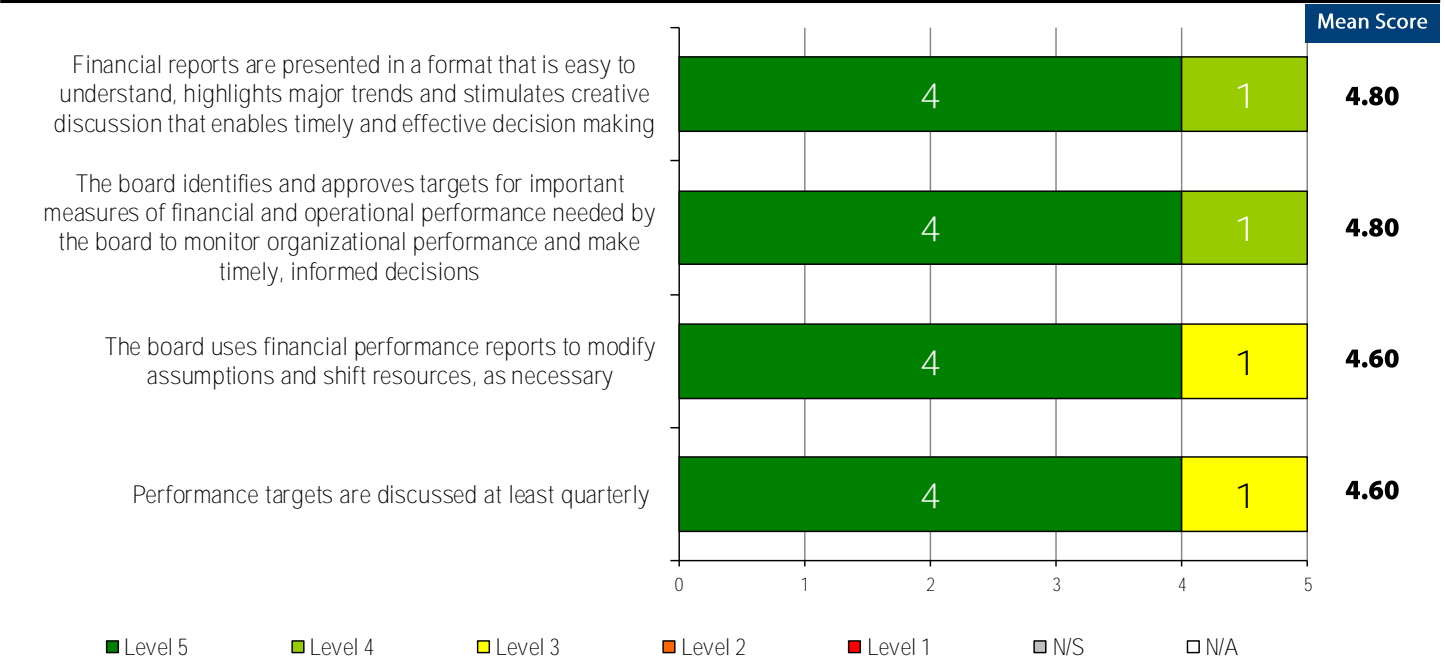


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Monitoring Progress

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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

- 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.

