

Bartlett Regional Hospital

Agenda

Governance Committee Meeting

Tuesday, December 20, 2022; 1:00 p.m.

This virtual meeting is open to the public and may be accessed via the following link:

<https://bartlethospital.zoom.us/j/98701440595>

or call

888-788-0099 and enter webinar ID 987 0144 0595

- I. CALL TO ORDER
- II. ROLL CALL
- III. PUBLIC COMMENTS
- IV. APPROVAL OF THE AGENDA
- V. APPROVAL OF THE MINUTES – [November 21, 2022](#) Page 2
- VI. NEW BUSINESS
 - Possible monthly occupational safety report – Gail Moorehead
- VII. OLD BUSINESS
 - I. [Board member attestation](#) – Nathan Overson Page 4
 - II. [Board Self Evaluation Review](#) – Dallas Hargrave Page 5
 - III. Board Training Recommendation -- Discussion
 - IV. [The Strategic Plan \(2.2 & 2.3\)](#) – Sam Muse & Sam Norton Page 20
- VIII. COMMENTS
- IX. ADJOURN

Bartlett Regional Hospital

Minutes

BOARD GOVERNANCE COMMITTEE MEETING

November 21, 2022 – 1:00 p.m.

Zoom videoconference/Boardroom

CALL TO ORDER – Meeting called to order at 12:00 p.m. by Hal Geiger.

BRH BOARD & COMMITTEE MEMBERS (*) PRESENT – Hal Geiger* (Committee Chair), Iola Young*, Lisa Petersen*, Brenda Knapp, and Kenny Solomon-Gross (Board President).

BRH STAFF & OTHERS – David Keith, CEO, Kim McDowell, CCO, Tracy Dompeling, CBHO, Sam Muse, Interim CFO, Dallas Hargrave, HR Director, Nathan Overson, Director of Compliance/Risk and Suzette Nelson, Executive Assistant.

Ms. Young made a MOTION to approve the agenda. Ms. Peterson seconded and the agenda was approved

Ms. Young made a MOTION to approve the minutes from October 13, 2022. Ms. Peterson seconded and minutes were approved.

PUBLIC PARTICIPATION – None

LAND ACKNOWLEDGEMENT – Ms. Hardin presented to the committee a proposed land-acknowledgement statement that she drafted together with Hal Geiger, Ricardo Worl (from the Sealaska Heritage Institute) and David Sheakley-Early (a Juneau teacher and Tlingit speaker). With some minor word changes, below is the draft land-acknowledgement statement that will be presented to the full board of directors for review:

Gunalchéesh to the Tlingit, Haida and Tsimshian people. We respectfully acknowledge them as the original inhabitants of Southeast Alaska. Bartlett Regional Hospital is located on the homelands of the *Áak'w Kwáan*. We are grateful to provide services in your ancestral homeland and to be a part of this community.

DRAFT LANGUAGE FOR BOARD MEMBER ATTESTATION – Mr. Overson stated that he worked with Mr. Geiger to draft a new proposed attestation statement. This new statement will replace earlier language that only acknowledged the training for the hospital compliance program. The new statement also includes additional language for the CBJ conflict of interest policy and for a code of ethics. The committee all agreed that board members should sign and attest to these things during each board member's orientation process. The committee will circle back next month with the goal to present a draft statement to the board in December.

Ms. Knapp suggested the following topics be added to the attestation statement:

1. Duty of care,
2. Duty of loyalty,
3. Duty of obedience.

Board Training in 2023

The committee also briefly discussed recommendations for board training. There was some support for again recommending off-site training with the Governance Institute. Another suggestion was to ask Sam Muse to offer some kind of training on financial management in addition to the annual compliance training. This issue of board training will also be revisited at the next committee meeting.

THE STRATEGIC PLAN (2.2 & 2.3) – Mr. Keith shared that he will tentatively do a strategic plan update in mid-January. He would like to do is collect all the information from the department managers and physicians and add any other issues and concern. There will be an update off campus, but as of right now, they are still having the dialogue.

BOARD COMMENTS AND QUESTIONS – The committee members shared their appreciation for Mr. Geiger’s extensive efforts to this committee.

NEXT MEETING: December 20th, 2022 at 1pm

ADJOURNMENT: 1:55pm

DRAFT

Example 1

Draft language for board member attestation:

- I confirm that I have received CBJ Conflict of Interest Law and Bartlett Regional Hospital (BRH) Board of Directors Compliance Program training.
- I understand that it is my responsibility as a BRH Board Member to be fair, transparent, and to act in the public interest
- I understand that it is my responsibility to know and follow the CBJ Conflict of Interest Law, and associated code of ethics, and I agree to abide by them.
- I understand it is my responsibility, along with other board members and senior leadership, to create and foster a culture of ethics and compliance with city, state, and federal regulation, and I agree to do so.
- I understand that if there is anything unclear to me regarding the CBJ Conflict of Interest Law, and associated code of ethics, or the Hospital's Compliance Program, it can be clarified by the CBJ Legal Department or the BRH Compliance Officer.

Example 2

Draft language for board member attestation:

- I confirm that I have received CBJ Conflict of Interest *Law* and Bartlett Regional Hospital (BRH) Board of Directors Compliance Program training.
- I understand that it is my responsibility as a BRH Board Member to be fair, transparent, and to act in the public interest *and the interest of Bartlett Regional Hospital.*
- I understand that it is my responsibility to know and follow the CBJ Conflict of Interest Law, and associated code of ethics, and I agree to abide by them.
- I understand it is my responsibility, along with other board members and senior leadership, to create and foster a culture of ethics and compliance with city, state, and federal regulation, and I agree to do so.
- *I understand that it is my responsibility to ensure Bartlett Regional Hospital's mission is pursued and that the hospital's assets are not diverted to any uses not in furtherance of that mission.*
- *I understand that as a Bartlett Regional Hospital board member I will be in possession of confidential information; I further agree to maintain that confidentiality.*
- I understand that if there is anything unclear to me regarding the CBJ Conflict of Interest Law, associated codes of ethics *and responsibilities*, or the Hospital's Compliance Program, *I agree to seek guidance from* the CBJ Legal Department or the BRH Compliance Officer.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801 907.796.8900 www.bartletthospital.org

Date: December 16, 2022

To: Bartlett Regional Hospital Board of Directors

From: Dallas Hargrave
Human Resource Director

Re: 2022 Board Self Evaluation

I am pleased to present to the Board of Directors the results from the 2022 board self-evaluation survey. In addition to providing the data from the survey results, I have also described the method by which the survey was developed and data collected, the different content areas for the survey, and some results of the survey that I highlighted.

Survey Design and Method of Data Collection

This survey design was approved by the Governance Committee and was developed from a sample board self-evaluation survey from Dalhousie University. The data was collected through an online survey of the Board of Directors and senior leaders. There was a 100% response rate from both the Board of Directors and senior leaders. The senior leaders who were invited to respond were the Chief Executive Officer, Interim Chief Financial Officer, Chief Clinical Officer, Chief Behavioral Health Officer and the Human Resource Director. The survey was open from November 9, 2022 to December 1, 2022.

