



Alameda Health System

Board Self-Assessment

The Governance Institute

Lindsay Laug, Strategic Advisor

October 29, 2021



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HEALTH

The board's duties and responsibilities

Three Fiduciary Duties

Care

Loyalty

Obedience

Core Responsibilities

Quality Oversight

Financial Oversight

Strategic Direction

Board Development

Management Oversight

Community Benefit & Advocacy

Board Culture

Response Rate Board Engagement

- 9 of 9 responses
- 100% participation
- n of 1=11%

Question Structure Aligned to Roles and Responsibilities

- 37 items - Very Effective to Very Ineffective
- 3 items - 0-10
- 5 open ended opportunities

Overall Rating Overall Effectiveness of Board

- 7.3 - Overall board effectiveness
- 8.8 - Positive, meaningful, engaging experience
- 8.2 - Opportunity to influence strategy, culture, and/or performance

*Benchmark TBD



Three Fiduciary Duties

Care
50.0%

Loyalty
16.7

Obedience
33.3

Core Responsibilities

Quality
Oversight
36.1%

Financial
Oversight
11.1%

Strategic
Direction
2.2%

Board
Development
14.3%



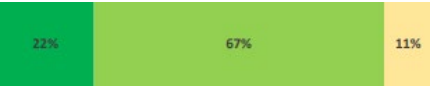

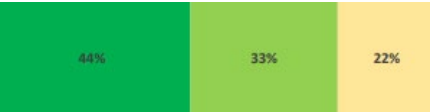

Management
Oversight
22.2%

Community
Health &
Advocacy
11.1%

*Board
Culture*
50.0%



Items with high correlation 1

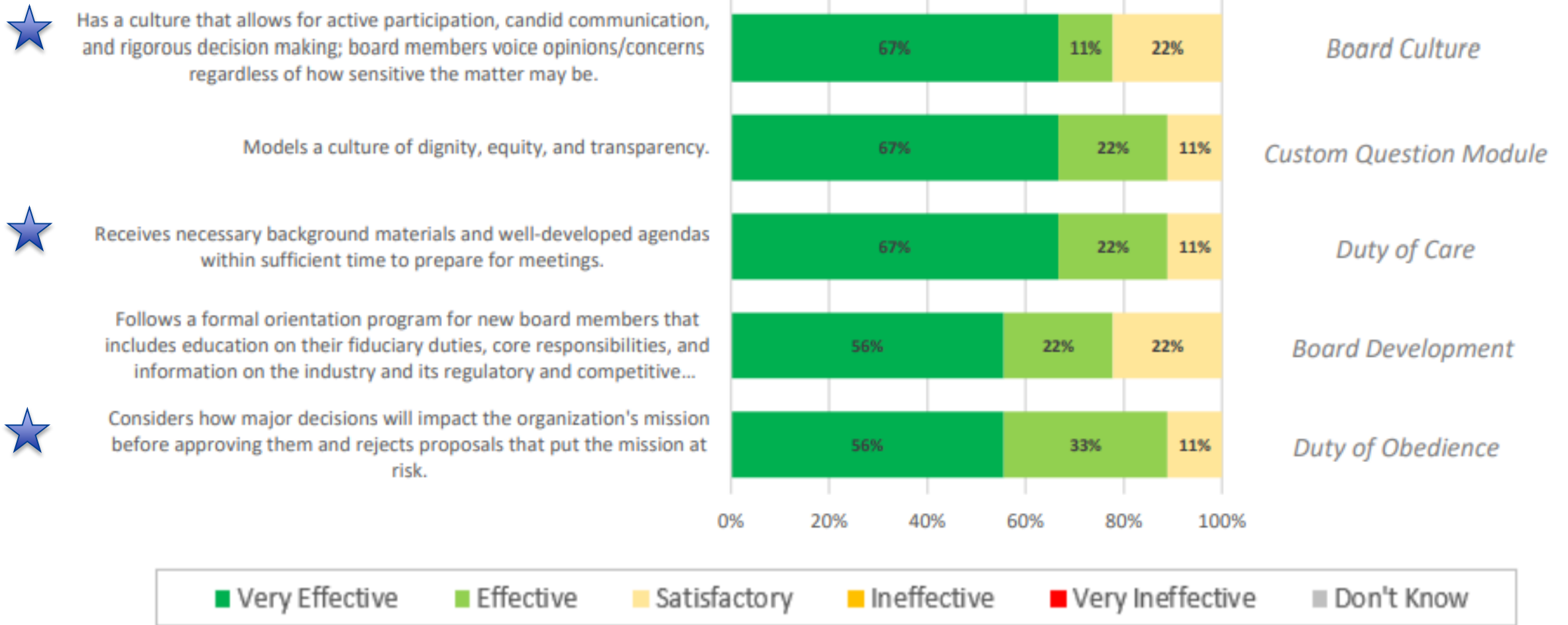
<p>Receives necessary background materials and well-developed agendas within sufficient time to prepare for meetings.</p>	<p>Duty of Care</p>	 <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Very Effective</td> <td>67%</td> </tr> <tr> <td>Effective</td> <td>22%</td> </tr> <tr> <td>Satisfactory</td> <td>11%</td> </tr> </table>	Category	Percentage	Very Effective	67%	Effective	22%	Satisfactory	11%		
Category	Percentage											
Very Effective	67%											
Effective	22%											
Satisfactory	11%											
<p>Exercises due diligence in gathering unbiased information before making major decisions (e.g., financial, strategic, legal, clinical, etc.).</p>	<p>Duty of Care</p>	 <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Very Effective</td> <td>33%</td> </tr> <tr> <td>Effective</td> <td>44%</td> </tr> <tr> <td>Satisfactory</td> <td>22%</td> </tr> </table>	Category	Percentage	Very Effective	33%	Effective	44%	Satisfactory	22%		
Category	Percentage											
Very Effective	33%											
