



STEELE MEMORIAL
MEDICAL CENTER

Board Work Enhancement Opportunities 2022

October 15, 2021

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October 15, 2021

Board of Directors Self-Assessment Insights

Thank you for your dedication to the well being of the people you exist to serve, and for the vitality of SMMC as the preferred health care provider and employer in the two county region around Salmon Idaho.

During difficult times, you all have invested substantial time and effort to strengthen your governance oversight role at SMMC. You have also not only worked to support the providers, employees and leadership at SMMC to pursue continuous process and performance improvement, you have made a commitment to continuously enhance your own board effectiveness. That is the focus of this report on your recent review of your own Board Work.

Please review the following responses and develop programming to enhance your effectiveness in 2022 in the yellow highlighted areas.

A handwritten signature in black ink that reads "Jim Rice". The signature is fluid and cursive, with the first letter of "Jim" being a large, stylized "J".

Jim_rice@ajg.com

Steele Memorial Board Self-Assessment 2021

Yellow highlighted scores:

2021 Governance Practices Assessment to Guide Board Development in 2022

It has been my experience that an average score of 3.5 and below should warrant a conversation about how best to improve effectiveness

Q1. Board Responsibility 1: Mission, Values, and Vision

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The hospital has a clear, focused and relevant written vision	87.50%	7	12.50%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	8	4.88
The hospital has clear, focused and relevant written values	87.50%	7	12.50%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	8	4.88
The mission, values and vision drive hospital strategies, objectives and action plans	25.00%	2	37.50%	3	37.50%	3	0.00%	0	0.00%	0	0.00%	0	8	3.88
													Answered	8
													Skipped	0

Q2. How can the Board of Directors improve its effectiveness in this area?

Answered 4
Skipped 4

Responses	Response Date
Strategies can be more closely tied to the mission and values through a more broadly vetted and facilitated strategic plan.	Sep 13 2021 03:14 PM
The board could become more familiar with the mission, values and vision and incorporate all into the decision making process. Also, become more publicly proactive in sharing and promoting the mission, values and vision.	Sep 13 2021 09:57 AM
We need to live those values. We must provide a safe and harassment-free work environment where everyone is committed to high moral and ethical standards of conduct.	Sep 12 2021 06:38 PM
Education	Sep 08 2021 11:18 AM

Q3. Board Responsibility 2: Strategic DirectionThe Strategic Planning Process

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board's understanding of the health care environment (local, regional and national) ensures effective strategic decision-making	0.00%	0	62.50%	5	25.00%	2	12.50%	1	0.00%	0	0.00%	0	8	3.5
The hospital has a flexible, responsive strategic planning process	37.50%	3	25.00%	2	37.50%	3	0.00%	0	0.00%	0	0.00%	0	8	4
													Answered	8
													Skipped	0

Q4. Monitoring Progress

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board monitors the performance of hospital services to evaluate how they are meeting previously established goals	12.50%	1	37.50%	3	37.50%	3	0.00%	0	0.00%	0	12.50%	1	8	3.71
													Answered	8
													Skipped	0

Q5. How can the Board of Directors improve its effectiveness in this area?

Answered 3
Skipped 5

Responses	Response Date
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The board could have a stronger and more clear evaluation system in place, especially for strategic objectives. Sep 13 2021 03:14 PM

The Board should interact more with primary staff to learn and observe hospital operations in order to understand challenges and issues confronting us. Sep 12 2021 06:38 PM

Updated info from adm team Sep 08 2021 11:18 AM

Q6. Board Responsibility 3: Leadership Structure and Governance Processes Board Roles, Responsibilities and Composition														
	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board's roles and responsibilities are clearly defined in a written document	50.00%	4	37.50%	3	0.00%	0	12.50%	1	0.00%	0	0.00%	0	8	4.25
Highly focused and accountable committees and task forces free the full board for high-level strategic discussion	0.00%	0	62.50%	5	25.00%	2	0.00%	0	0.00%	0	12.50%	1	8	3.71
													Answered	8
													Skipped	0