Content

The survey has five different sections:

1. How well the board has done its job? (board and senior leader response)
2. How well has the board conducted itself? (board and senior leader response)
3. Board's relationship with the CEO. (board and senior leader response)
4. Performance of individual board members. (board response)
5. Questions for senior leaders. (senior leader response)

Results

Below is a list, which is not all-inclusive, of potential conclusions or areas for follow-up that could be derived from the survey results.

1. One third or more of the board members gave non-affirming (a score other than *agree* or *strongly agree*) scores on four out of six questions having to do with how the board has done its job in the last year, which can be an opportunity for improvement. Similarly, the senior leadership had a majority of non-affirming scores on a majority of these questions too.

2. One third of the board gave non-affirming answers to a question about the hospital's strategic plan, indicating some dissatisfaction with the plan or the planning process. In an open-ended response, one senior leadership member mentioned that the board should develop "... a true and effective strategic plan that is measurable."
3. The lack of a one-year business plan was flagged as a deficiency. One third of the board did not agree that we have a one-year business plan, and the majority of the senior leadership team's answers also agreed with the deficiency.
4. Both the board and the senior leadership team gave a majority of non-affirming answers to the question about how the hospital's accomplishments have been communicated to the community and to stakeholders.
5. The senior leadership team and some board members identified an opportunity for improvement in a lack of communication from the board in the form of *policy*.
6. The answers to some questions indicated a problem with the board not understanding where its role ends and that of management begins. That may be an artifact of the instability in the CEO position rather than a structural problem in how the board operates. Alternatively, this could point to a real problem that should be addressed in the future.
7. The lack of a formal board orientation process has been flagged as an opportunity for improvement by both board members and the senior leadership team.
8. The senior leadership team was less critical of how the board has conducted itself than the board was.
9. Questions about the board's relation with the CEO were hard to interpret, likely because questions cover a period of leadership change when there were several CEOs.
10. One board member was extremely self critical when asked about his or her own performance during the last year. While being self critical is not necessarily a problem, this could be important information for current or future board leadership to consider when working with all board members. Additionally, this board member indicated that he or she "strongly disagree" that they maintain the confidentiality of executive session topics. Because this board member's identity is unknown, it may be beneficial for the City Attorney to provide some brief training for the whole board regarding the confidentiality of executive session information.

The survey results are presented herein. I look forward to further discussion with the board regarding how to use these results to improve the effectiveness of the board in the future. As previously indicated, I will also be seeking feedback from the board in the future about the effectiveness of this survey and process.

Exhibit 1.1. How well has the board done its job? Board responses.

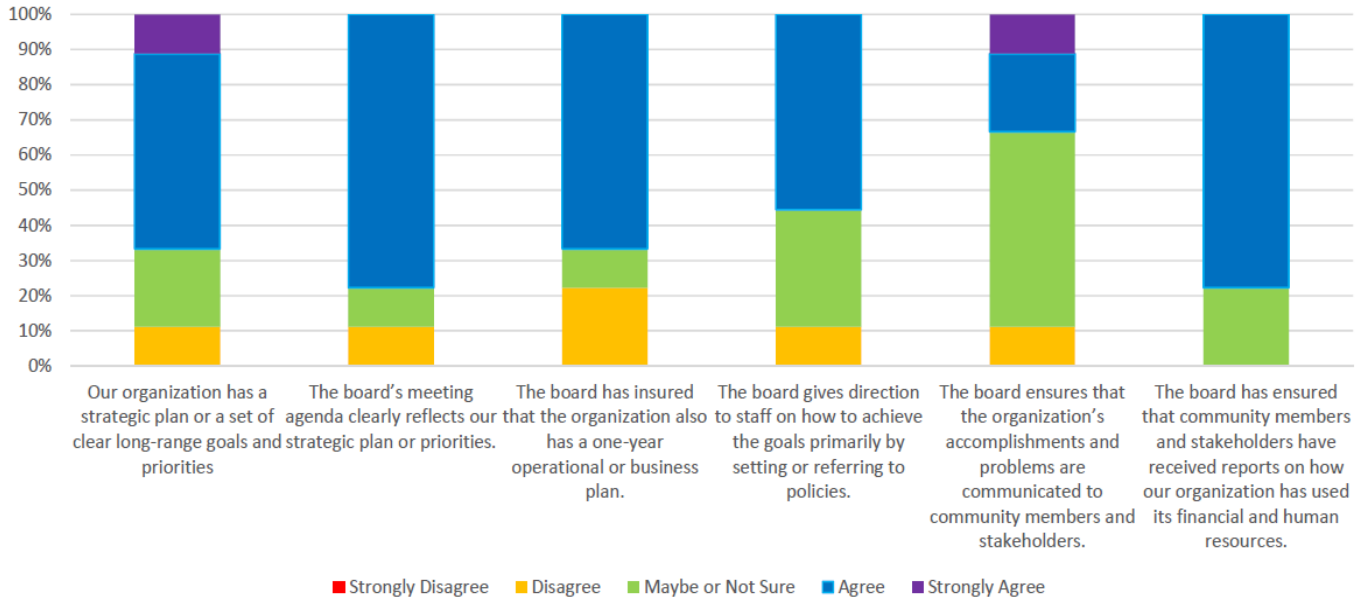


Exhibit 1.1. How well has the board done its job? Board responses.

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	%	Count	%	Count	%	Count	%	Count	%	Count		
Our organization has a strategic plan or a set of clear long-range goals and priorities	0%	0	11%	1	22%	2	56%	5	11%	1	9	3.67
The board's meeting agenda clearly reflects our strategic plan or priorities.	0%	0	11%	1	11%	1	78%	7	0%	0	9	3.67
The board has insured that the organization also has a one-year operational or business plan.	0%	0	22%	2	11%	1	67%	6	0%	0	9	3.44
The board gives direction to staff on how to achieve the goals primarily by setting or referring to policies.	0%	0	11%	1	33%	3	56%	5	0%	0	9	3.44
The board ensures that the organization's accomplishments and problems are communicated to community members and stakeholders.	0%	0	11%	1	56%	5	22%	2	11%	1	9	3.33
The board has ensured that community members and stakeholders have received reports on how our organization has used its financial and human resources.	0%	0	0%	0	22%	2	78%	7	0%	0	9	3.78

Exhibit 1.2. How well has the board done its job? Senior leader responses.