Effective	44%											
Satisfactory	22%											
<p>The board and CEO mutually agree on the CEO's written performance goals prior to the evaluation (in the first quarter of the year).</p>	<p>Management Oversight</p>	 <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Very Effective</td> <td>22%</td> </tr> <tr> <td>Effective</td> <td>67%</td> </tr> <tr> <td>Satisfactory</td> <td>11%</td> </tr> </table>	Category	Percentage	Very Effective	22%	Effective	67%	Satisfactory	11%		
Category	Percentage											
Very Effective	22%											
Effective	67%											
Satisfactory	11%											
<p>Approves long-term and annual quality performance criteria based upon industry-wide and evidence-based best practices for optimal performance.</p>	<p>Quality Oversight</p>	 <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Very Effective</td> <td>56%</td> </tr> <tr> <td>Effective</td> <td>22%</td> </tr> <tr> <td>Satisfactory</td> <td>11%</td> </tr> <tr> <td>Ineffective</td> <td>11%</td> </tr> </table>	Category	Percentage	Very Effective	56%	Effective	22%	Satisfactory	11%	Ineffective	11%
Category	Percentage											
Very Effective	56%											
Effective	22%											
Satisfactory	11%											
Ineffective	11%											
<p>Engages in building a high level of trust with the CEO and staff.</p>	<p>Custom Question Module</p>	 <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Very Effective</td> <td>44%</td> </tr> <tr> <td>Effective</td> <td>33%</td> </tr> <tr> <td>Satisfactory</td> <td>22%</td> </tr> </table>	Category	Percentage	Very Effective	44%	Effective	33%	Satisfactory	22%		
Category	Percentage											
Very Effective	44%											
Effective	33%											
Satisfactory	22%											
<p>Has a culture that allows for active participation, candid communication, and rigorous decision making; board members voice opinions/concerns regardless of how sensitive the matter may be.</p>	<p>Board Culture</p>	 <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Very Effective</td> <td>67%</td> </tr> <tr> <td>Effective</td> <td>11%</td> </tr> <tr> <td>Satisfactory</td> <td>22%</td> </tr> </table>	Category	Percentage	Very Effective	67%	Effective	11%	Satisfactory	22%		
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Effective	11%											
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Items with high correlation 2

