

# Board Meeting

## Special Meeting - July 16, 2025

Agenda

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### **Mission**

\* Strong Stewardship \* Ethical Oversight \*  
\* Eternal Local Access \*

### **Vision Statement**

To be an energized, high performing advocate for the communities we serve, our patients and our staff. The board governs with an eye on the future of health care and its effects on the District and patient care. The Board is committed to continuous evaluation, dedication to our mission, and improvements as a board.

### **Values**

\* Integrity \* Innovate Vision \* Stewardship \* Teamwork \*

## **NOTICE**

### **NORTHERN INYO HEALTHCARE DISTRICT BOARD OF DIRECTORS' SPECIAL MEETING**

July 16, 2025 at 10:45 a.m.

The Board meets in person at 2957 Birch Street Bishop, CA 93514. Members of the public will be allowed to attend in person. Public comments can be made in person.

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1. Call to Order at 10:45 a.m.
2. Public Comment: At this time, members of the audience may speak only on items listed on the Notice for this meeting, and speakers will be limited to a maximum of three minutes each. The Board is prohibited from generally discussing or taking action on items not included on this Notice.
3. New Business:
  - a. Beta D&O Liability Education – *Information Item*
  - b. Board Self-Assessment – *Information Item*
4. Adjournment

*In compliance with the Americans with Disabilities Act, if you require special accommodations to participate in a District Board meeting, please contact administration at (760) 873-2838 at least 24 hours prior to the meeting.*



# SUMMARY RESULTS

## Northern Inyo Healthcare District 2025 Governance Self-Assessment

Provided as a Member Service By



**ACHD**  
ASSOCIATION OF CALIFORNIA  
HEALTHCARE DISTRICTS

# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Self-Assessment Overview

In April - May 2025 the Northern Inyo Healthcare 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 ten leadership areas, including:

- Mission, values and vision;
- Strategic direction;
- Leadership structure and processes;
- Quality and patient safety;
- Community relationships;
- Relationship with the CEO;
- Relationships with the medical staff;
- Financial leadership;
- Community health; and
- Organizational ethics.

Board members rated 167 total criteria in these ten areas.

#### How the Self-Assessment Was Conducted

The governance self-assessment was conducted using an online survey. All five Northern Inyo Healthcare District board members completed the self-assessment.

Respondents rated a variety of statements in the ten 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 27-29.

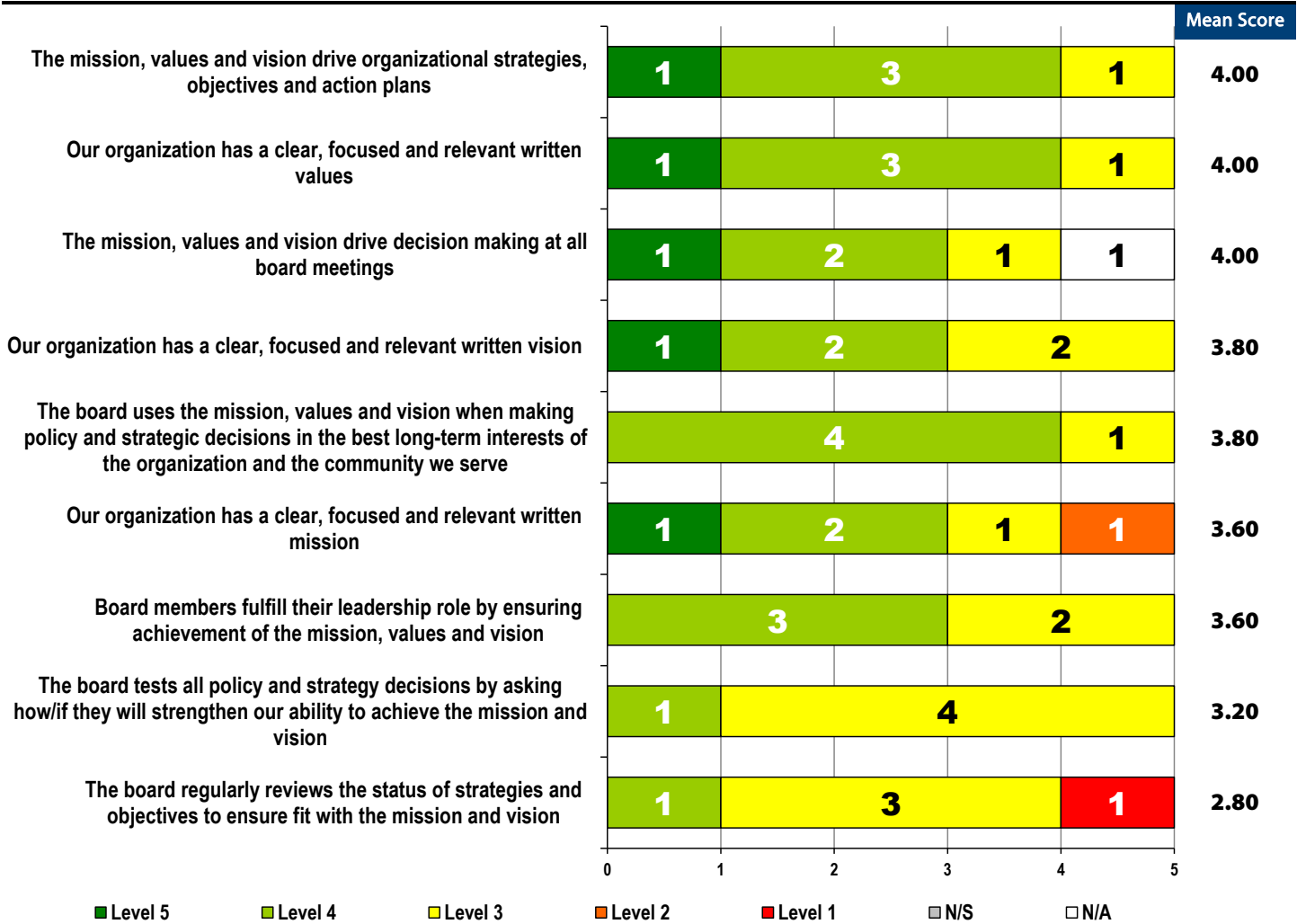
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Mission, Values and Vision

#### Mission, Values and Vision

(sorted by highest to lowest mean score)



#### Suggestions for Governance Improvement

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

- Maybe the Board could have the vision, mission and values printed on the agenda for ensuring discussion and actions fit.
- Review of the mission, values, and vision with an open discussion.
- By being more informed and kept well up-to-date with real information regarding what's going on with staff and patients.
- More conversation in a private setting.

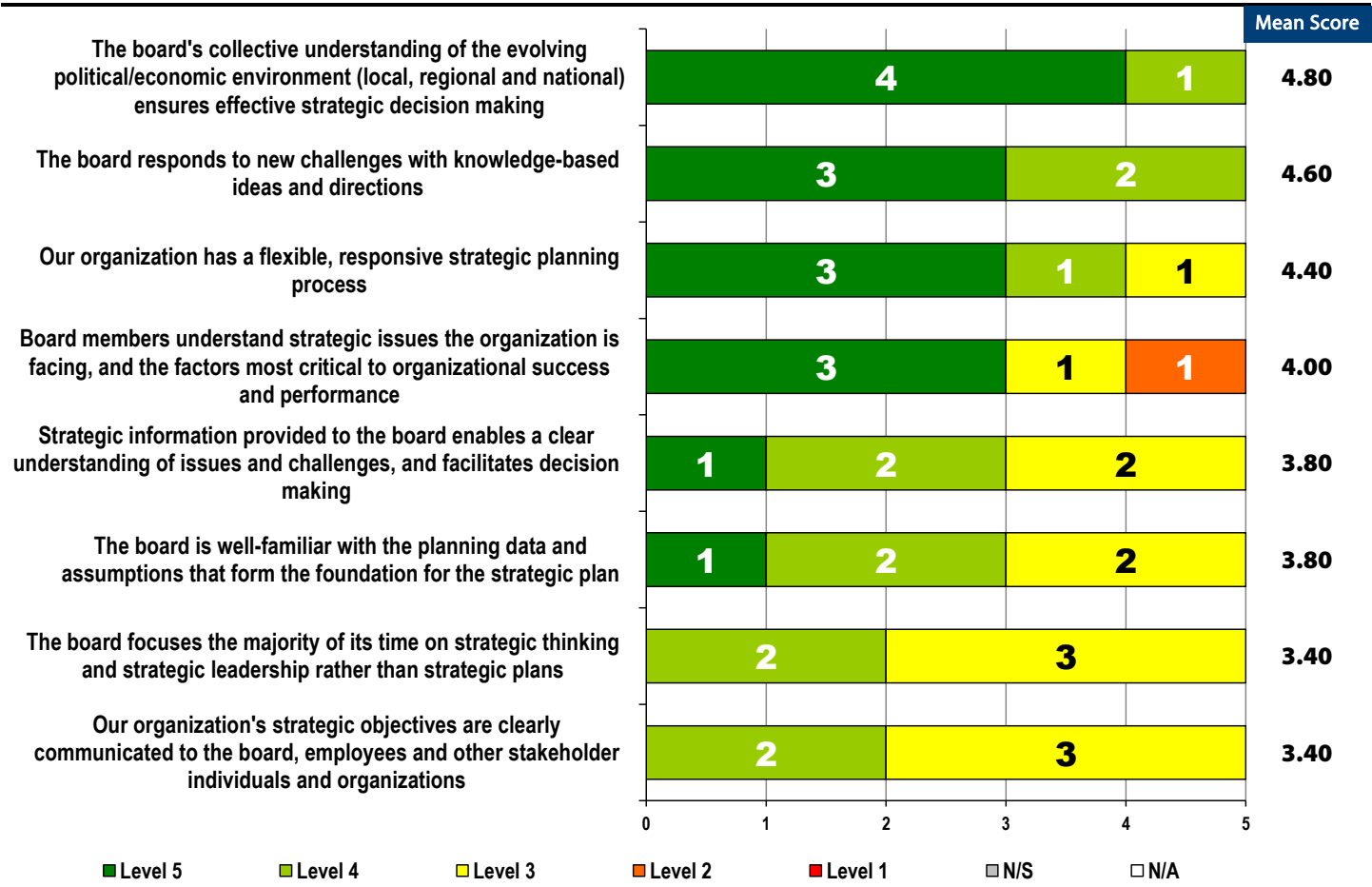
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Strategic Direction