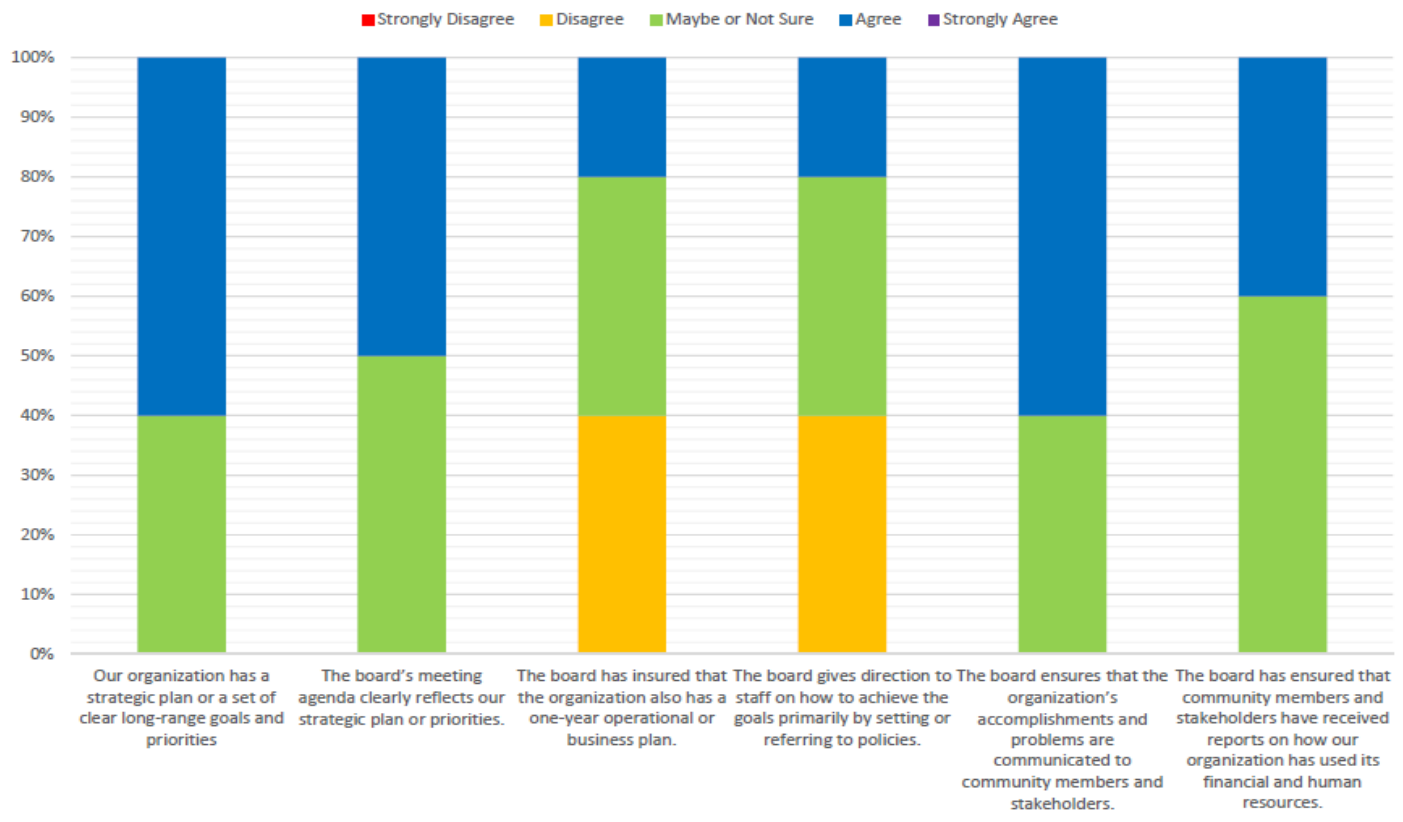


Exhibit 1.2. How well has the board done its job? Senior leader responses.

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	0%	0	0%	0	40%	2	60%	3	0%	0		
Our organization has a strategic plan or a set of clear long-range goals and priorities	0%	0	0%	0	40%	2	60%	3	0%	0	5	3.6
The board's meeting agenda clearly reflects our strategic plan or priorities.	0%	0	0%	0	50%	2	50%	2	0%	0	4	3.5
The board has insured that the organization also has a one-year operational or business plan.	0%	0	40%	2	40%	2	20%	1	0%	0	5	2.8
The board gives direction to staff on how to achieve the goals primarily by setting or referring to policies.	0%	0	40%	2	40%	2	20%	1	0%	0	5	2.8
The board ensures that the organization's accomplishments and problems are communicated to community members and stakeholders.	0%	0	0%	0	40%	2	60%	3	0%	0	5	3.6
The board has ensured that community members and stakeholders have received reports on how our organization has used its financial and human resources.	0%	0	0%	0	60%	3	40%	2	0%	0	5	3.4

Question 1.1. What is the most important thing the board can do to improve how it does its job in the future?

Board	Not get caught up in the weeds, communicate overall vision and let senior leadership execute goals
Board	To make better decisions, the BOD should require more from SLT: Reports to the BOD need to include critical thinking, meaningful data, unbiased analysis.
Board	Be clear and concise, by letting staff know(CEO) what exactly we want in reports and packets.
Board	There have been a couple of instances of a lack of collegiality, with a board member going out the way to maintain some kind of grudge. Boards are more effective if every member is shows kindness and respect, even if he or she does not actually feel that way.
Board	Give clear direction and support to our CEO.
Board	Give careful consideration to the vision and recommendations on the new CEO. And, periodically re-evaluate how Bartlett is meeting community health care needs.
Board	Administration does a fair job of keeping the board informed on its progress toward strategic initiatives, with some departments reporting on a less consistent basis. The Board needs more consistent information about progress on strategic goals.
SLT	Maintain high level involvement
SLT	Consider moving to a new model of governance where the board can make independent decisions without the burden of being a department of CBJ and impacted by the politics.
SLT	Work to develop a true and effective strategic plan that is measurable

Question 1.2. Is there any other comment you would like to make regarding how the Board has done its job?

Board	I believe we need more training. Also I like the way that staff is now reporting to the BOD with tying everything back to the strategic plan
Board	The meetings are usually well run, and all the board members seem to have good intentions.
Board	I think we have done well to navigate through the pandemic and the turnover of two CEOs.
Board	Too much emphasis on purchasing real estate and not enough attention to expanding or improving health care services.
Board	I am relatively new to the board and I am still learning. I appreciate the welcome I have received. I am impressed with how well the board works together.
Board	None
Board	Now that we have a strong CEO In place I wonder if we're meeting too much as a board and committees. It seems like we could reduce our committee meetings to quarterly. Our board meetings probably need to remain monthly to be in compliance with Cbj code, but even the monthly meetings for the board seem too frequent.
SLT	At times there is robust conversation that occurs over many meetings about the same topic without a vote being made.
SLT	The board members are absolutely committed to the Hospital and community.
SLT	The Board at times appears to delve too deep into the weeds. They need to allow management to make the decisions that are needed and not second guess