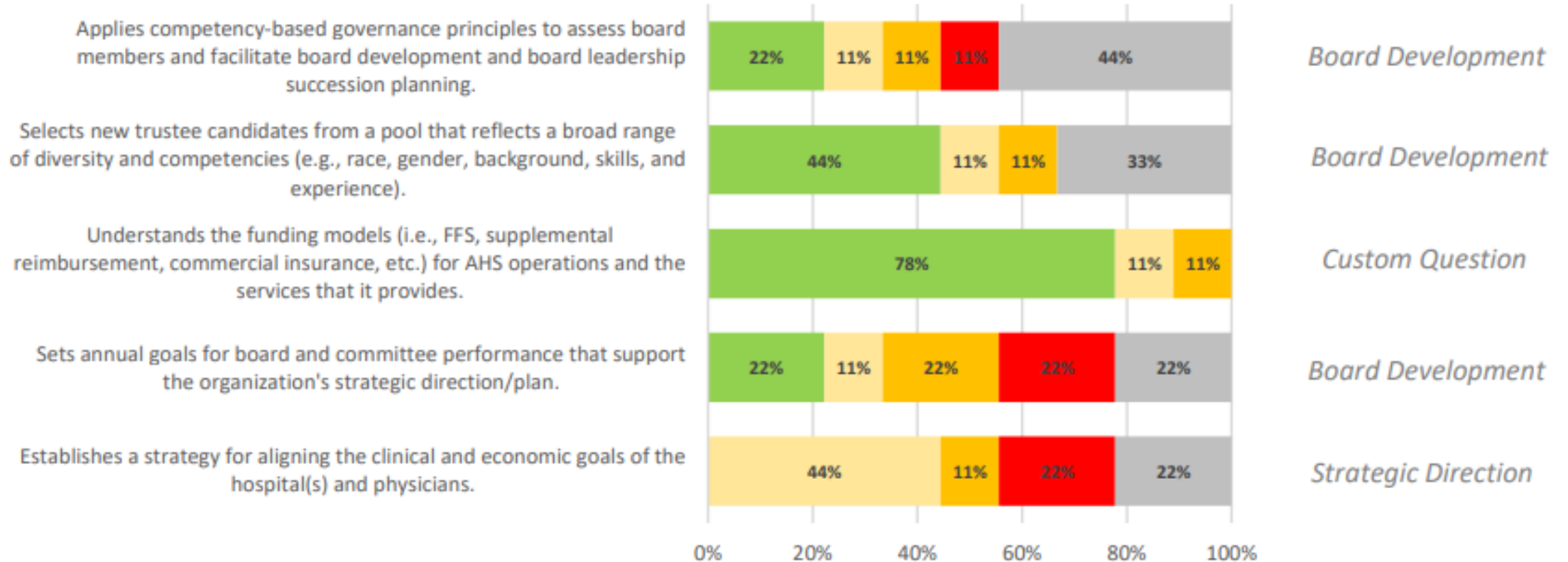
Demonstrates a clear understanding of the difference between the responsibilities of the management team and the board and avoids getting into operational matters.	Board Culture	
Spends more than half of the meeting time during most board meetings in active deliberation, discussion, and debate about strategic priorities of the organization, as opposed to hearing reports.	Strategic Direction	
Understands the funding models (i.e., FFS, supplemental reimbursement, commercial insurance, etc.) for AHS operations and the services that it provides.	Custom Question Module	
Considers how major decisions will impact the organization's mission before approving them and rejects proposals that put the mission at risk.	Duty of Obedience	
Communicates adopted strategic goals and clear expectations of the role(s) of the subsidiaries in meeting those goals.	System Module	
Is sufficiently informed by management and discusses the multi-year strategic/financial plan and the organization's capital & operating budget before approving them.	Financial Oversight	
Demonstrates a clear understanding and is focused on improving relationships with key stakeholders including the unions, clinical staff, Alameda Health Care District, members of the public, the County Board of Supervisors, and other key County agencies and leadership.	Custom Question Module	
Establishes a strategy for aligning the clinical and economic goals of the hospital(s) and physicians.	Strategic Direction	
Understands the organization's current financial situation and receives accurate financial reports on a regular basis in order to provide early warning signals of financial problems.	Custom Question Module	



Items of strength



Items of opportunity



Open ended comments

Important obligations

- Express opinions, keep current on financials
- Being prepared and actively participating
- Uphold trust to community, hire CEO
- Advise CEO and help set strategic direction and goals
- Carryout mission, uphold fiduciary duties and meet goals
- Hold management accountable
- Establish service quality metrics to fulfill regulatory and licensure standards
- Ensure high quality provider for employees, patients, and community partners

Board experience

- Dedicated, diverse and professional leaders
- Taft, great leader
- Engaged and diligent board with much opportunity overcoming past adversity
- Continuing to learn, positive, continued work on diverse members

Influence strategic direction, culture, performance

- Opportunity for more strategic direction
- Commitment to health equity



Open ended comments, cont.