Q7. Director Performance and Strategic Focus														
	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board has a process for improving individual Director effectiveness when non-performance becomes an issue	12.50%	1	25.00%	2	12.50%	1	12.50%	1	12.50%	1	25.00%	2	8	3.17
The board has a process for removing a non-performing Director from the board	12.50%	1	25.00%	2	25.00%	2	25.00%	2	0.00%	0	12.50%	1	8	3.29
The board adheres to its policy-making function, and does not engage in operational thinking or decision making	12.50%	1	25.00%	2	25.00%	2	25.00%	2	0.00%	0	12.50%	1	8	3.29
At least 75 percent of the board's meeting time is spent focusing on strategic issues	12.50%	1	25.00%	2	12.50%	1	37.50%	3	12.50%	1	0.00%	0	8	2.88
													Answered	8
													Skipped	0

Q8. Board Meetings														
	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The frequency of our board meetings ensures timely decisions	50.00%	4	37.50%	3	0.00%	0	0.00%	0	12.50%	1	0.00%	0	8	4.13
Meeting agendas provide adequate time to discuss and act on significant strategic issues	25.00%	2	50.00%	4	0.00%	0	25.00%	2	0.00%	0	0.00%	0	8	3.75
The board chair keeps a tight rein on digressions, side discussions, and issues that have already been addressed	62.50%	5	25.00%	2	12.50%	1	0.00%	0	0.00%	0	0.00%	0	8	4.5
The board saves critical time for important discussions by utilizing a consent agenda covering the routine actions that require approval	37.50%	3	37.50%	3	25.00%	2	0.00%	0	0.00%	0	0.00%	0	8	4.13
													Answered	8
													Skipped	0

Q9. Director Knowledge and Development														
	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
Board members receive agendas and meeting materials at least one week in advance of meetings	12.50%	1	50.00%	4	12.50%	1	0.00%	0	25.00%	2	0.00%	0	8	3.25
Directors receive well thought-out strategic options and alternatives from management prior to defining a strategic course of action	12.50%	1	25.00%	2	25.00%	2	12.50%	1	12.50%	1	12.50%	1	8	3.14
The board develops and implements an annual governance improvement plan	25.00%	2	12.50%	1	12.50%	1	25.00%	2	12.50%	1	12.50%	1	8	3.14

Board orientation and education broadens Directors' perspectives about the challenges the hospital faces	25.00%	2	25.00%	2	25.00%	2	12.50%	1	12.50%	1	0.00%	0	8	3.38
													Answered	8
													Skipped	0

Q10. Board Relationships and Communication

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
Working relationships among Directors are good	25.00%	2	50.00%	4	12.50%	1	12.50%	1	0.00%	0	0.00%	0	8	3.88
The board's decision-making culture includes active involvement, probing, challenging and stimulating discussion and dialogue on meaningful issues	37.50%	3	25.00%	2	12.50%	1	0.00%	0	12.50%	1	12.50%	1	8	3.86
The board has a conflict of interest policy	87.50%	7	12.50%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	8	4.88
													Answered	8
													Skipped	0

Q11. How can the Board of Directors improve its effectiveness in this area?

Answered	4
Skipped	4

Responses	Response Date
Reviving monthly board education, developing an annual governance improvement plan.	Sep 13 2021 03:14 PM

Clearly defined board policies and procedures would improve the overall functionality of the board and provide consistency. Give board members adequate time to review important documents, i.e. contracts, to allow for a more robust discussion and sound decision making. It would also create transparency. Meeting once a month is possibly fine sometimes, but it hinders our ability to address pressing issues in a timely matter.	Sep 13 2021 09:57 AM
While it is important to remain optimistic and give recognition to everything that is going well, it is also vital to acknowledge those things that are not. Engaging in challenging and meaningful discussions leads to opportunity for improvement. Decisions should be based on facts and data. We should be aloud to disagree, question, and make requests for information without fear of reprimand or having your motives questioned. Recognize that no dissent can be a sign of an ineffective board.	Sep 12 2021 06:38 PM
Team-building and board activities that lead to relationship-building.	Sep 08 2021 11:18 AM
Very little improvement needed	