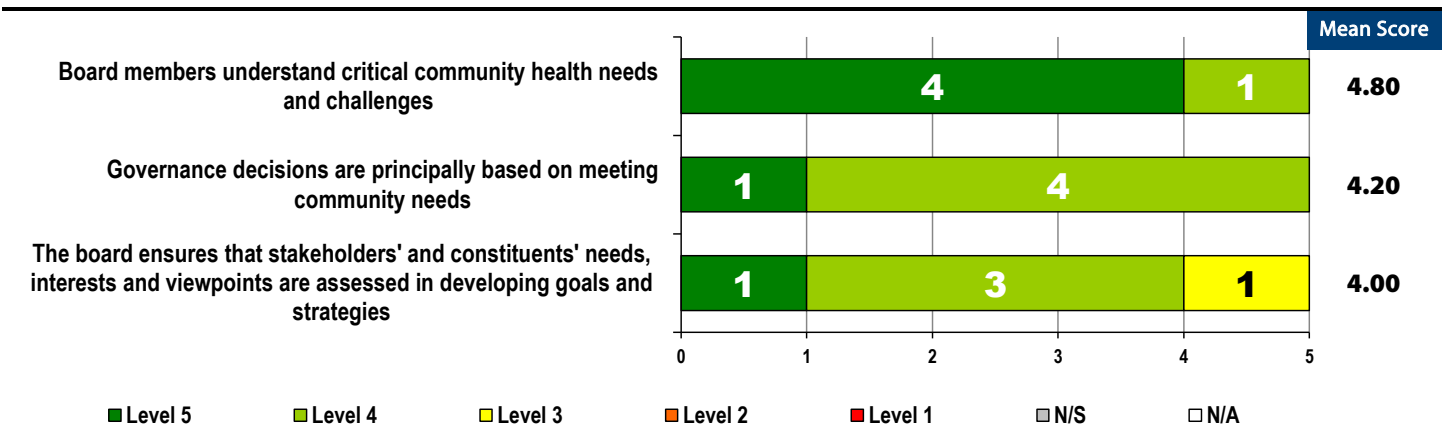
#### The Strategic Planning Process

(sorted by highest to lowest mean score)



#### Community and Stakeholder Perspectives

(sorted by highest to lowest mean score)

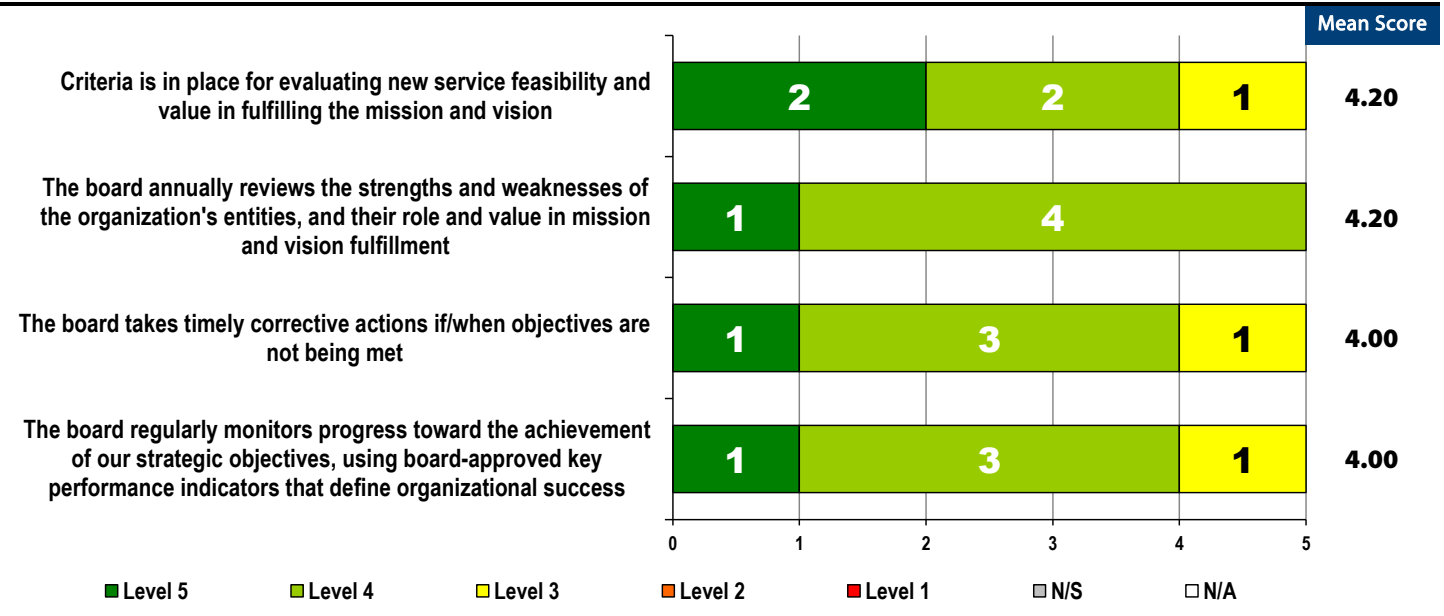


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Monitoring Progress

(sorted by highest to lowest mean score)



### Suggestions for Governance Improvement

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

- Board needs more direct communication from members of the Executive Team.
- Receive more balanced and informative reports in order to monitor progress. Too much meeting time is dominated with lengthy financial reporting.
- We need to clearly understand our roles and legal responsibilities in making any involved decisions.

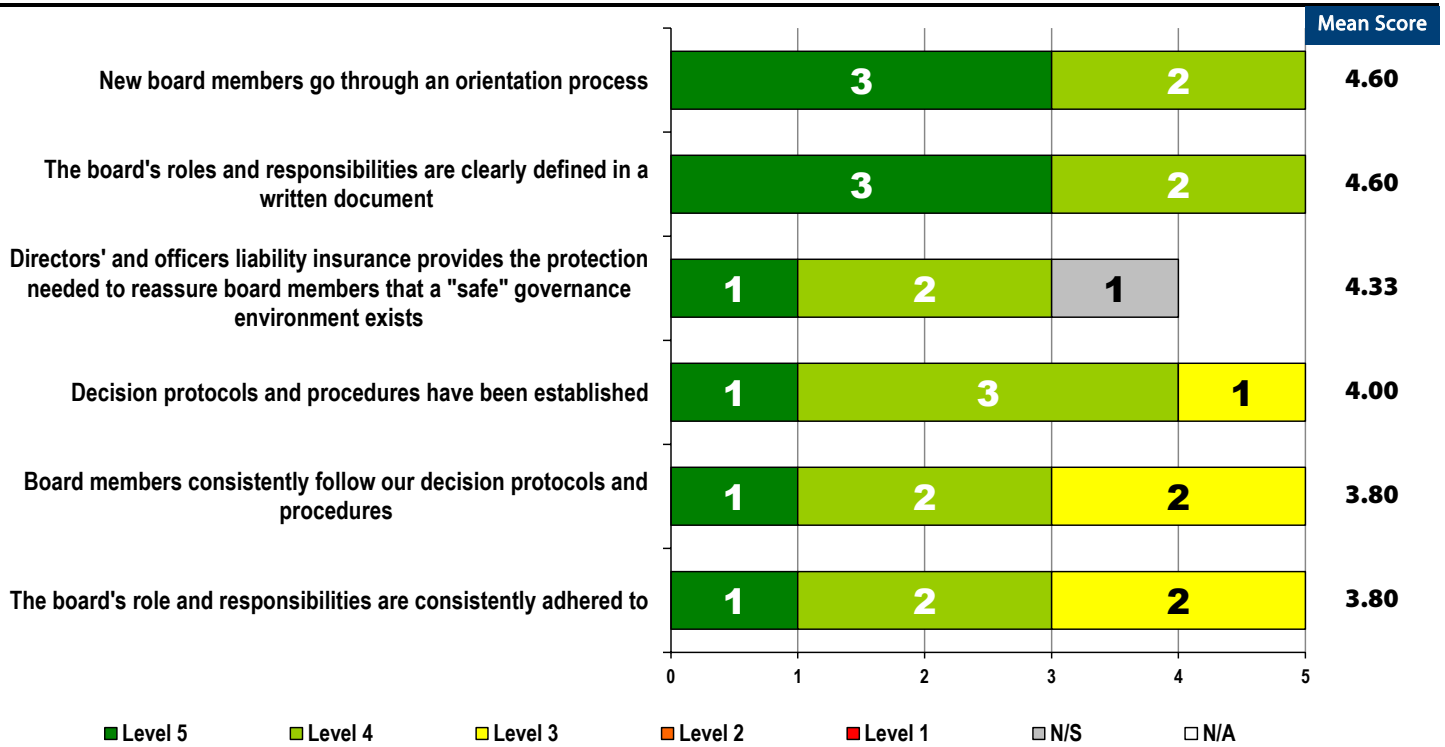
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Leadership Structure and Processes