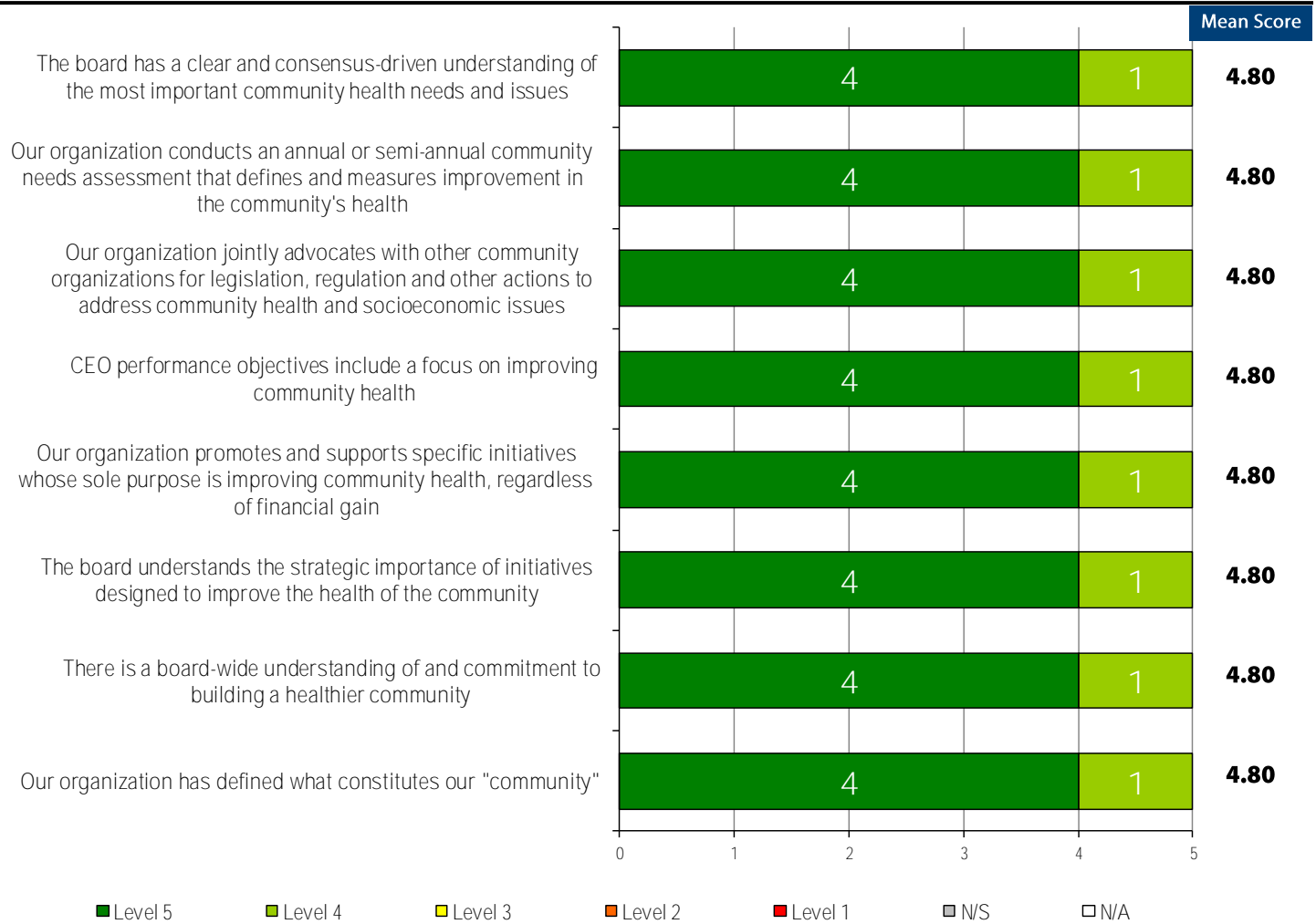
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Community Health

Development and Support of Community Health Initiatives

(sorted by highest to lowest mean score)