Q12. Board Responsibility 4: Quality and Patient SafetyDefining Quality and Patient Safety Issues

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board's definition of quality encompasses community health, wellness and prevention	62.50%	5	37.50%	3	0.00%	0	0.00%	0	0.00%	0	0.00%	0	8	4.63
The hospital has a board-approved plan with objectives for improving patient safety and reducing medical errors	25.00%	2	50.00%	4	0.00%	0	12.50%	1	0.00%	0	12.50%	1	8	4

The CEO's performance objectives are based on measurable and achievable quality goals	12.50%	1	62.50%	5	12.50%	1	0.00%	0	0.00%	0	12.50%	1	8	4
													Answered	8
													Skipped	0

Q13. Monitoring and Ensuring Quality and Patient Safety

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board consistently evaluates attainment of targets to ensure achievement of the board's quality and patient safety improvement plan	0.00%	0	62.50%	5	25.00%	2	0.00%	0	0.00%	0	12.50%	1	8	3.71
The board's process for approving appointments to the medical staff meets its quality and legal responsibilities	50.00%	4	25.00%	2	0.00%	0	0.00%	0	0.00%	0	25.00%	2	8	4.67
The board effectively carries out its responsibility for ensuring high quality, safe patient care	37.50%	3	37.50%	3	12.50%	1	0.00%	0	0.00%	0	12.50%	1	8	4.29
													Answered	8
													Skipped	0

Q14. How can the Board of Directors improve its effectiveness in this area?

Answered	4
Skipped	4

Responses	Response Date
Quality and patient safety must be achieved in tandem in with SMMC staff and providers and be clearly working towards a culture of supported, continuous improvement. Spending time and energy looking for blemishes on past reports does not build that culture or rapport.	Sep 13 2021 03:14 PM
This is a quarterly meeting, so a lot of information to go through. The board can only review what is reported to them.	Sep 13 2021 09:57 AM
The Board needs to spend more time evaluating attainment of objectives for performance, patient service, and safety improvement.	Sep 12 2021 06:38 PM
The board does not direct day to day activities	Sep 08 2021 11:18 AM

Q15. Board Responsibility 5: Community Relationships Ensuring Public Trust and Confidence

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The hospital regularly measures public perceptions of the hospital's services	12.50%	1	25.00%	2	50.00%	4	12.50%	1	0.00%	0	0.00%	0	8	3.38
The board enjoys a high level of public trust and confidence	0.00%	0	37.50%	3	50.00%	4	12.50%	1	0.00%	0	0.00%	0	8	3.25
													Answered	8
													Skipped	0

Q16. Ensuring Community Communication and Feedback

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board has established a process for eliciting community input and viewpoints about future service needs and opportunities	0.00%	0	25.00%	2	37.50%	3	12.50%	1	12.50%	1	12.50%	1	8	2.86
The board works with others in the community to develop collaborative partnerships in building a healthier community	0.00%	0	37.50%	3	37.50%	3	12.50%	1	0.00%	0	12.50%	1	8	3.29
													Answered	8
													Skipped	0

Q17. How can the Board of Directors improve its effectiveness in this area?