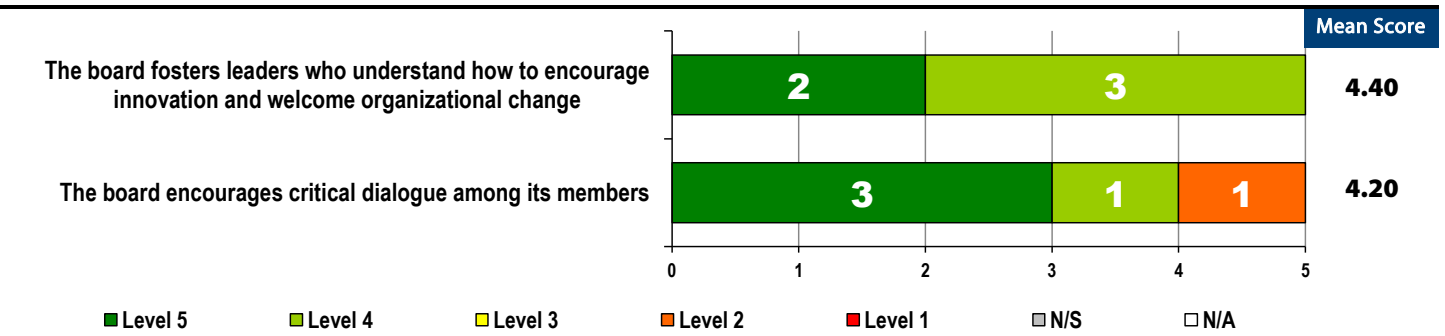
#### Board Roles and Responsibilities

(sorted by highest to lowest mean score)



#### Board Structure and Composition

(sorted by highest to lowest mean score)



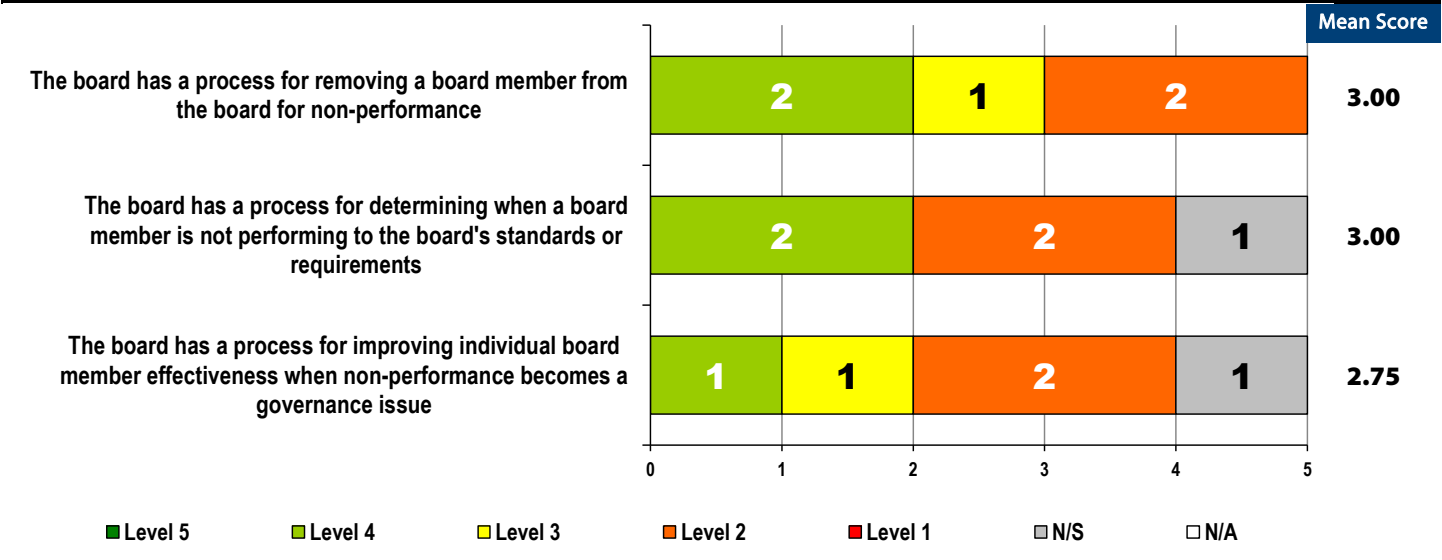


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

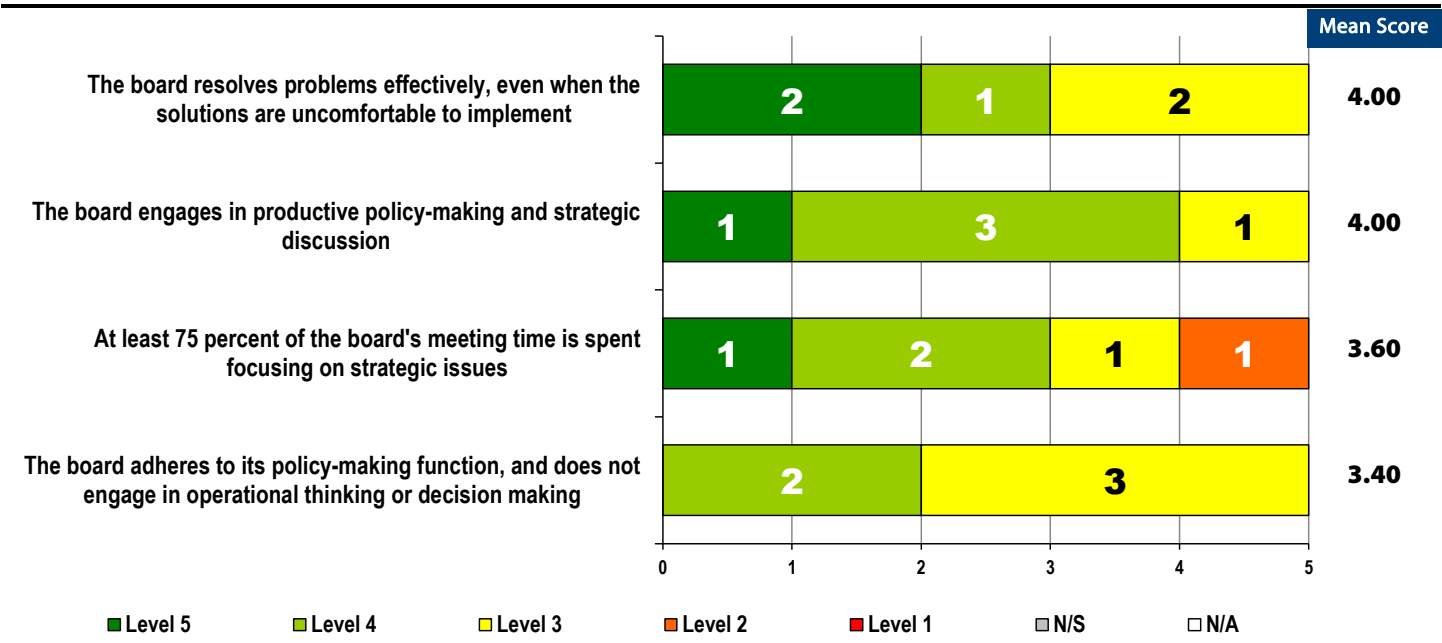
### Board Member Performance

(sorted by highest to lowest mean score)



### Strategic Focus

(sorted by highest to lowest mean score)

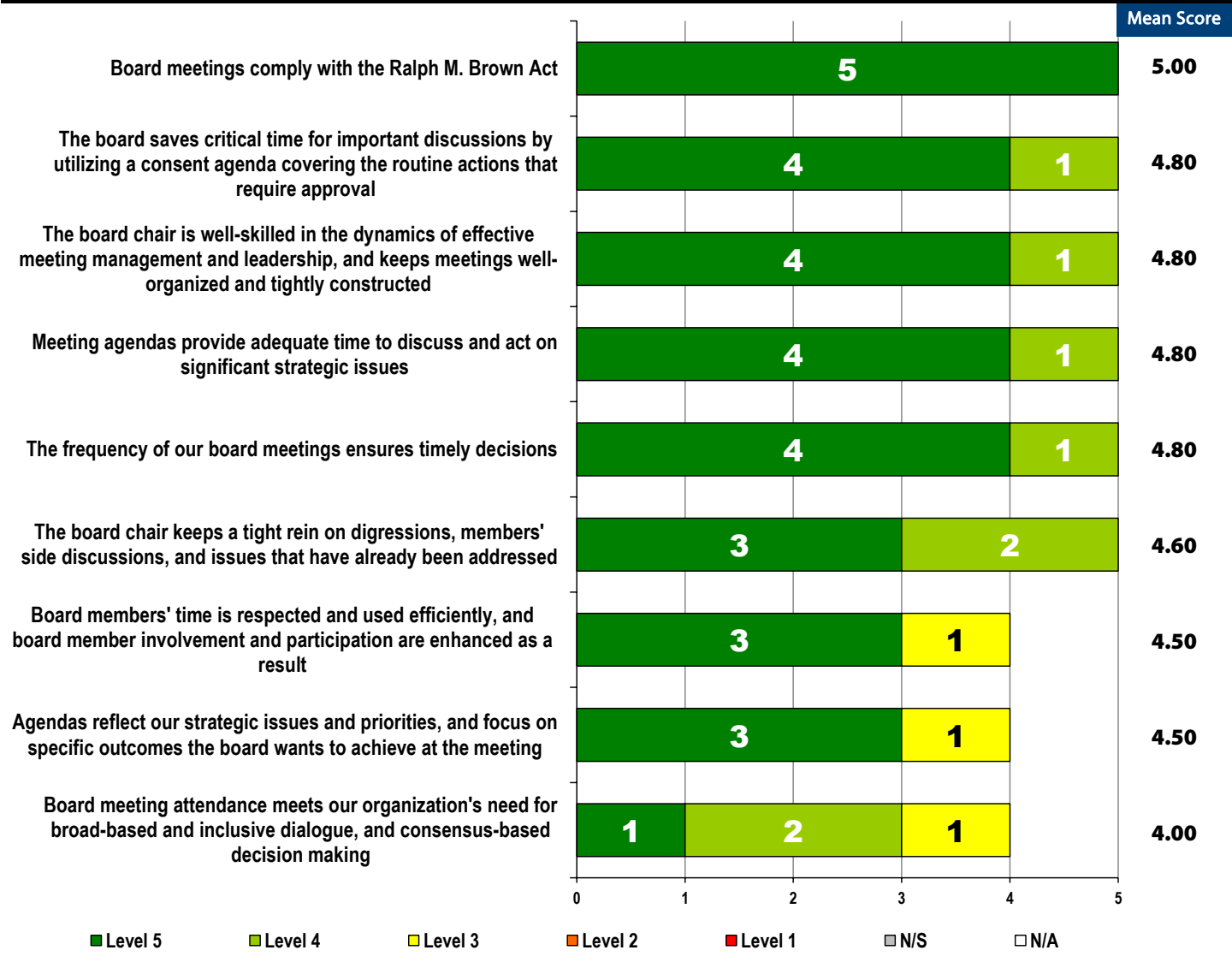


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Board Meetings

(sorted by highest to lowest mean score)