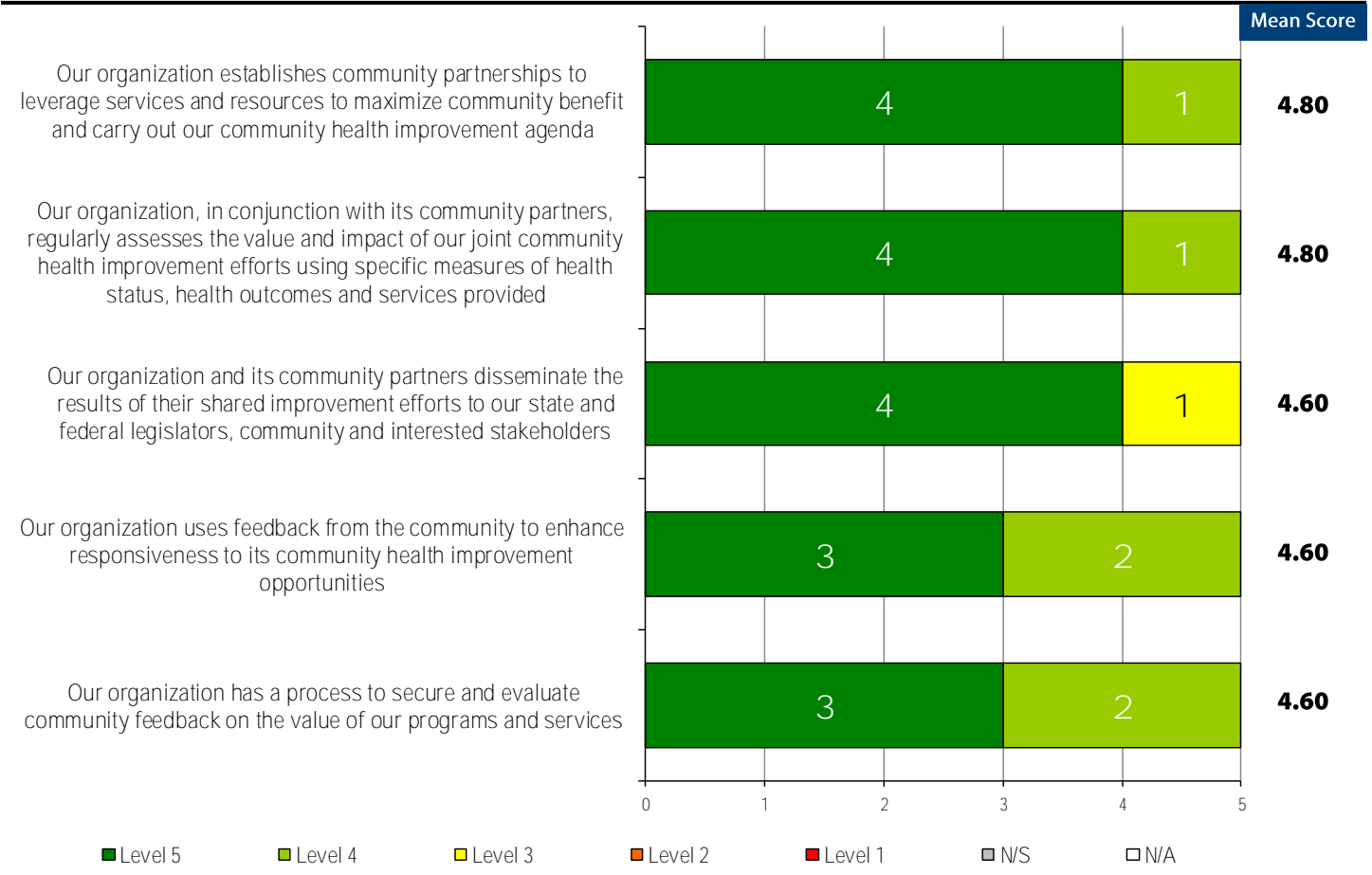


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Community Involvement and Communication

(sorted by highest to lowest mean score)



Suggestions for Governance Improvement

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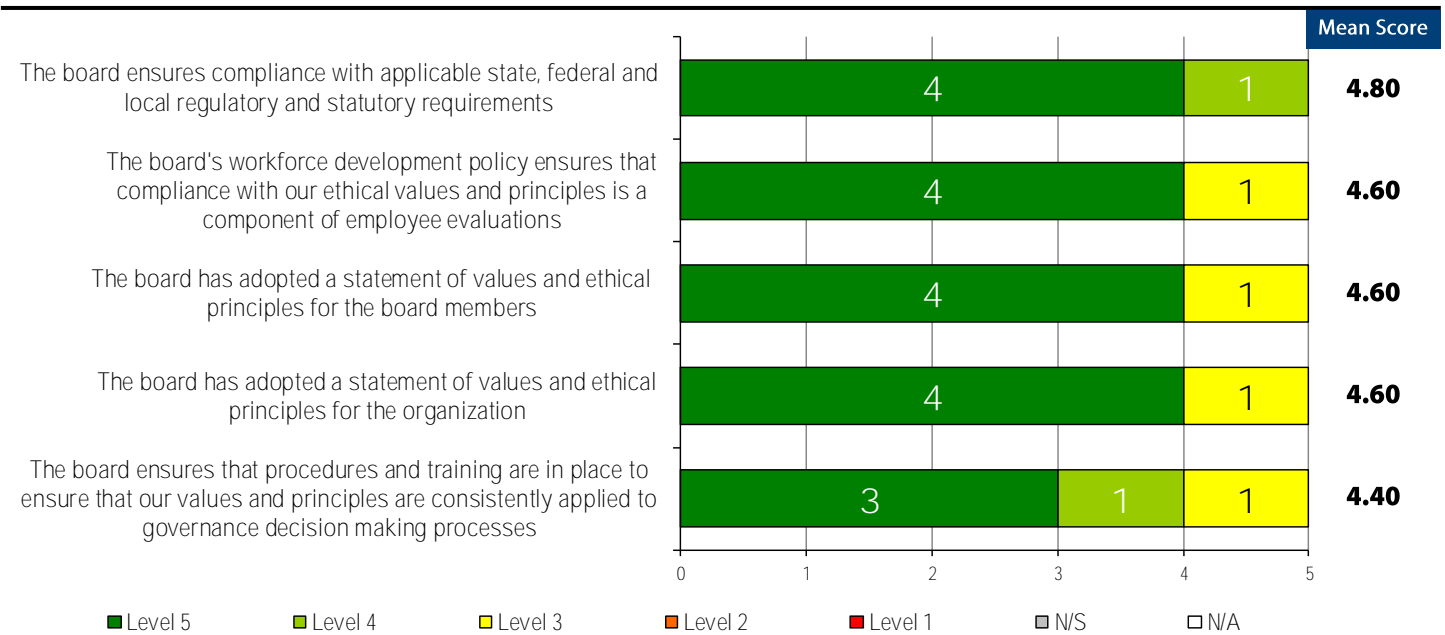
- Our own survey and community assessment are leading the county-wide initiative. In the future, may be indicated once we are a direct service provider in the clinic.