Answered 4
Skipped 4

Responses	Response Date
The board can hold specific events for community engagement, particularly in the area of strategic planning. Be honest and transparent with the community.	Sep 13 2021 03:14 PM
Having appropriate board term limits will give other community members the opportunity to get involved and offer new perspectives.	Sep 13 2021 09:57 AM
More community involvement to gather feedback on hospital and patient services. Better integration with other community groups would be paramount regarding performance and service.	Sep 12 2021 06:38 PM
Communication	Sep 08 2021 11:18 AM

Q18. Board Responsibility 6: Relationship with the CEO: Roles, Communication and Shared Goals

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board and CEO have clear, mutually agreed-upon roles and expectations	12.50%	1	37.50%	3	37.50%	3	0.00%	0	0.00%	0	12.50%	1	8	3.71
Mutual trust and respect exist between Directors and the CEO	0.00%	0	37.50%	3	25.00%	2	25.00%	2	0.00%	0	12.50%	1	8	3.14
													Answered	8
													Skipped	0

Q19. CEO Evaluation

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board evaluates the CEO's performance annually based on pre-defined targets tied to the mission and vision	12.50%	1	62.50%	5	0.00%	0	0.00%	0	12.50%	1	12.50%	1	8	3.71
The board ensures that the CEO's compensation package stimulates and rewards excellent performance	25.00%	2	50.00%	4	12.50%	1	0.00%	0	0.00%	0	12.50%	1	8	4.14
													Answered	8
													Skipped	0

Q20. How can the Board of Directors improve its effectiveness in this area?

Answered 4
Skipped 4

Responses	Response Date
The board is in a major transition from relying on a hospital management group to provide support services and guidance to being an independent entity that needs to work on tightening and refining areas of evaluation, particularly the CEO.	Sep 13 2021 03:14 PM
We can improve through accountability, transparency, and mutual respect. Not holding people in management positions accountable for their actions and their work is a disservice to them and those they lead. When this is done respectfully and with full transparency it creates a healthy working relationship.	Sep 13 2021 09:57 AM

It's all about relationships, internally and externally. It's hard to get to know one another, Board of Directors and the CEO, when we're only face to face at Board meetings. This is an essential relationship to cultivate, between the CEO and the Board of Directors.

Sep 12 2021 06:38 PM

Closer interaction with ceo

Sep 08 2021 11:18 AM

Q21. Board Responsibility 7: Relationships with the Medical Staff

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
Physician leaders participate in critical decision making	25.00%	2	50.00%	4	12.50%	1	0.00%	0	0.00%	0	12.50%	1	8	4.14
The board builds trust with physicians through collaborative and productive working relationships	25.00%	2	25.00%	2	37.50%	3	0.00%	0	0.00%	0	12.50%	1	8	3.86
There is effective communication between the board and the medical staff	25.00%	2	12.50%	1	62.50%	5	0.00%	0	0.00%	0	0.00%	0	8	3.63
													Answered	8
													Skipped	0

Q22. How can the Board of Directors improve its effectiveness in this area?

Answered 4
Skipped 4

Responses

The board has a medical representative on the board but the use of the Joint Conference Committee could be far better utilized. Sep 13 2021 03:14 PM

Perhaps be more aware of the important role we have to maintain balance and accountability between Board, Administration, Medical Professionals and Staff since all are symbiotic. Respect and value the roles we all play, and recognize we all have a duty to step in when there is a breakdown or abuse of power. Sep 13 2021 09:57 AM

This is similar to my previous comments, that the Board should have transparent and honest relationships with the medical staff of the hospital. Relationship-building takes time and effort and cannot happen from board meeting to board meeting or in some sort of crisis mode. Sep 12 2021 06:38 PM

The Doc's interact very little with the board Sep 08 2021 11:18 AM

Q23. Board Responsibility 8: Financial LeadershipThe Fiduciary Responsibility

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board successfully carries out its fiduciary responsibility for the oversight of financial resources and direction	50.00%	4	37.50%	3	0.00%	0	12.50%	1	0.00%	0	0.00%	0	8	4.25
The board leads the development of long-range and short-range financial planning	50.00%	4	25.00%	2	12.50%	1	12.50%	1	0.00%	0	0.00%	0	8	4.13
													Answered	8
													Skipped	0

Q24. Monitoring Progress

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board identifies and approves targets for financial and operational performance	12.50%	1	50.00%	4	25.00%	2	12.50%	1	0.00%	0	0.00%	0	8	3.63

Financial reports are presented in a format that is easy to understand and stimulates creative discussion	25.00%	2	37.50%	3	37.50%	3	0.00%	0	0.00%	0	0.00%	0	8	3.88
													Answered	8
													Skipped	0

Q25. How can the Board of Directors improve its effectiveness in this area?