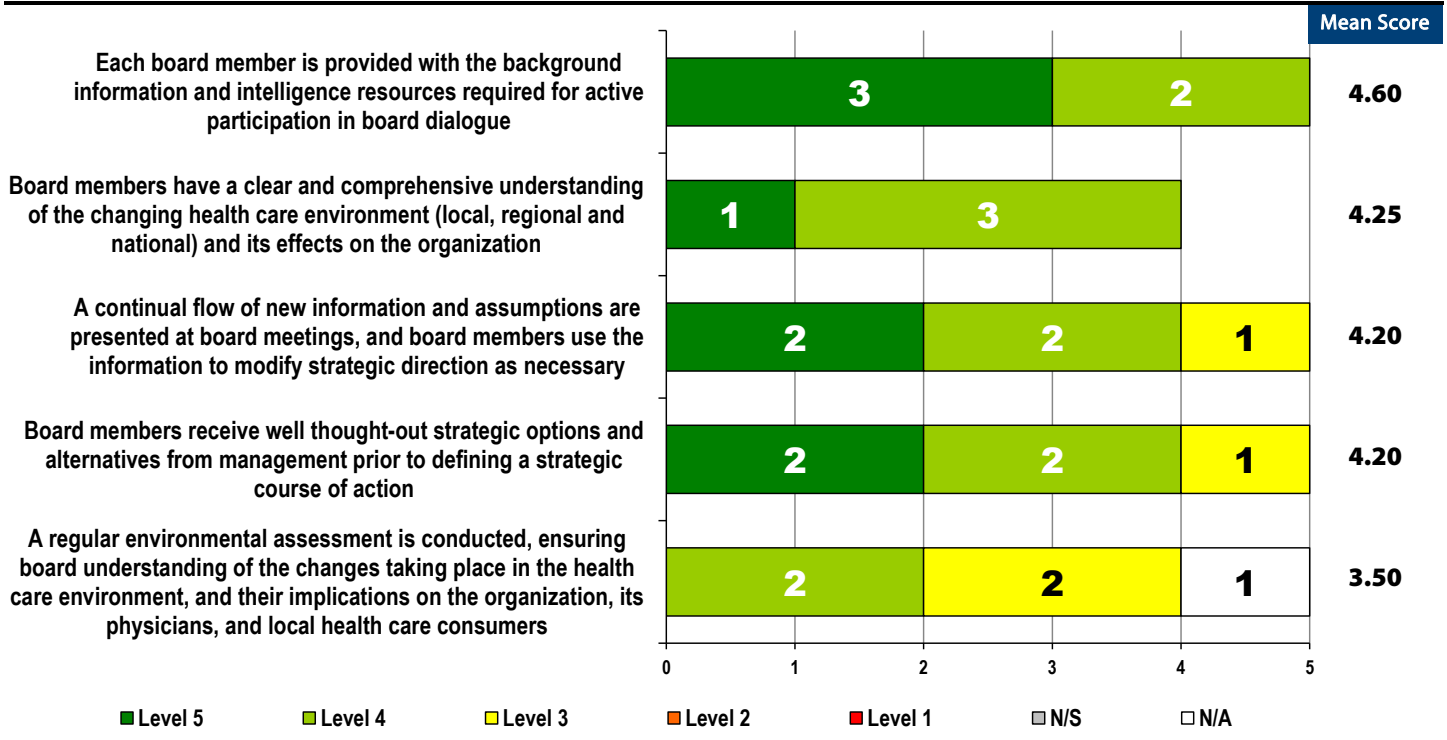


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Board Member Knowledge

(sorted by highest to lowest mean score)



### Governance Development

(sorted by highest to lowest mean score)

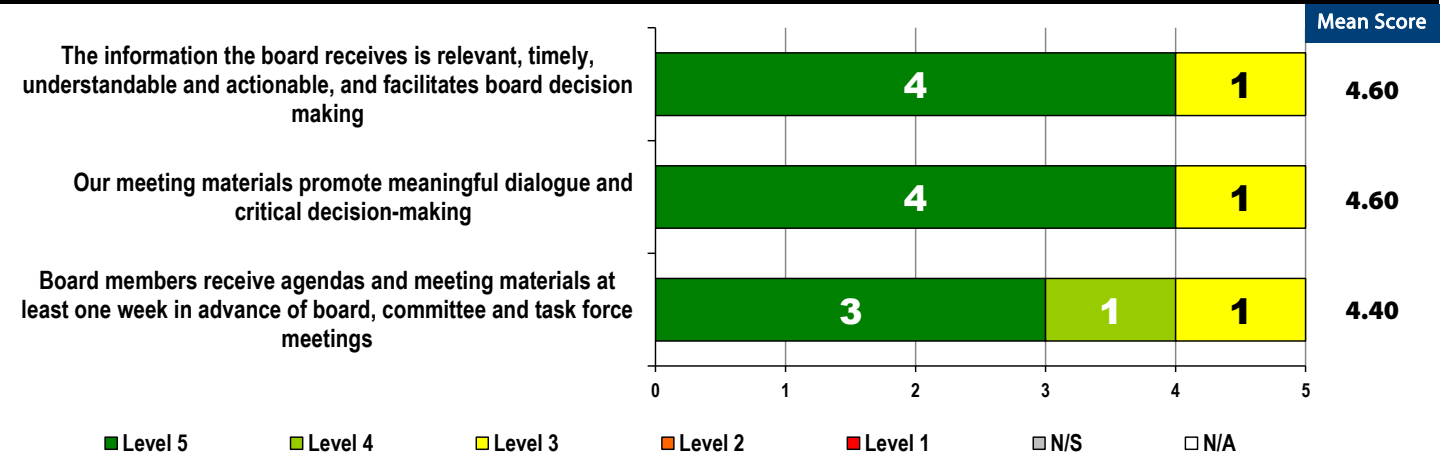


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

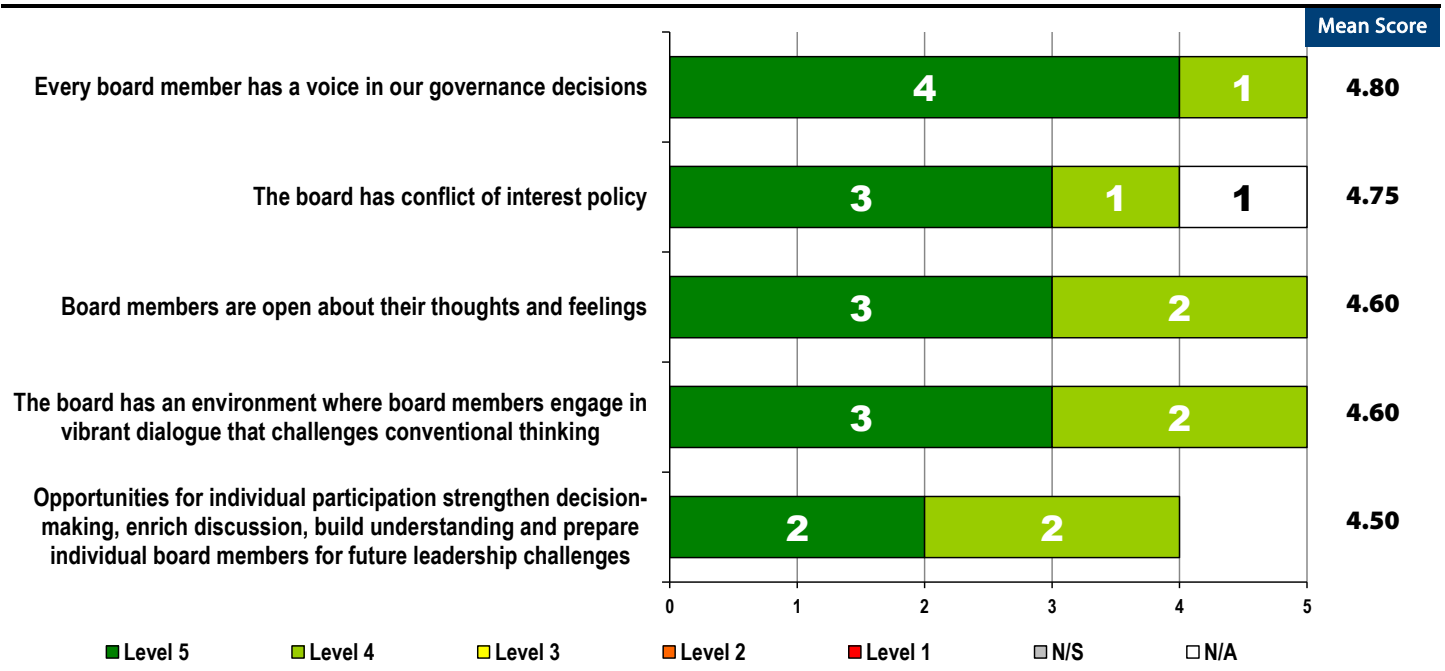
### Meeting Materials

(sorted by highest to lowest mean score)