**Exhibit 2.1. How well has the board conducted itself?
Board responses**

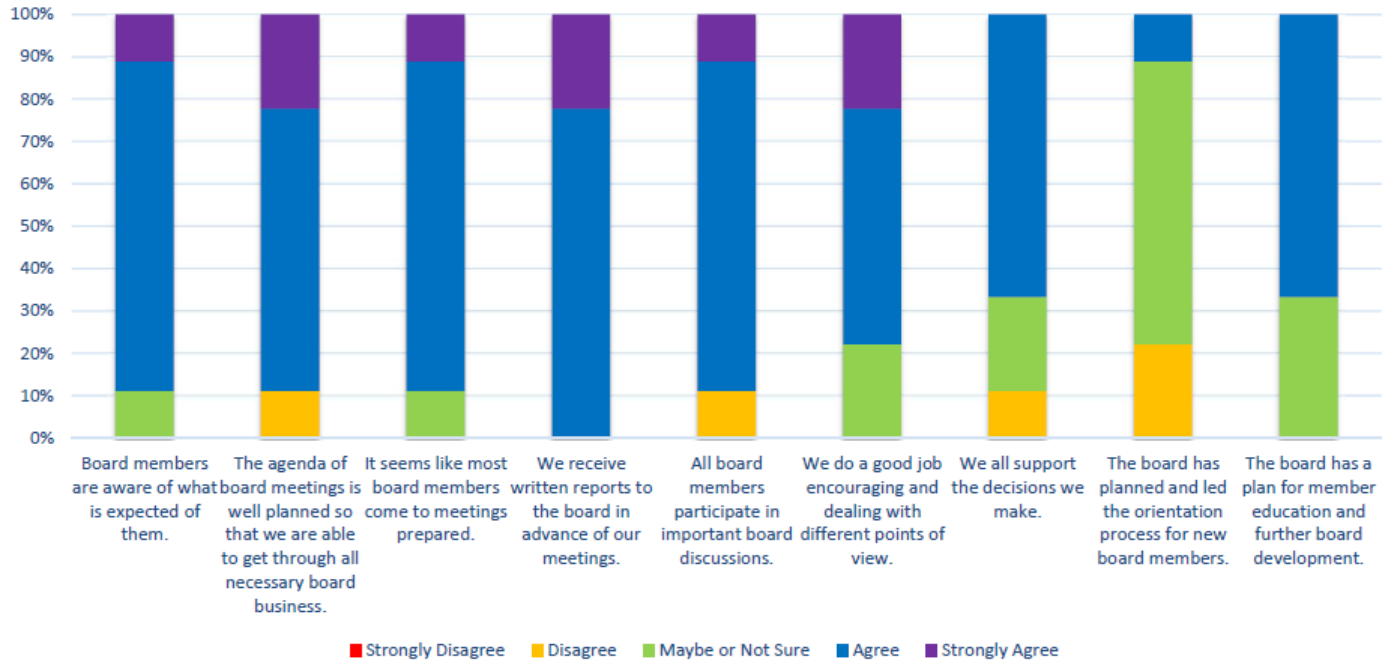


Exhibit 2.1. How well has the board conducted itself? Board responses

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	%	Count	%	Count	%	Count	%	Count	%	Count		
Board members are aware of what is expected of them.	0%	0	0%	0	11%	1	78%	7	11%	1	9	4
The agenda of board meetings is well planned so that we are able to get through all necessary board business.	0%	0	11%	1	0%	0	67%	6	22%	2	9	4
It seems like most board members come to meetings prepared.	0%	0	0%	0	11%	1	78%	7	11%	1	9	4
We receive written reports to the board in advance of our meetings.	0%	0	0%	0	0%	0	78%	7	22%	2	9	4.22
All board members participate in important board discussions.	0%	0	11%	1	0%	0	78%	7	11%	1	9	3.89
We do a good job encouraging and dealing with different points of view.	0%	0	0%	0	22%	2	56%	5	22%	2	9	4
We all support the decisions we make.	0%	0	11%	1	22%	2	67%	6	0%	0	9	3.56
The board has planned and led the orientation process for new board members.	0%	0	22%	2	67%	6	11%	1	0%	0	9	2.89
The board has a plan for member education and further board development.	0%	0	0%	0	33%	3	67%	6	0%	0	9	3.67

Exhibit 2.2. How well has the board conducted itself?
Senior leader responses

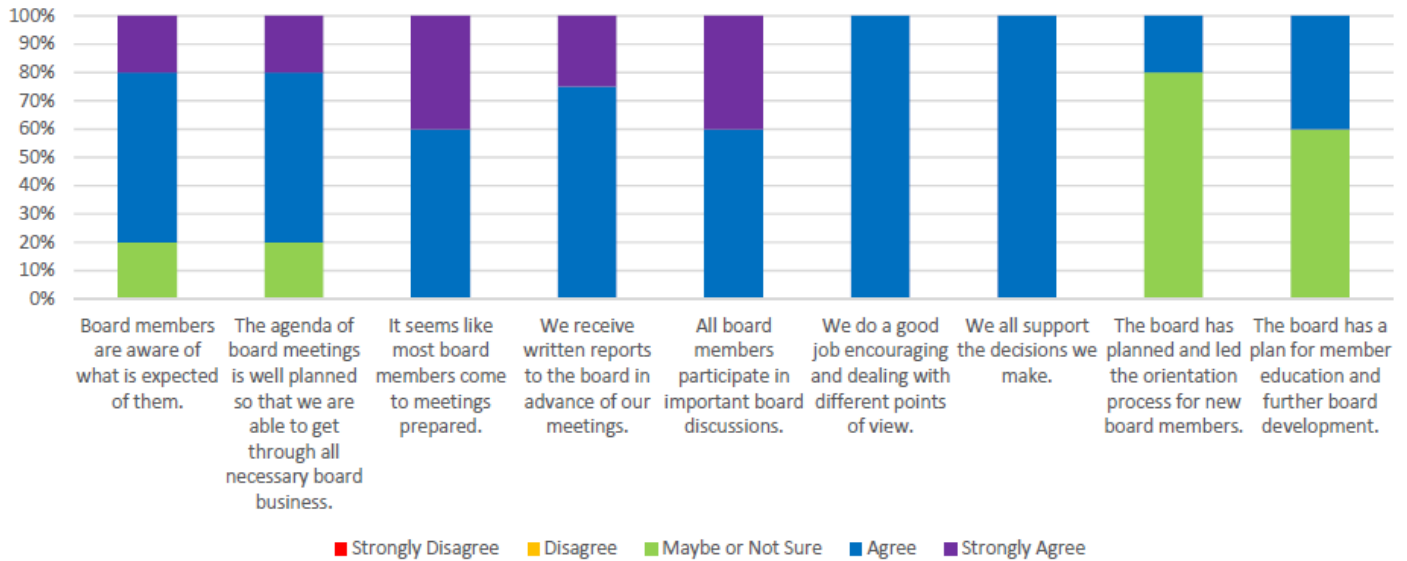


Exhibit 2.2. How well has the board conducted itself? Senior leader responses

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	0%	0	0%	0	0%	0	0%	0	0%	0		
Board members are aware of what is expected of them.	0%	0	0%	0	20%	1	60%	3	20%	1	5	4
The agenda of board meetings is well planned so that we are able to get through all necessary board business.	0%	0	0%	0	20%	1	60%	3	20%	1	5	4
It seems like most board members come to meetings prepared.	0%	0	0%	0	0%	0	60%	3	40%	2	5	4.4
We receive written reports to the board in advance of our meetings.	0%	0	0%	0	0%	0	75%	3	25%	1	4	4.2
All board members participate in important board discussions.	0%	0	0%	0	0%	0	60%	3	40%	2	5	4.4
We do a good job encouraging and dealing with different points of view.	0%	0	0%	0	0%	0	100%	5	0%	0	5	4
We all support the decisions we make.	0%	0	0%	0	0%	0	100%	4	0%	0	4	4
The board has planned and led the orientation process for new board members.	0%	0	0%	0	80%	4	20%	1	0%	0	5	3.2
The board has a plan for member education and further board development.	0%	0	0%	0	60%	3	40%	2	0%	0	5	3.4

Question 2.1. What is the most important thing the board can do to improve how the board conducts business?