Answered	4
Skipped	4

Responses	Response Date
While the board is strong in this area, the board could carve out more time to have creative discussions about long term financial goals.	Sep 13 2021 03:14 PM
The board is financially responsible for all funds and should have a clearer understanding of project costs prior to voting for something. We also need a clear understanding of what requires board approval. Even though we do not receive direct tax dollars, all monies received belong to the county and should be appropriated in a way that is transparent and benefits the community the most.	Sep 13 2021 09:57 AM
We could implement a policy that require a forensic audit of the books be done periodically to improve effectiveness and transparency	
The understanding and digestion of financial reports is one of our most important responsibilities and one of the hardest to comprehend. More learning and education would certainly benefit my board effectiveness.	Sep 12 2021 06:38 PM
No comment	Sep 08 2021 11:18 AM

Q26. Board Responsibility 9: Community HealthDevelopment and Support of Community Health Initiatives

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average
There is a board-wide understanding of and commitment to building a healthier community	37.50%	3	62.50%	5	0.00%	0	8	4.38
CEO performance objectives include a focus on improving community health	37.50%	3	50.00%	4	12.50%	1	8	4.25
							Answered	8
							Skipped	0

Q27. Community Involvement and Communication

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average
The board has a clear understanding of the most important community health needs and issues	12.50%	1	62.50%	5	12.50%	1	8	3.75
The hospital establishes community partnerships to maximize community benefit and carry out our community health improvement agenda	12.50%	1	37.50%	3	37.50%	3	8	3.71
							Answered	8
							Skipped	0

Q28. How can the Board of Directors improve its effectiveness in this area?

Answered	3
Skipped	5

Responses	Response Date
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Perhaps form a special committee to include community members and address outreach would improve our effectiveness and rebuild trust.

Sep 13 2021 09:57 AM

True community partnerships that have investment and ownership in this hospital are needed.

Sep 12 2021 06:38 PM

The hospital offers a selection of health opportunities to the public already

Sep 08 2021 11:18 AM

Q29. Board Responsibility 10: Organizational Ethics Ensuring Development and Implementation of Organizational Ethics

	Level 5:Strongly Agree	Level 4:Generally Agree	Level 3:Somewhat Agree	Level 2:Somewhat Disagree	Level 1:Disagree	N/S	Total	Weighted Average						
The board ensures compliance with applicable state, federal and local regulatory and statutory requirements	62.50%	5	25.00%	2	0.00%	0	12.50%	1	0.00%	0	0.00%	0	8	4.38
The board's workforce development policy ensures that compliance with our ethical values and principles is a component of employee evaluations	25.00%	2	37.50%	3	12.50%	1	0.00%	0	0.00%	0	25.00%	2	8	4.17
The board ensures that our ethical principles and values are provided to patients and their families	25.00%	2	37.50%	3	25.00%	2	0.00%	0	0.00%	0	12.50%	1	8	4
The board ensures a process to allow individuals to confidentially bring concerns about ethical issues to the attention of management	12.50%	1	50.00%	4	0.00%	0	12.50%	1	12.50%	1	12.50%	1	8	3.43
													Answered	8
													Skipped	0

Q30. How can the Board of Directors improve its effectiveness in this area?