### Board Relationships and Communication: Higher-Rated

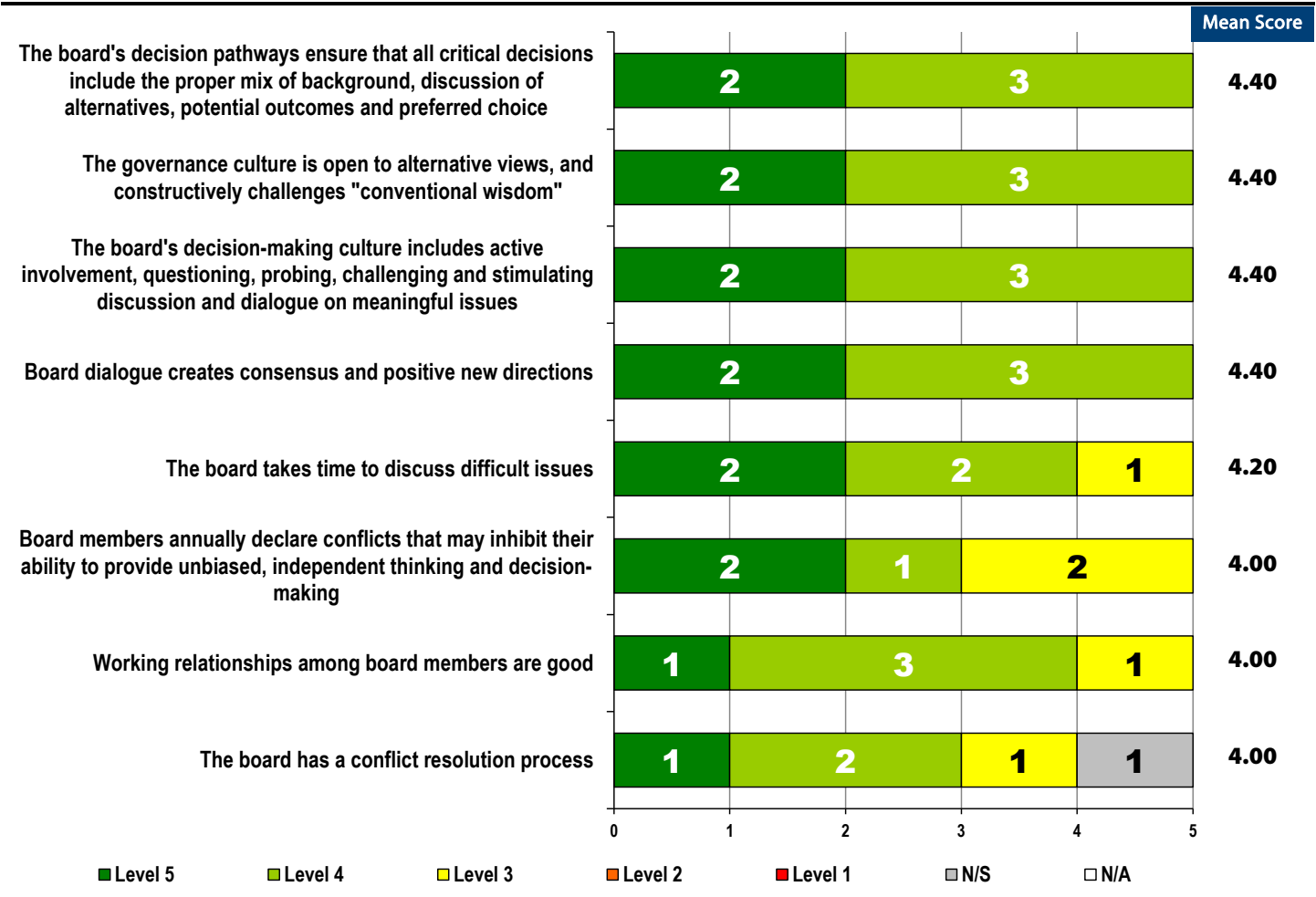
(sorted by highest to lowest mean score)



# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare 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:

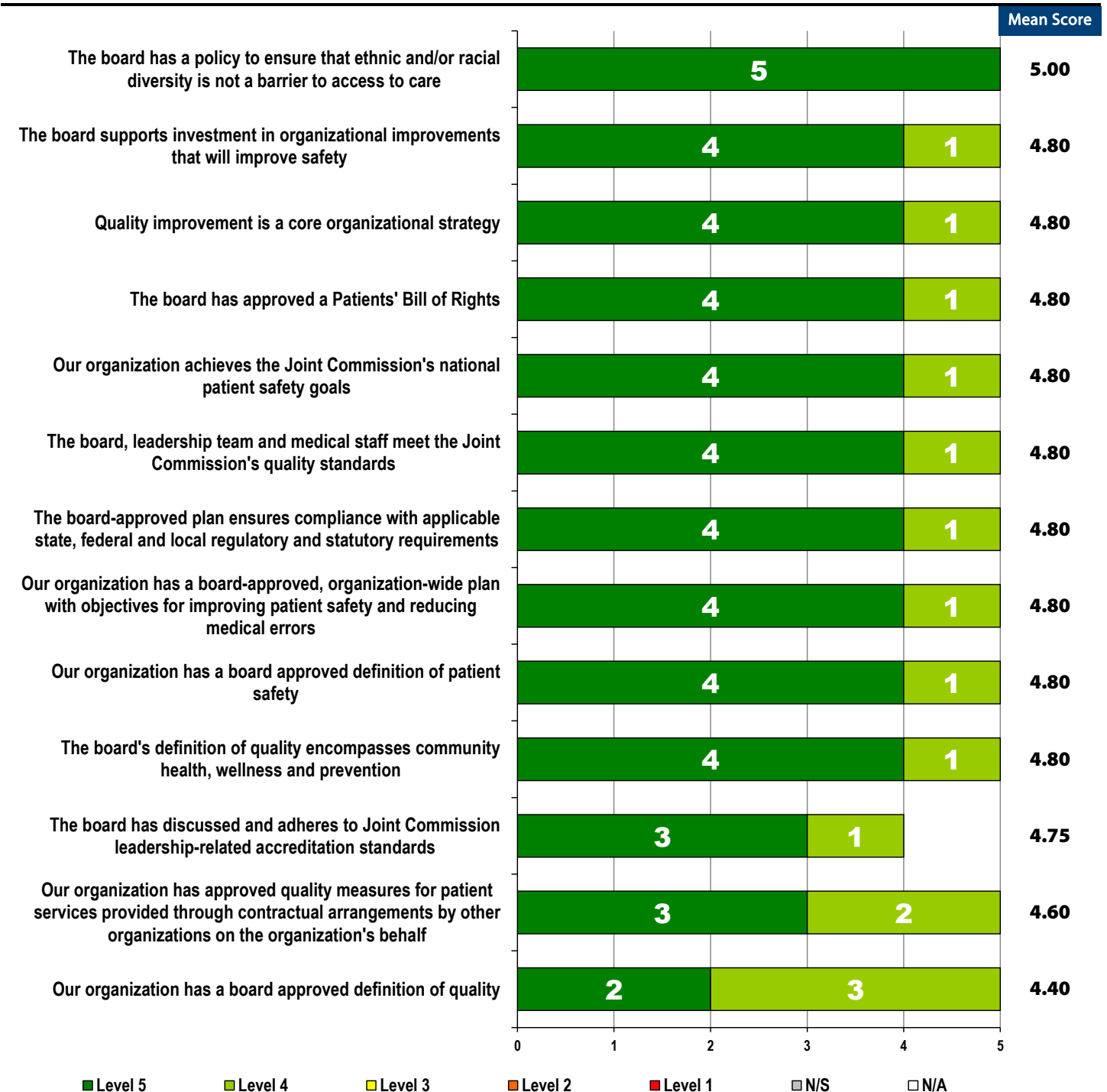
- It is important for all Board members to participate in Board education. Those sessions provide opportunities for discussing nuances and concerns about process.
- Improve communication between the Board and staff including the medical staff.
- We need to have serious discussions to resolve internal Board concerns.

# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Quality and Patient Safety

Defining and Understanding Quality and Patient Safety Issues  
(sorted by highest to lowest mean score)

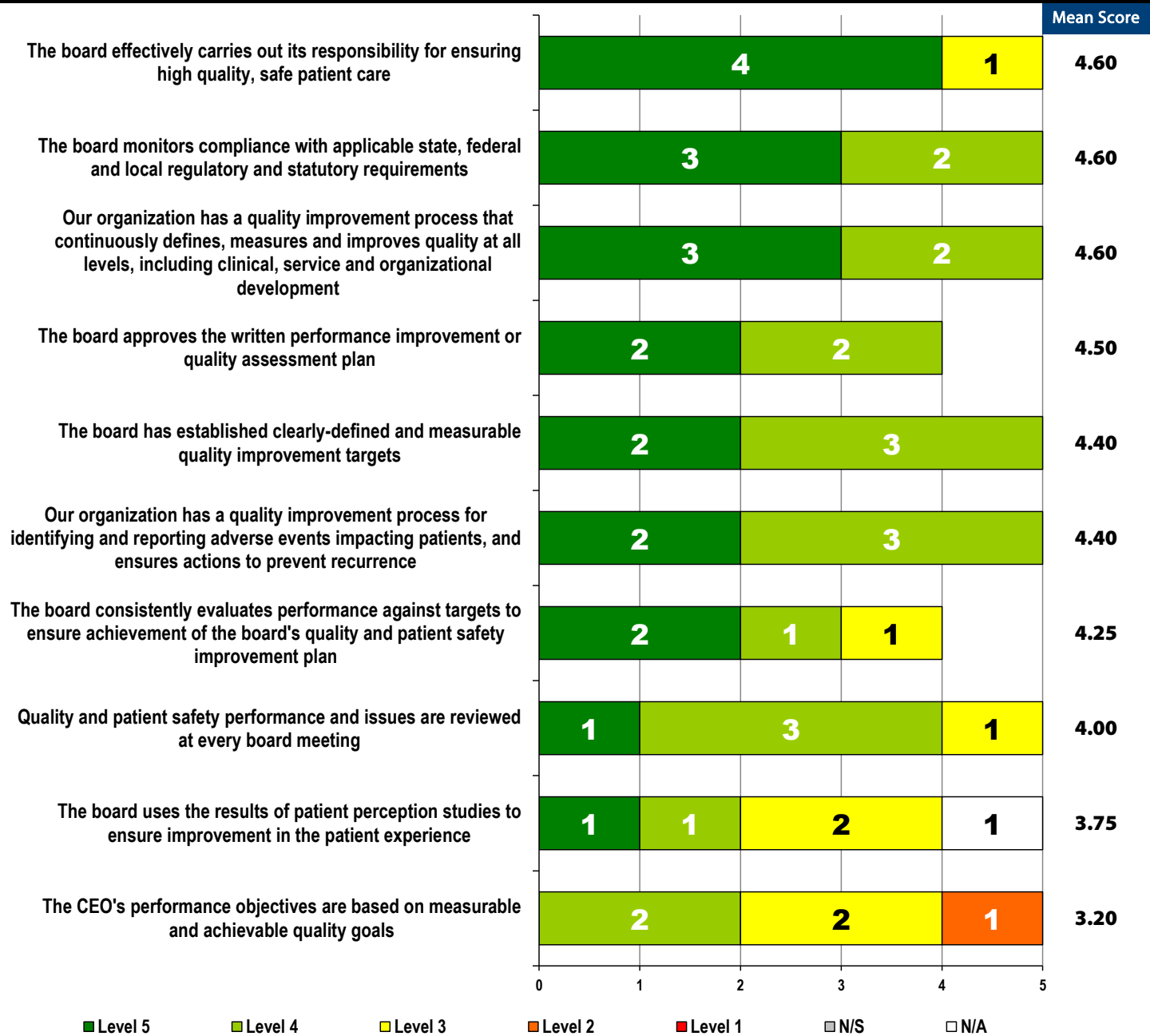


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Monitoring Quality and Patient Safety

(sorted by highest to lowest mean score)

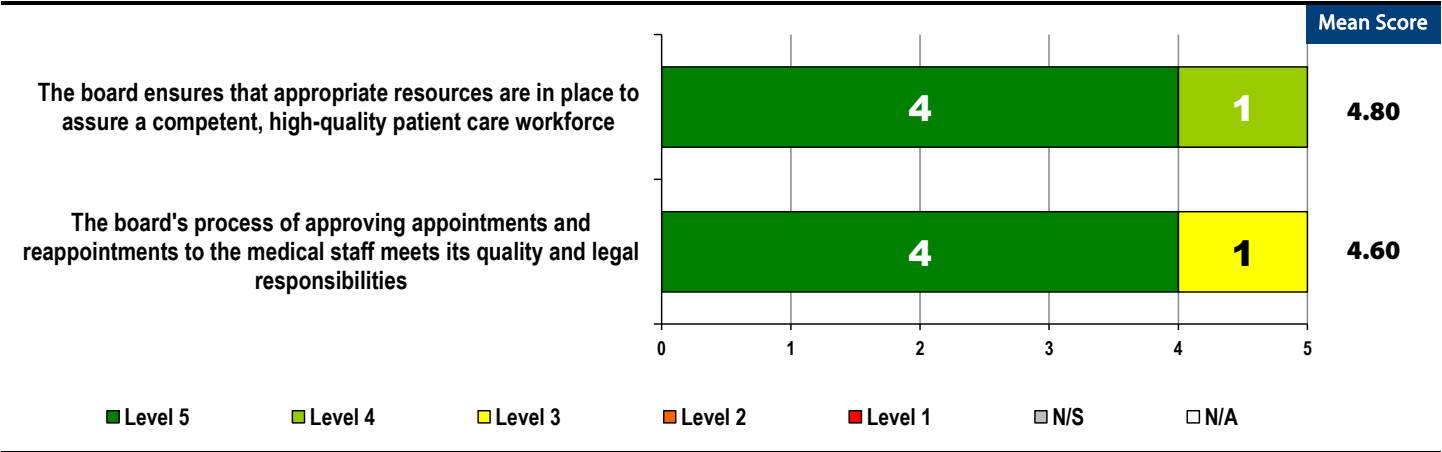


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Ensuring a Workforce that Provides High Quality and Safe Care

(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 performs great around patient safety. The Board continues to struggle with a few areas of quality performance among certain workforce groups.
- By being more informed and part of the decision making process



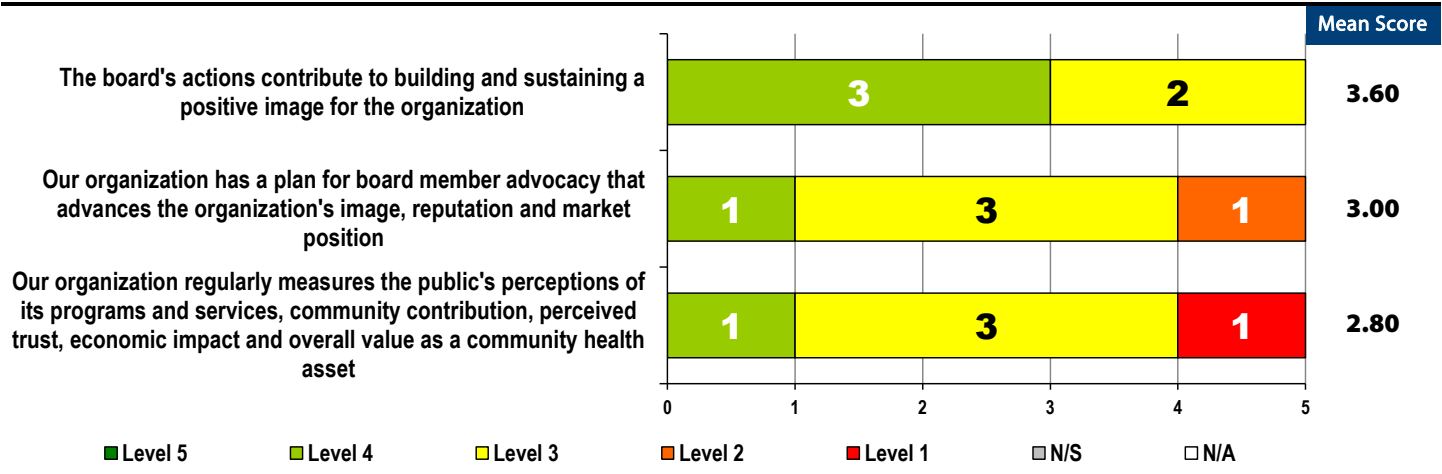
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Community Relationships

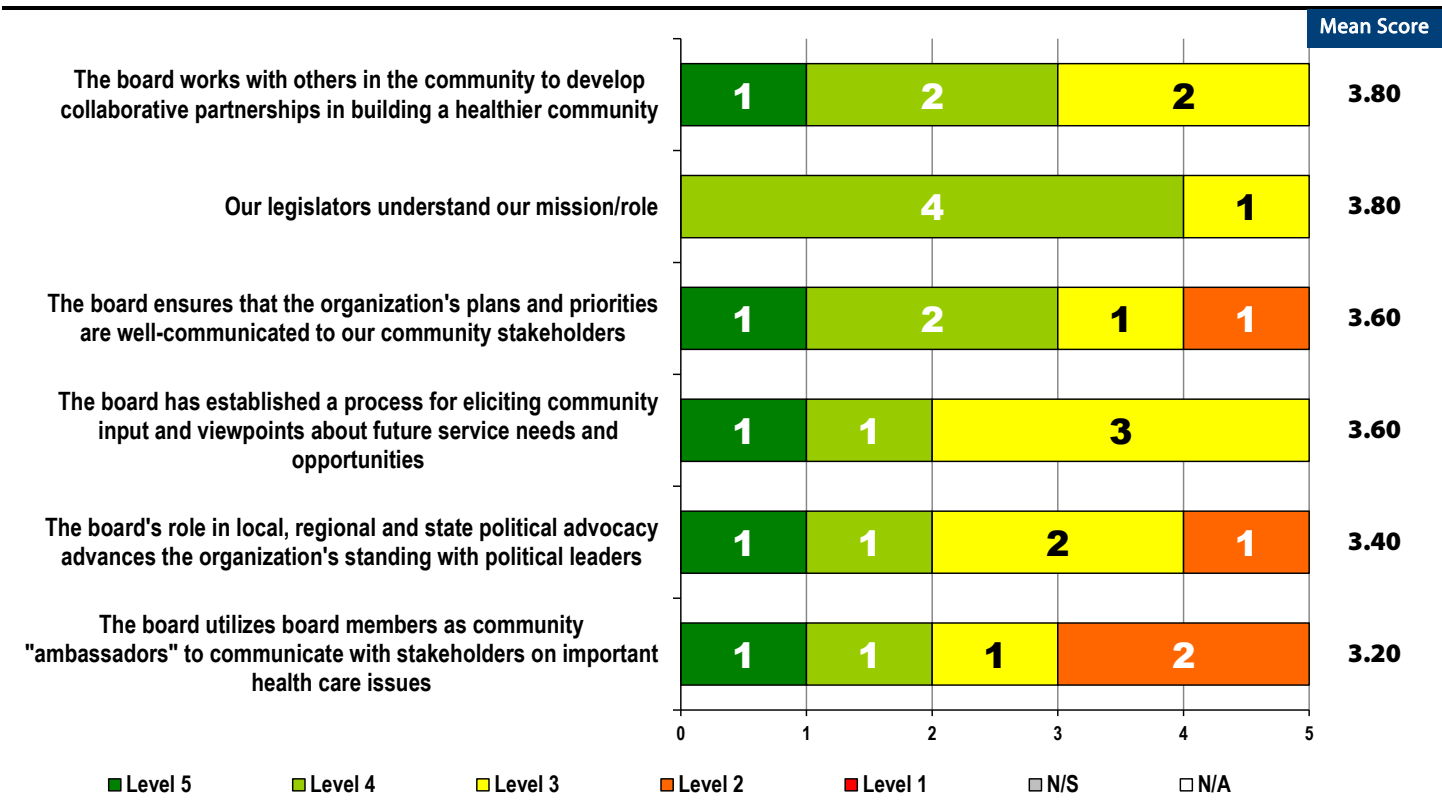
#### Ensuring Public Trust and Confidence

(sorted by highest to lowest mean score)



#### Ensuring Community Communication and Feedback

(sorted by highest to lowest mean score)



# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Suggestions for Governance Improvement

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

- Board members could take a more formalized ambassador role in the community.
- Greater community engagement.