Board	keep on task, don't delve in the weeds,
Board	Training of members
Board	I think the most important matter is already improving on its own: we had a lack of clarity about the board's role and staff's role before we had a permanent CEO. As a smaller matter, I would like to see some of the written reports from staff improved with more written analysis and interpretation. However, some the written reports are quite good.
Board	Our business meetings are conducted quite well. Occasionally it would help to limit long winded remarks.
Board	Hopefully the new CEO will provide vision and leadership to help the Board make good decisions,
Board	Obtain a thorough understanding of roles and responsibilities between the hospital and CBJ.
Board	The orientation process is in-process. I believe in time this will a board strength.
Board	See earlier comment about potentially conducting fewer meetings.
SLT	Be decisive
SLT	Conduct board meetings in person.
SLT	Learn to set overall policies and let management run the operation

Question 2.2. What suggestions do you have for ongoing board education topics?

Board	review of processes that occur in the hospital and share problems or pitfalls
Board	credentialing and financing
Board	I would like to know more about government regulations.
Board	Fiduciary and physician credentialing responsibilities.
Board	More emphasis on the health care needs of the community and Bartlett's role in meeting those needs focusing on new service models, best practices, and what services are feasible and cost effective.
Board	Physician credentialing, updates on changes to reimbursement, procured online learning opportunities
Board	None at this time.
SLT	Criteria for affiliating; governance models
SLT	Learn more about Board duties, healthcare finance, physician credentialing

Question 2.3. Are there any other comments you would like to make regarding how the board has conducted itself?

Board	I believe board members are encouraged to speak up and let there opinions be heard. I also believe this board although may not always agree still try to work together
Board	Too much concern about competing with SEARHC instead of efforts to partner with them on important initiatives,
Board	None
Board	I would like to see the board develop a gap analysis. Then use this gap analysis to help communicate to the assembly what kinds of board members we need to attract

Exhibit 3.1. Board's relationship with CEO. Board Responses.

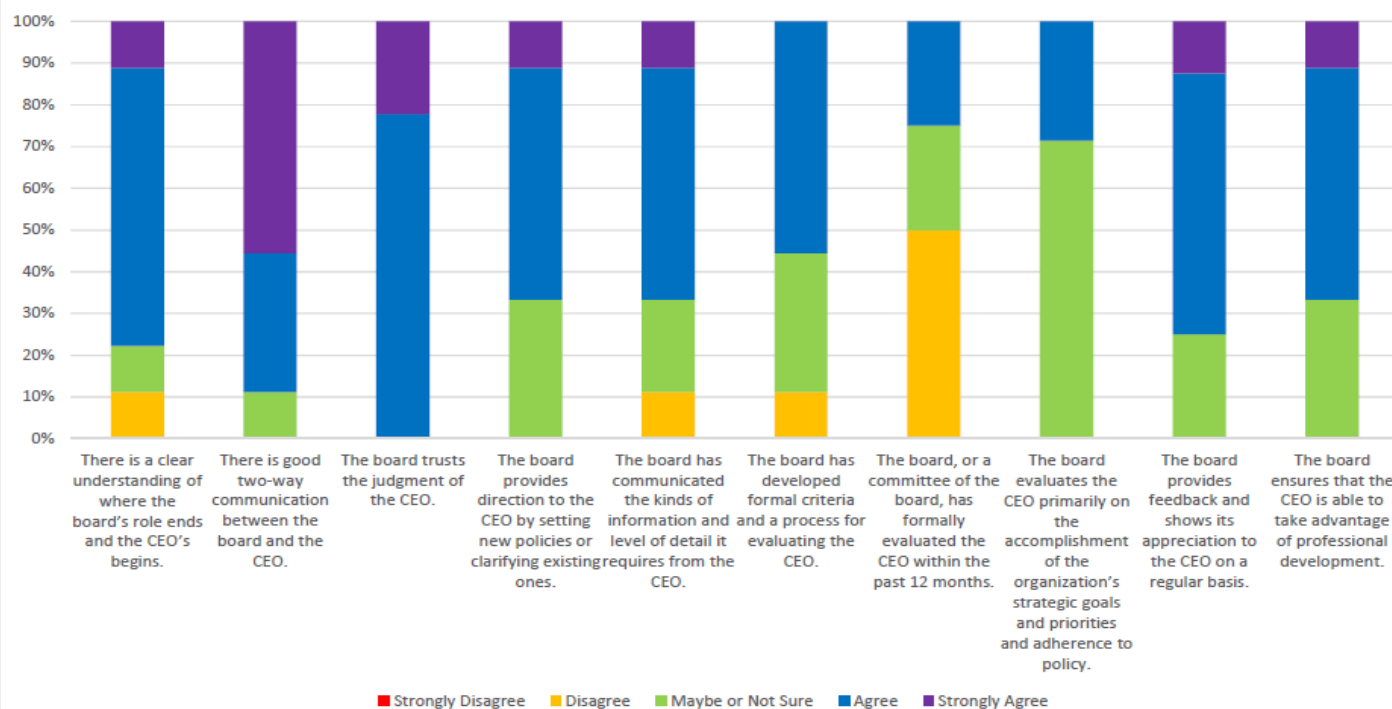


Exhibit 3.1. Board's relationship with CEO. Board Responses

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	0%	0	11%	1	22%	2	56%	5	11%	1		
There is a clear understanding of where the board's role ends and the CEO's begins.	0%	0	11%	1	22%	2	56%	5	11%	1	9	3.78
There is good two-way communication between the board and the CEO.	0%	0	0%	0	11%	1	33%	3	56%	5	9	4.44
The board trusts the judgment of the CEO.	0%	0	0%	0	0%	0	78%	7	22%	2	9	4.22
The board provides direction to the CEO by setting new policies or clarifying existing ones.	0%	0	0%	0	33%	3	56%	5	11%	1	9	3.78
The board has communicated the kinds of information and level of detail it requires from the CEO.	0%	0	11%	1	22%	2	56%	5	11%	1	9	3.67
The board has developed formal criteria and a process for evaluating the CEO.	0%	0	11%	1	33%	3	56%	5	0%	0	9	3.44
The board, or a committee of the board, has formally evaluated the CEO within the past 12 months.	0%	0	50%	4	25%	2	25%	2	0%	0	8	2.75
The board evaluates the CEO primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.	0%	0	0%	0	71%	5	29%	2	0%	0	7	3.29
The board provides feedback and shows its appreciation to the CEO on a regular basis.	0%	0	0%	0	25%	2	63%	5	13%	1	8	3.88
The board ensures that the CEO is able to take advantage of professional development.	0%	0	0%	0	33%	3	56%	5	11%	1	9	3.78