Board Improvement

- Focus on strategic direction
- Effective committee reports
- Training on health policy and funding sources
- Focus on patient, finances, staff
- More focus on strategy, less on reports
- Meeting preparedness and attendance

Education Topics

- Urban healthcare, financial arrangements, local healthcare market SWOT of competitors
- Culture of Excellence, population health, value-based care, zero harm, quality, physician engagement
- Federal funding programs, DEI, relationship with county
- Brown Act
- Strategic planning
- Trauma care



Elements of Effective Governance




Development planning ideas

Action Item	Strategy	Resources Available	Assigned To	Timeframe




Prescribe best practices and resources

Virtual option!




The Board's Role in Quality
List of 10 key concepts
Click here to view

E-Learning Courses & Online Videos:
Video programs covering various governance topics of concern. Short, precise content is ideal and appropriate to view during board meetings or education sessions.



BoardRoom Press
Bimonthly Journal of news, resources, and events. Issues include articles on current events and relevant topics.

BoardRoom Press:
Bimonthly Journal of news, resources, and events. Issues include articles on current events and relevant topics.




Elements of Governance
Online series that provide fundamentals of healthcare governance including checklists and templates.

Elements of Governance:
Online series that provide fundamentals of healthcare governance including checklists and templates.




Good Governance Case Study
Success stories of member organizations that provide lessons learned and ideas for consideration.

Case Studies:
Success stories of member organizations that provide lessons learned and ideas for consideration.




Improving Community Health:
In-depth resources on the most important governance challenges. Content includes research on core topics, discussion questions ideal for the boardroom and potential solutions.


Signature Publications & White Papers:
In-depth resources on the most important governance challenges. Content includes research on core topics, discussion questions ideal for the boardroom and potential solutions.




Governance Support Forum 2021
September 18–19, 2021
InterContinental San Diego
San Diego, California
[LEARN MORE](#)




September 2021 Leadership Conference
September 19–22, 2021
InterContinental San Diego
San Diego, California
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October 2021 Leadership Conference
October 10–13, 2021
The Broadmoor
Colorado Springs, Colorado
[LEARN MORE](#)



January 2022 Leadership Conference
January 16–19, 2022
The Ritz-Carlton, Naples
Naples, Florida
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February 2022 Leadership Conference
February 13–16, 2022
Eau Palm Beach Resort & Spa
Manalapan, Florida
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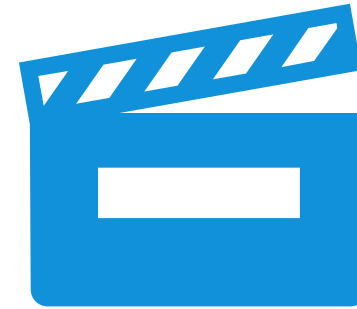
2022 System Forum
March 6–8, 2022
The Cloister at Sea Island, Sea Island, GA
[LEARN MORE](#)



Discussion



What are the lessons learned?



What are the action Items?





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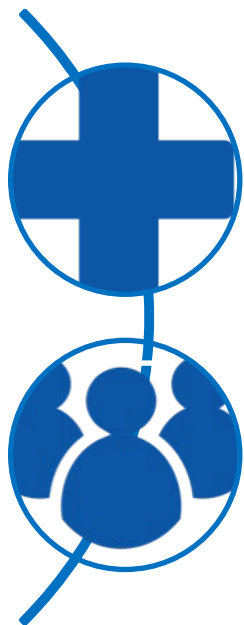
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Appendix