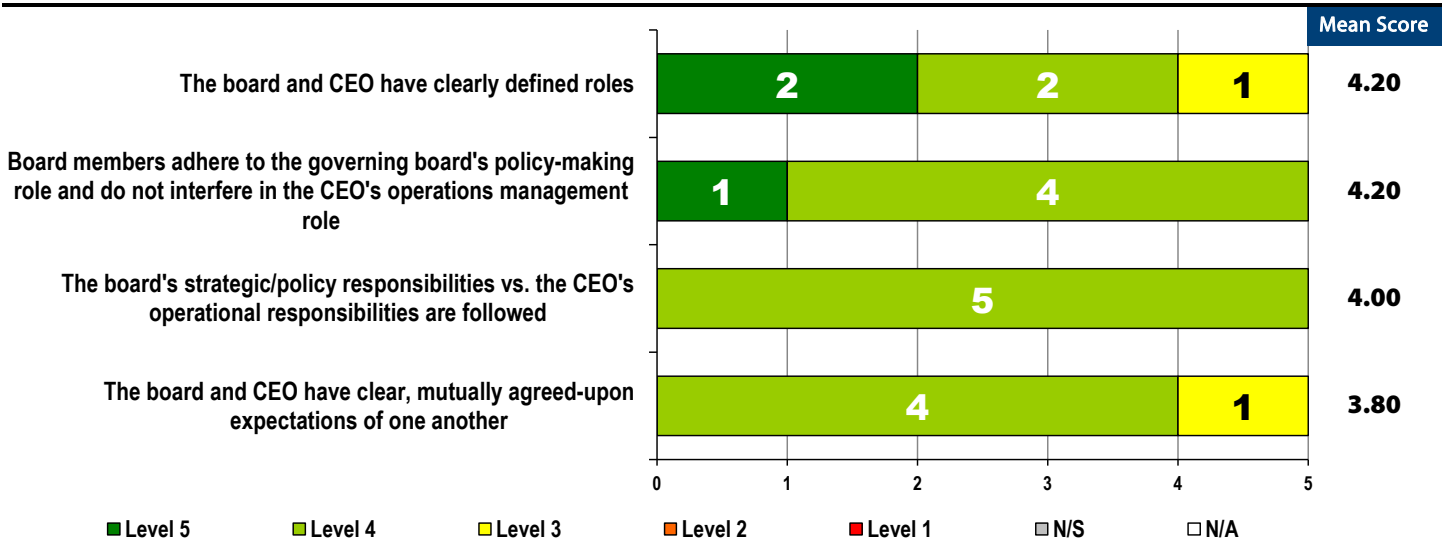
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Relationship with the CEO

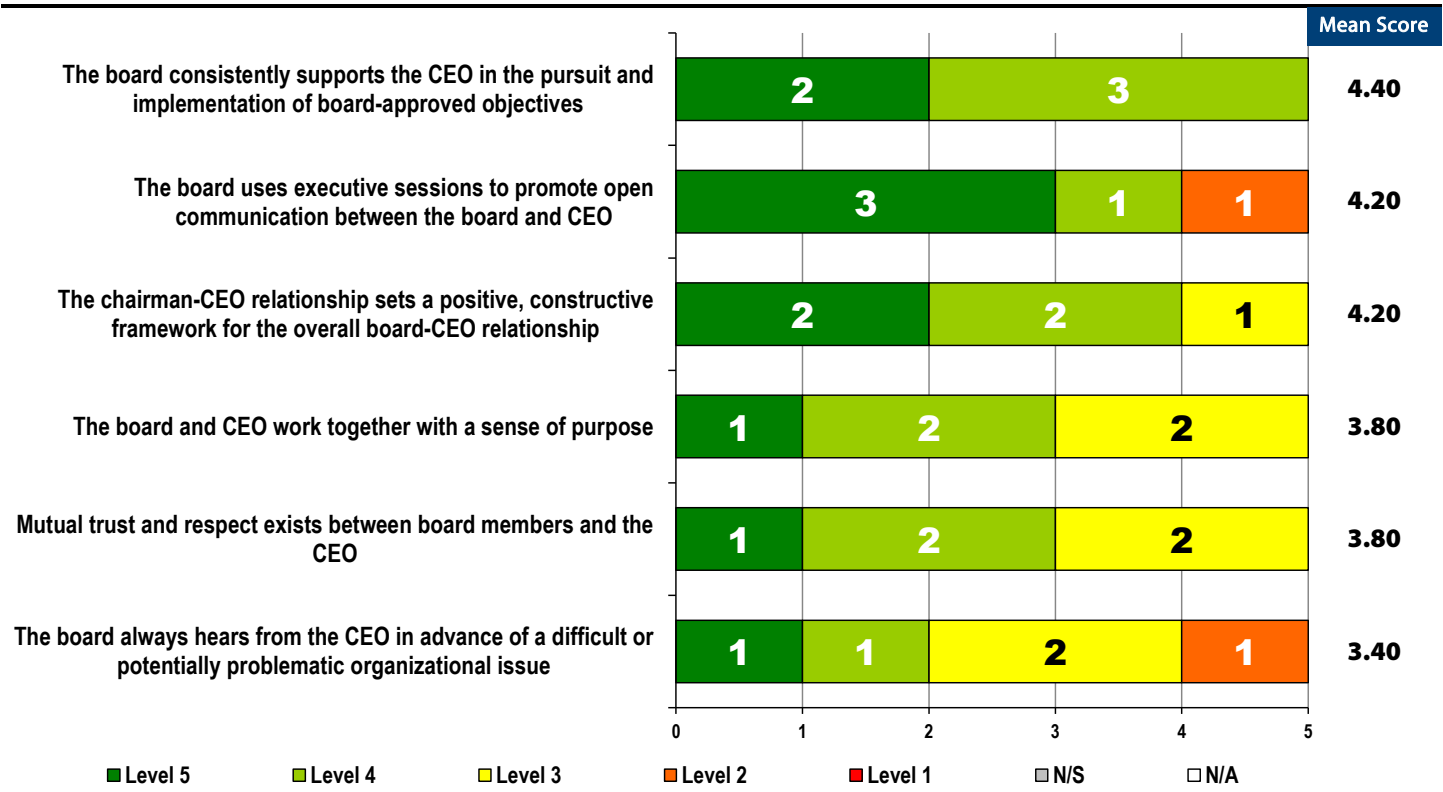
#### Board and CEO Roles

(sorted by highest to lowest mean score)



#### Communication, Support and Shared Goals

(sorted by highest to lowest mean score)