Exhibit 3.2. Board's relationship with CEO. Senior leader responses

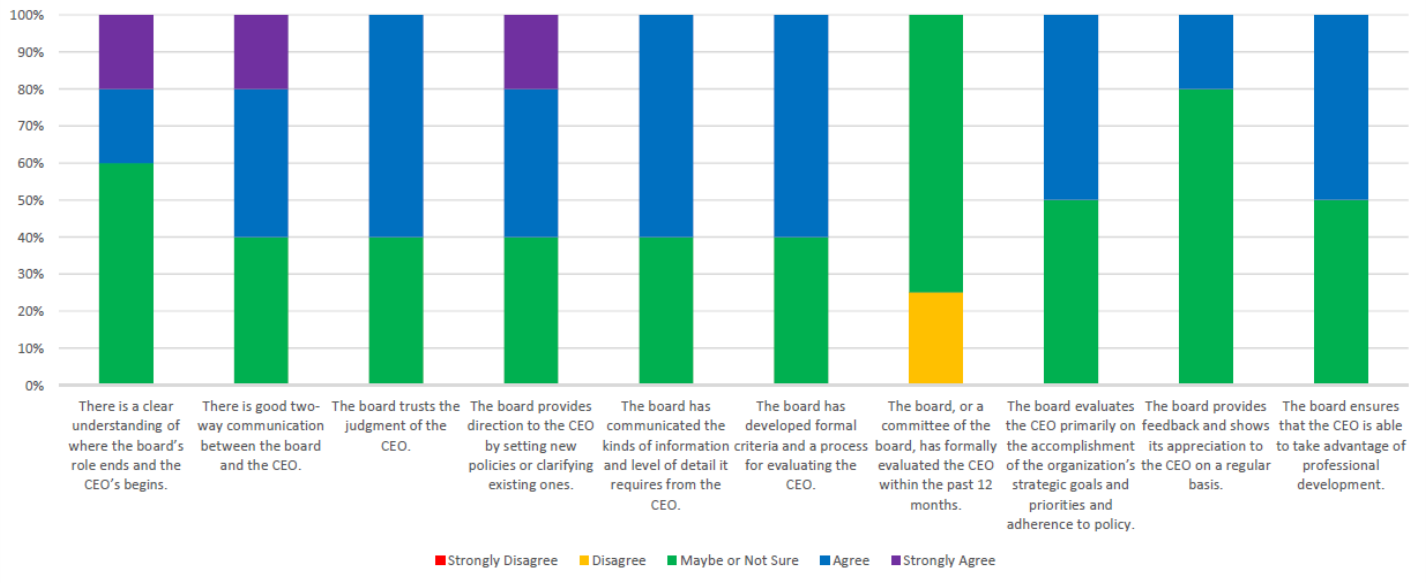


Exhibit 3.2. Board's relationship with CEO. Senior Leader Responses

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	%	Count	%	Count	%	Count	%	Count	%	Count		
There is a clear understanding of where the board's role ends and the CEO's begins.	0%	0	0%	0	60%	3	20%	1	20%	1	5	3.6
There is good two-way communication between the board and the CEO.	0%	0	0%	0	40%	2	40%	2	20%	1	5	3.8
The board trusts the judgment of the CEO.	0%	0	0%	0	40%	2	60%	3	0%	0	5	3.6
The board provides direction to the CEO by setting new policies or clarifying existing ones.	0%	0	0%	0	40%	2	40%	2	20%	1	5	3.8
The board has communicated the kinds of information and level of detail it requires from the CEO.	0%	0	0%	0	40%	2	60%	3	0%	0	5	3.6
The board has developed formal criteria and a process for evaluating the CEO.	0%	0	0%	0	40%	2	60%	3	0%	0	5	3.6
The board, or a committee of the board, has formally evaluated the CEO within the past 12 months.	0%	0	25%	1	75%	3	0%	0	0%	0	4	2.75
The board evaluates the CEO primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.	0%	0	0%	0	50%	2	50%	2	0%	0	4	3.5
The board provides feedback and shows its appreciation to the CEO on a regular basis.	0%	0	0%	0	80%	4	20%	1	0%	0	5	3.2
The board ensures that the CEO is able to take advantage of professional development.	0%	0	0%	0	50%	2	50%	2	0%	0	4	3.5

Question 3.1. What is the most important thing the board can do to improve the board’s relationship with the CEO?

Board	support him
Board	Our CEO encourages all BOD members to meet with him. I want to see the CEO schedule meeting with each board member at the very least 2 times a year I would like to see once a quarter
Board	Our CEO was recently appointed. So far, I see only positive interactions currently between the board and the CEO. The board has been thorough in how we communicate with the CEO. So far, the CEO has been transparent and available to the board.
Board	The relationship is so new, it is hard to say.
Board	Support his decisions and hold him accountable for his actions.
Board	Carefully consider the new CEO’s perspective. Then, in cooperation with him, update the strategic plan.
Board	Periodic individual meetings between CEO board for Q&A.
Board	I think that it’s important for the CEO to understand the boards goals and preferred directions, And then stay out of his way while he does his work. support them or we can and should.
SLT	Ensure that their is mutual trust
SLT	Have individual meetings with the CEO.
SLT	set clear and measurable goals

Question 3.2. Is there any other comment you would like to make regarding the board’s relationship with the CEO?

Board	new relationship, appreciate his enthusiasm and openness to communication
Board	I believe we are getting better with our new CEO and look forward to working with him in the coming year I also did not answer some questions from the top as it to early to tell concerning the CEO
Board	It appears to me that the new CEO is off to a good start, and I am grateful that he is with us. He has done a good job of communicating with the board.
Board	Some of these questions couldn’t be accurately answered because we’ve had two turnovers in CEO over the past year and a half and have been through prolonged periods of acting CEOs.
Board	Give him space to provide leadership. The Board President, Executive Committee, and full Board should focus on policies, strategic goals, and major budget issues, but they should stay out of day to day operations of the hospital. Also, let the CEO deal with controversial medical staff issues unless he requests Board input or a vote on an important issue.
Board	No
Board	No
SLT	See Above
STL	CEO and board relationship is in its development stage.