Answered 3
Skipped 5

Responses	Response Date
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We can up our ethical standards and hold others in our purview accountable to high ethical conduct as well. Boards and administration need to operate within the confines of clear ethical boundaries to avoid cognitive dissonance. Those who experience cognitive dissonance are more likely to avoid ethical topics altogether. Moving forward there has to be a willingness to acknowledge behaviors such as harassment and bullying can take many forms but all are unethical and create a negative impact on our organizational culture. When patient and employee safety are compromised it would be helpful to have a plan in place stating next steps. Then follow them.

Sep 13 2021 09:57 AM

I cannot say that the Board has spent much time on ethics, how issues are brought to the attention of management, or how our workforce development policy ensure compliance.

Sep 12 2021 06:38 PM

I don't know if there's a problem or not

Sep 08 2021 11:18 AM

Q31. What is your single highest priority for the SMMC board in the next year?

Answered 7
Skipped 1

Responses	Response Date
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Recruit, replace, retain a high performing CEO. Restore a positive culture within SMMC.

Sep 13 2021 05:19 PM

Find a CEO that is professional, respectable and trustworthy.

Sep 13 2021 10:07 AM

Restoring transparency, honesty, and trust in what we do and represent to the community and the medical and support staff.	Sep 12 2021 06:50 PM
Hire a new CEO	Sep 10 2021 01:00 PM
C.E.O.	Sep 09 2021 05:12 PM
Stability and trust	Sep 08 2021 11:24 AM
Resolve the management situation	Sep 07 2021 10:58 AM

Q32. What are the board's most significant strengths?

Answered 7
Skipped 1

Responses	Response Date
Dedication to mission, reasoned decision making, receptiveness, and resilience.	Sep 13 2021 05:19 PM
Willingness to serve Availability	Sep 13 2021 10:07 AM
Board experience, community involvement, and passion to see our medical facilities and staff be the best they can be to serve us all.	Sep 12 2021 06:50 PM
Their commitment for the hospital and staff to provide excellent care	Sep 10 2021 01:00 PM
openness Directors are engaged	Sep 09 2021 05:12 PM
Work well together	Sep 08 2021 11:24 AM
Too new to the board to answer.	Sep 07 2021 10:58 AM

Q33. What are the board's most significant weaknesses?

Answered 7
Skipped 1

Responses	Response Date
Governance education, providing long term visioning, communication	Sep 13 2021 05:19 PM
<ul style="list-style-type: none"> • Making decisions without a clear plan to move forward • Not using facts and data to guide decision making • Being blasé with rules and laws • Loss of Trust and respect 	Sep 13 2021 10:07 AM
Hesitant to be critical and not asking hard questions to our administrative staff.	Sep 12 2021 06:50 PM
In fighting	Sep 10 2021 01:00 PM
Too focused on public opinion	Sep 09 2021 05:12 PM
We are not always aware of day to day issues and their resolutions	Sep 08 2021 11:24 AM
Same answer as in 32.	Sep 07 2021 10:58 AM

Q34. What key issues should occupy the board's time and attention in the next year?

Answered 7
Skipped 1

Responses	Response Date
Leadership transition and support, strategic planning and visioning, internal governance education and structure	Sep 13 2021 05:19 PM
<ul style="list-style-type: none"> •Trust <ul style="list-style-type: none"> Establishing trust and credibility within our board, community, and hospital staff and being worthy of that trust. • Accountability <ul style="list-style-type: none"> Review and enforce policies and procedures • Hire a qualified CEO <ul style="list-style-type: none"> Strong leadership skills and understanding Salmon • Strengthen Board <ul style="list-style-type: none"> Increase understanding of role Adhere to By-Laws and Open meeting laws Succession planning • Better Communication 	Sep 13 2021 10:07 AM
Safe work environment; realignment of Human Resources Department; Community Involvement and Partnership; Developing relationships with Medical Staff; Hiring of new CEO.	Sep 12 2021 06:50 PM
Aware of financial matters.	Sep 10 2021 01:00 PM
additional service lines, replacement equipment, policy development	Sep 09 2021 05:12 PM
Maintain a stable working environment and improve revenue stream	Sep 08 2021 11:24 AM
Management issues.	Sep 07 2021 10:58 AM

Q35. What do you see as the most significant trends that the board must be able to understand and deal with in the next year?