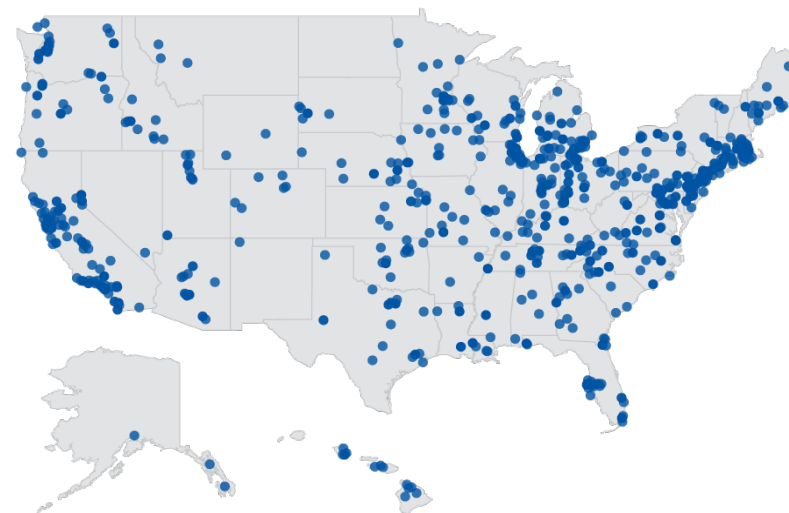
The Governance Institute Today

The Governance Institute provides trusted, independent information, resources, tools and solutions to board members, healthcare executives and physician leaders in support of their efforts to most effectively lead and govern their organizations.



1,000 Non-profit Healthcare Partners
Nationally

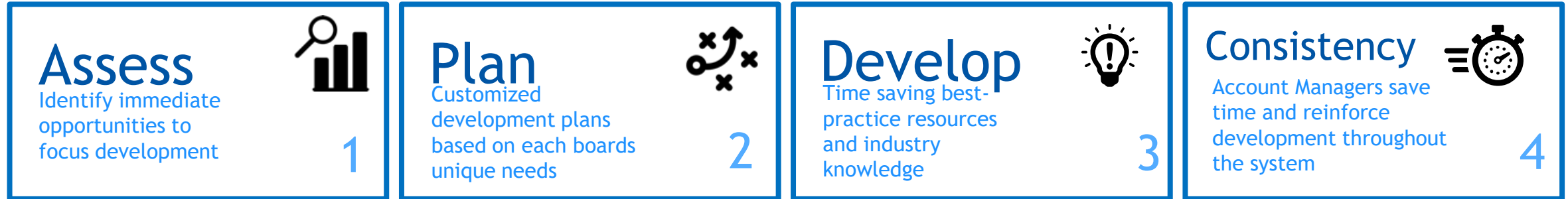
Healthcare Executives, Board Members,
Physician Leaders, Governance Support,
General Counsels, etc.



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Intentional Board Development



- **Publications and resources:** A library of more than 1,000 articles, resources, and videos that is searchable and on-demand (e.g., whitepapers, case studies, newsletters, etc.)
- **E-learning platform:** Over 18 modules with full CPE accreditation
- **Events:** A variety of in-person and webinar events each year for networking and development purposes.
- **Governance support program:** Tools and templates for minutes, board agendas, competency inventories, and other governance support documents



Convenience of E-Learning accessibility

Board Orientation Course

All lessons complete! Please continue to the test.

Congratulations, you have completed all of the lessons. Now the test is available. Please take the test to get your baseline scores in each topic area.

[TAKE THE TEST](#)

Topic Areas	Content Viewed
Fundamental Fiduciary Duties	<input checked="" type="checkbox"/> REVIEW TOPIC
How the Board Accomplishes Work	<input checked="" type="checkbox"/> REVIEW TOPIC
Board Responsibilities: Quality Oversight and Financial Oversight	<input checked="" type="checkbox"/> REVIEW TOPIC
Board Responsibilities: Strategic Direction and Mission Oversight	<input checked="" type="checkbox"/> REVIEW TOPIC
Board Responsibilities: Board Development, Management Oversight, and Community Benefit and Advocacy	<input checked="" type="checkbox"/> REVIEW TOPIC
Committees: The Workhorses of the Board	<input checked="" type="checkbox"/> REVIEW TOPIC
Gaining Perspective to Serve Effectively: An Overview of the Healthcare Industry	<input checked="" type="checkbox"/> REVIEW TOPIC