Exhibit 4.1. Performance of individual board members

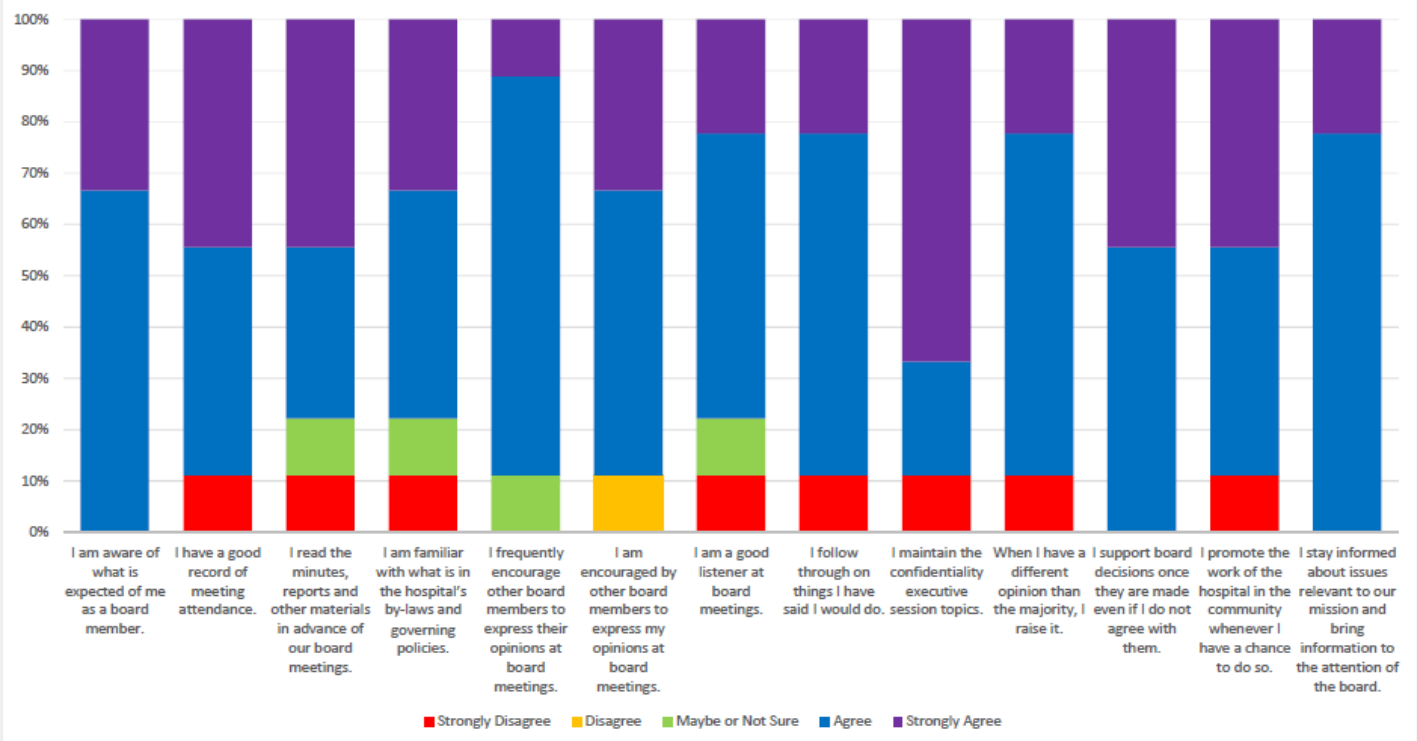


Exhibit 4.1. Performance of individual board members

	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	0%	0	0%	0	0%	0	0%	0	0%	0		
I am aware of what is expected of me as a board member.	0%	0	0%	0	0%	0	67%	6	33%	3	9	4.33
I have a good record of meeting attendance.	11%	1	0%	0	0%	0	44%	4	44%	4	9	4.11
I read the minutes, reports and other materials in advance of our board meetings.	11%	1	0%	0	11%	1	33%	3	44%	4	9	4
I am familiar with what is in the hospital's by-laws and governing policies.	11%	1	0%	0	11%	1	44%	4	33%	3	9	3.89
I frequently encourage other board members to express their opinions at board meetings.	0%	0	0%	0	11%	1	78%	7	11%	1	9	4
I am encouraged by other board members to express my opinions at board meetings.	0%	0	11%	1	0%	0	56%	5	33%	3	9	4.11
I am a good listener at board meetings.	11%	1	0%	0	11%	1	56%	5	22%	2	9	3.78
I follow through on things I have said I would do.	11%	1	0%	0	0%	0	67%	6	22%	2	9	3.89
I maintain the confidentiality executive session topics.	11%	1	0%	0	0%	0	22%	2	67%	6	9	4.33
When I have a different opinion than the majority, I raise it.	11%	1	0%	0	0%	0	67%	6	22%	2	9	3.89
I support board decisions once they are made even if I do not agree with them.	0%	0	0%	0	0%	0	56%	5	44%	4	9	4.44
I promote the work of the hospital in the community whenever I have a chance to do so.	11%	1	0%	0	0%	0	44%	4	44%	4	9	4.11

I stay informed about issues relevant to our mission and bring information to the attention of the board.	0%	0	0%	0	0%	0	78%	7	22%	2	9	4.22
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Question 4.1. What is the most important thing the board can do to improve your performance as a board member?

Board	don't know
Board	Feed back
Board	Continue to welcome me at meetings
Board	I think the board has done a really good job of setting me up to succeed. I can't think of anything here.
Board	NA
Board	Let the CEO provide leadership. Try to be more inclusive and keep egos in check.
Board	I can't think of anything at this point.
Board	I think it's the board members responsibility for performance. This isn't the responsibility of other board members.

Question 4.2 What is the most important change you can make to improve your performance as a board member?

Board	read my emails, attend more meetings and do my paperwork like these surveys
Board	keep listening and be clear of my thoughts and positions
Board	I want to attend more meetings, especially committee meetings that I not currently sitting on. This can be a challenge due to my work schedule.
Board	I should spend more time outside of the meetings learning about regulations. Also, I should spend more time talking to community members about the hospital.
Board	Be more patient.
Board	Maybe doing more homework but the demands of time are significant, especially for an almost volunteer position.
Board	Spend more time researching industry issues. Participate in more hospital appreciation events.
Board	Continue to engage and work hard.

Question 4.3. Are there any other comments you would like to make regarding performance of individual board members?

Board	think everyone works hard, brings different perspectives and have the hospital and community best interest in mind
Board	No
Board	I'm not convinced that the Governance Institute is the best forum for educating Board members from a small to mid sized hospital. Participating in American Hospital Association conferences may be a better choice because I think it represents a more diverse range of health care facilities.
Board	None
Board	No.