Answered 7
Skipped 1

Responses	Response Date
Uncertainty and adaptability	Sep 13 2021 05:19 PM
<ul style="list-style-type: none"> • Understand changes in healthcare and discern what is applicable to our community. • Turnover is costing more than increase wages and costs for the hospital. It does threaten continuity of care. There is also a social and emotional impact on the employee families that impact our entire community. • Mental health needs are increasing (partly due to covid). • #MeToo - harassment including sexual and/or bullying are serious issues. We need to ensure all feel safe in their work environment. 	Sep 13 2021 10:07 AM
Staff Retention; Marketing of the hospital's services.	Sep 12 2021 06:50 PM
Community concerns - but not reacting to gossip.	Sep 10 2021 01:00 PM
mob mentality, holding staff to pursue formal grievances	Sep 09 2021 05:12 PM
No comment	Sep 08 2021 11:24 AM
Increasing population; Increasing mental health issues; Increasing drug related issues; and ageing population.	Sep 07 2021 10:58 AM

Q36. Governing Attributes

	Level 5:Strongly Agree		Level 4:Generally Agree		Level 3:Somewhat Agree		Level 2:Somewhat Disagree		Level 1:Disagree		Total	Weighted Average
I come to meetings prepared to engage in meaningful discussion and thoughtful decision-making	62.50%	5	37.50%	3	0.00%	0	0.00%	0	0.00%	0	8	4.63
I build good working relationships with my other Director colleagues	28.57%	2	42.86%	3	28.57%	2	0.00%	0	0.00%	0	7	4
I have an effective working relationship with the CEO	25.00%	2	25.00%	2	25.00%	2	12.50%	1	12.50%	1	8	3.38
I understand the key issues and challenges facing the hospital	50.00%	4	25.00%	2	25.00%	2	0.00%	0	0.00%	0	8	4.25
I demonstrate a high level of commitment to and interest in the hospital	87.50%	7	12.50%	1	0.00%	0	0.00%	0	0.00%	0	8	4.88
											Answered	8
											Skipped	0

Q37. Personal Attributes

	Level 5:Strongly Agree		Level 4:Generally Agree		Level 3:Somewhat Agree		Level 2:Somewhat Disagree		Level 1:Disagree		Total	Weighted Average
I keep an open mind on controversial issues	75.00%	6	25.00%	2	0.00%	0	0.00%	0	0.00%	0	8	4.75
I meet my time commitments	87.50%	7	12.50%	1	0.00%	0	0.00%	0	0.00%	0	8	4.88
I think quickly and assimilates ideas well	50.00%	4	50.00%	4	0.00%	0	0.00%	0	0.00%	0	8	4.5
I ask for and listen to others' ideas and input	75.00%	6	25.00%	2	0.00%	0	0.00%	0	0.00%	0	8	4.75
I maintain confidentiality when required	100.00%	8	0.00%	0	0.00%	0	0.00%	0	0.00%	0	8	5
I continually seek to improve my leadership performance	87.50%	7	12.50%	1	0.00%	0	0.00%	0	0.00%	0	8	4.88
											Answered	8
											Skipped	0

Q38. How can you improve your effectiveness in this areas?

Answered 4
Skipped 4

Responses	Response Date
Communication can always be improved.	Sep 13 2021 05:22 PM
I can try not to ask too many questions and let the more seasoned board members guide me.	Sep 13 2021 10:11 AM
I need to make the time and investment to prepare myself for board meetings and take extra time learn about the health-care industry.	Sep 12 2021 06:52 PM
No comment	Sep 08 2021 11:25 AM