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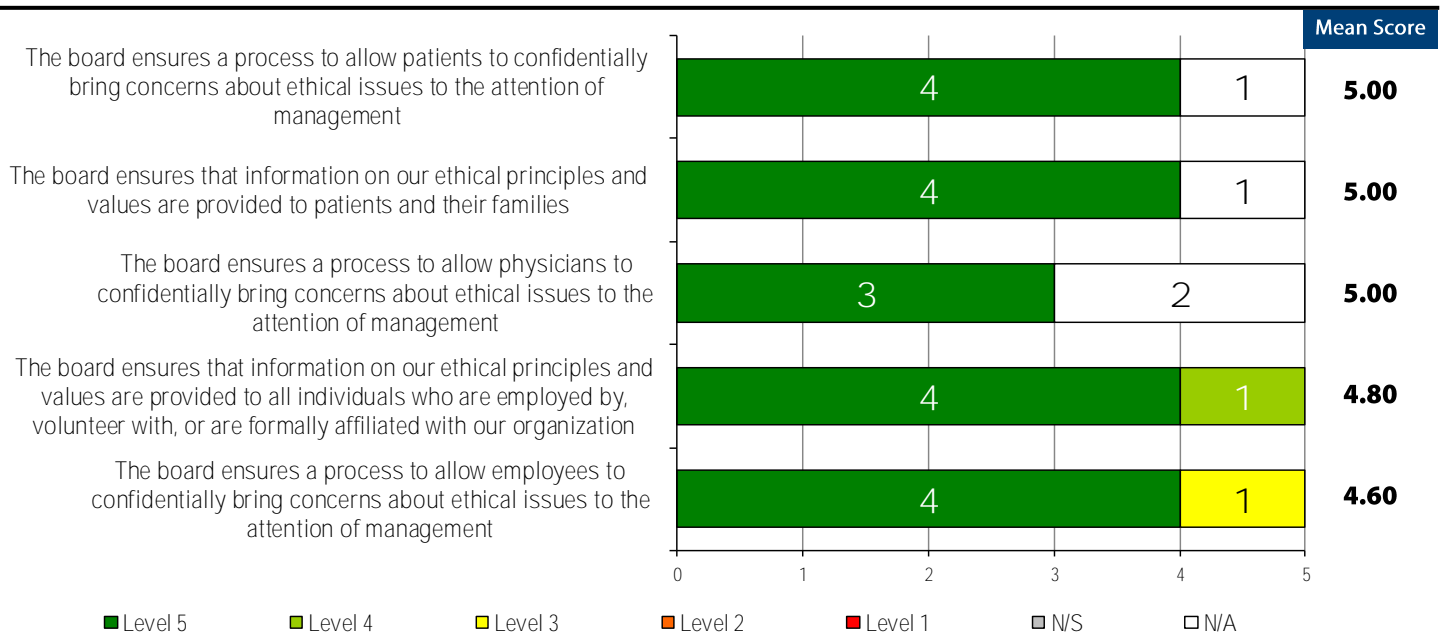
2019 Mark Twain Health Care District Governance Self-Assessment

Organizational Ethics

Ensuring Development and Implementation of Organizational Ethics (sorted by highest to lowest mean score)



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



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.

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- 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.