Exhibit 5.1. Questions for senior leaders only

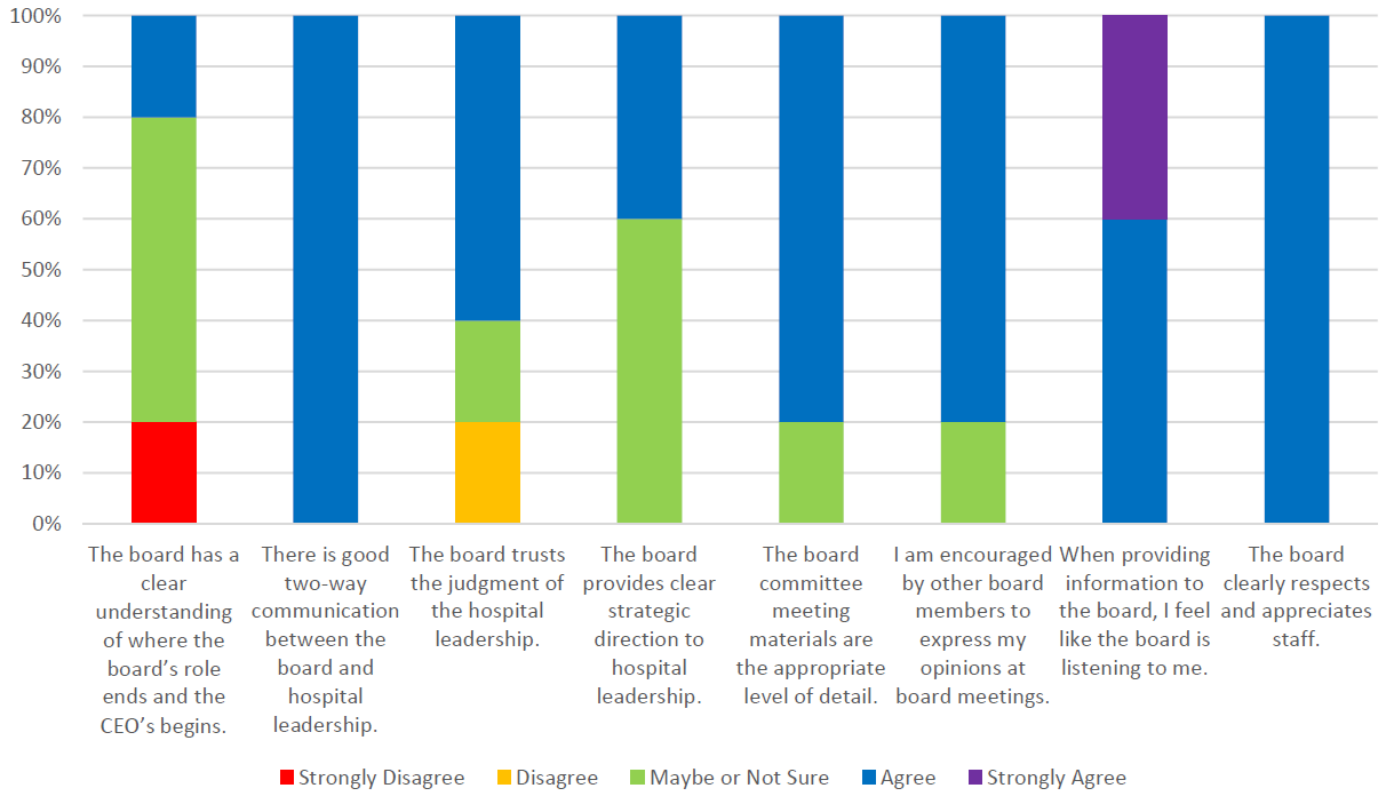


Exhibit 5.1. Questions for senior leaders only

Question	Strongly Disagree		Disagree		Maybe or Not Sure		Agree		Strongly Agree		Total	Ave
	%	Count	%	Count	%	Count	%	Count	%	Count		
The board has a clear understanding of where the board's role ends and the CEO's begins.	20%	1	0%	0	60%	3	20%	1	0%	0	5	2.8
There is good two-way communication between the board and hospital leadership.	0%	0	0%	0	0%	0	100%	5	0%	0	5	4
The board trusts the judgment of the hospital leadership.	0%	0	20%	1	20%	1	60%	3	0%	0	5	3.4
The board provides clear strategic direction to hospital leadership.	0%	0	0%	0	60%	3	40%	2	0%	0	5	3.4
The board committee meeting materials are the appropriate level of detail.	0%	0	0%	0	20%	1	80%	4	0%	0	5	3.8
I am encouraged by other board members to express my opinions at board meetings.	0%	0	0%	0	20%	1	80%	4	0%	0	5	3.8
When providing information to the board, I feel like the board is listening to me.	0%	0	0%	0	0%	0	60%	3	40%	2	5	4.4
The board clearly respects and appreciates staff.	0%	0	0%	0	0%	0	100%	5	0%	0	5	4

Question 5.1. What is the most important thing the board can do to support you?

SLT	Understand that SLT wants BRH to be successful
SLT	Articulate that support.
SLT	Support the CEO

Question 5.2. What is the most important change the board could make to improve its effectiveness?

SLT	Ensure that points are made and then move to next business item
SLT	Ultimately changing the governance model and their authority.

Question 5.3 Is there any other feedback you would like to provide to the board?

No response



IT Strategic Plan

2. Facility

2.3 Technology Update

December 20, 2022

Sam Norton, IT Director (interim)

Key Goals and Objectives (2/2)

2.3 Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.

IT Goal 2.3.1 – *Complete initial assessment of current systems and processes, identifying risks and improvement opportunities.*

IT Goal 2.3.2 – *Centralize review and approval of technology investments.*

IT Goal 2.3.3 – *Identify and prioritize technology projects for completion.*

Key Goals and Objectives (2/2)u

2.3 Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.

IT Goal 2.3.1 – *Complete initial assessment of current systems and processes, identifying risks and improvement opportunities.*

Action Items –

Assess current technology through discussions with primary technology support vendors, IT staff, and personal review. COMPLETE

Review existing technologies with internal staff and identify current and planned projects. COMPLETE

Document findings and improvement opportunities, review with leadership. COMPLETE

Orient IT staff to improvement opportunities to facilitate project planning. COMPLETE

Key Goals and Objectives (2/2)

2.3 Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.

IT Goal 2.3.2 – *Centralize review and approval of technology investments.*

Action Items –

Establish Senior Leader team as de facto IT Steering Committee COMPLETE

Establish standards and identify duplicative systems/services ON GOING

Establish technology and security ‘checklist’ for assessment of new vendors or when upgrading existing systems. PENDING

Establish Change Management - project selection criteria, controls and approval processes for technology investments. IN PROCESS

Review system life-cycle and updates for budget and planning PENDING

Monitor industry trends and innovation opportunities ON GOING

Key Goals and Objectives (2/2)

2.3 Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.

IT Goal 2.3.3 – *Identify and prioritize technology projects for completion.*

Action Items –

Identify incomplete projects, define plans and align resources. COMPLETE

Review and improve value (improve use and/or reduce costs), or sunset old out-of-date or duplicative systems and services IN PROCESS

Identify priority technology projects and processes. ON GOING

Evaluate state-of-the-market cost effective alternatives ON GOING

Reduce (right size) licensing to ensure compliance and most cost effective approach ON GOING

Key Goals and Objectives (2/2)

2.3 Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.

IT Project and Technology Service update: Q2 – December 2022

- | | |
|---|------------|
| - Ensure secure connectivity for new 3 rd -party access (VPN / SFTP) | COMPLETE |
| - Complete deployment of new enterprise backup system | COMPLETE |
| - Update security certificates on servers | COMPLETE |
| - Deploy new multi-function shared printers | COMPLETE |
| - Review and renew or replace email filtering system (renewed) | COMPLETE |
| - Remove extraneous firewall rules and limit out-of-country access to selected 'white list' | COMPLETE |
| - Complete wireless survey /refresh access points for optimal performance | COMPLETE |
| - Remove redundant security monitoring (Randori) | COMPLETE |
| - Revise annual cyber security plan and complete annual assessment | IN PROCESS |
| - Update/patch out-of-date servers | IN PROCESS |
| - Inventory and ensure encryption of laptop computers | IN PROCESS |
| - Review licensing and adjust as appropriate to reduce costs (Zoom, Up-To-Date) | ON GOING |
| - Provide technical support to numerous approved applications projects | ON GOING |