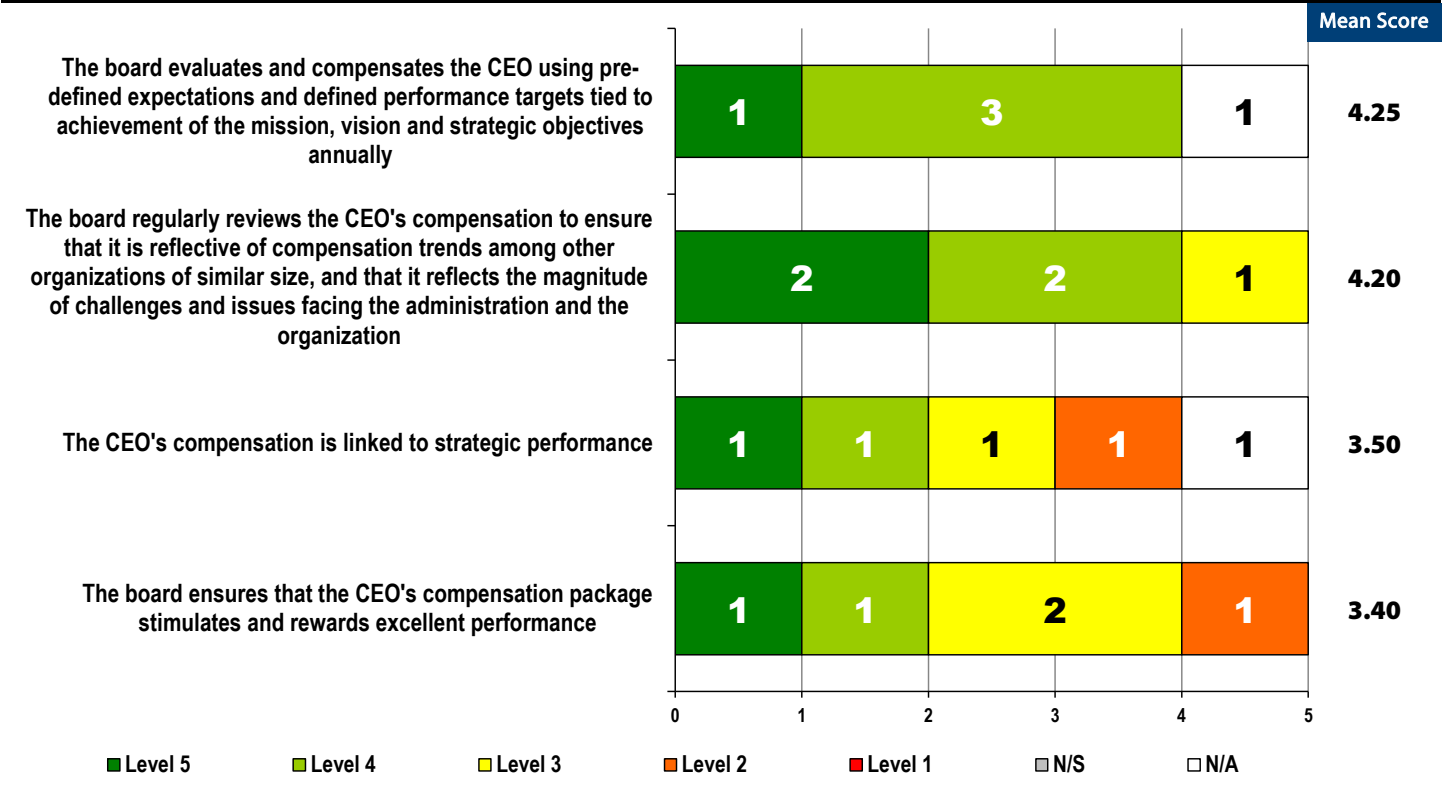


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### 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:

- Board is not always clear in setting performance goals for CEO, and ensuring compensation rewards excellent behavior.
- Be better informed about compensation trends in similar sized hospitals.

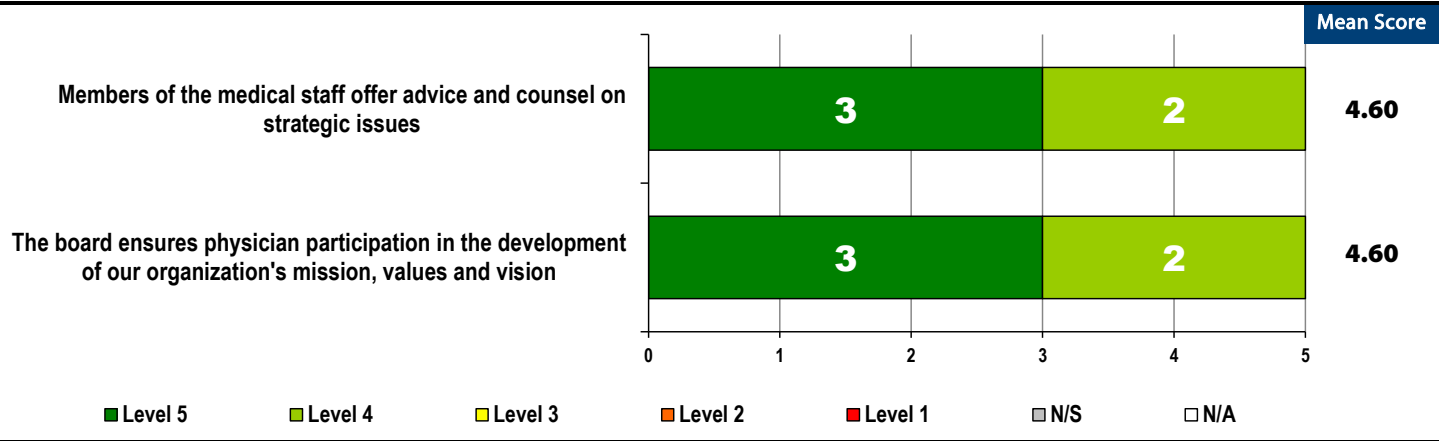
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Relationships with the Medical Staff

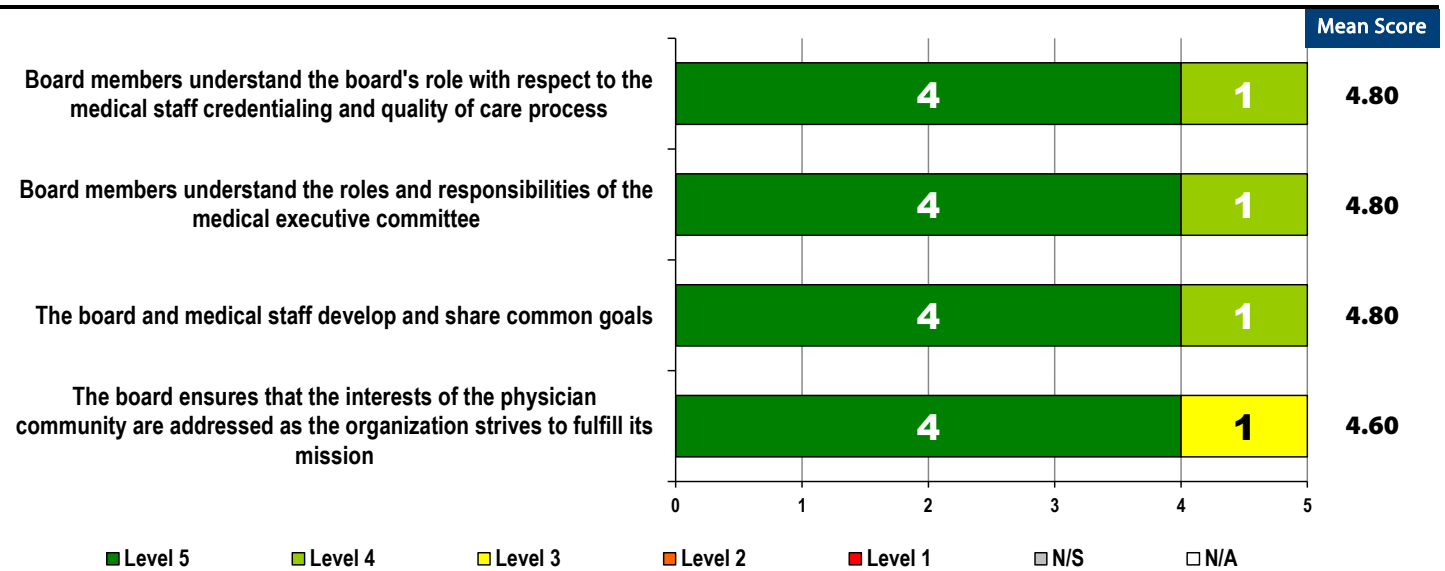
#### Physician Involvement in Decision Making

(sorted by highest to lowest mean score)



#### Shared Understanding

(sorted by highest to lowest mean score)

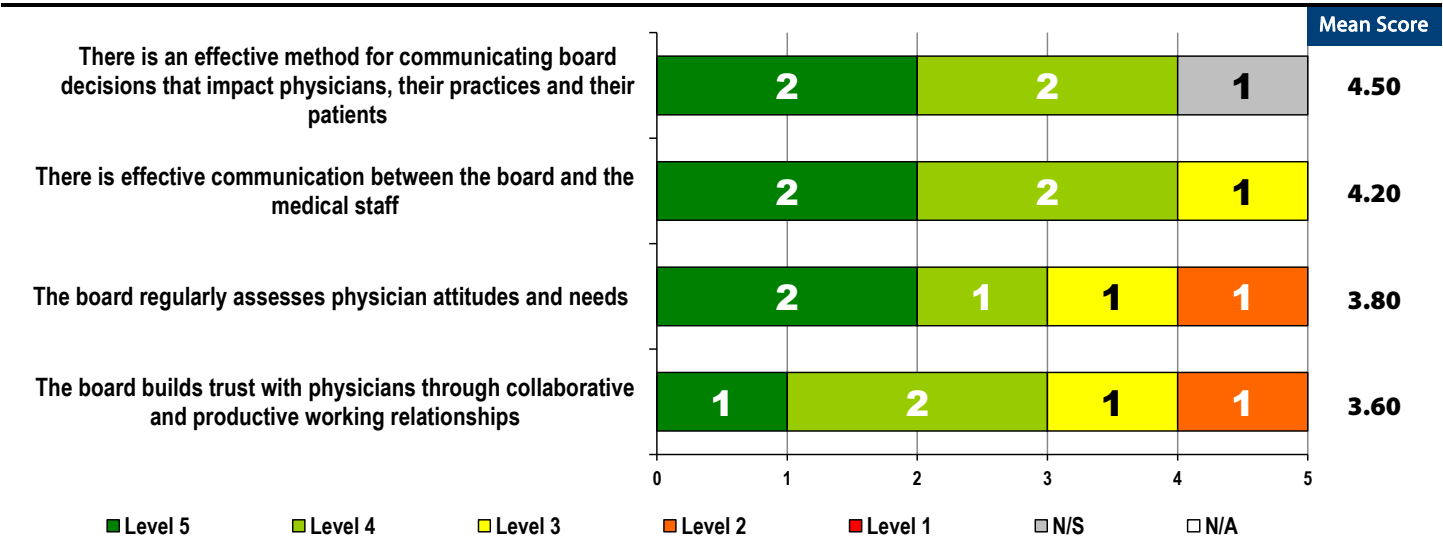


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Communication and Interaction

(sorted by highest to lowest mean score)



### Suggestions for Governance Improvement

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

- I appreciate how the current Chief of Staff brings other physicians into Board meetings. It promotes more extensive collaborative working relationships.
- Better communication.

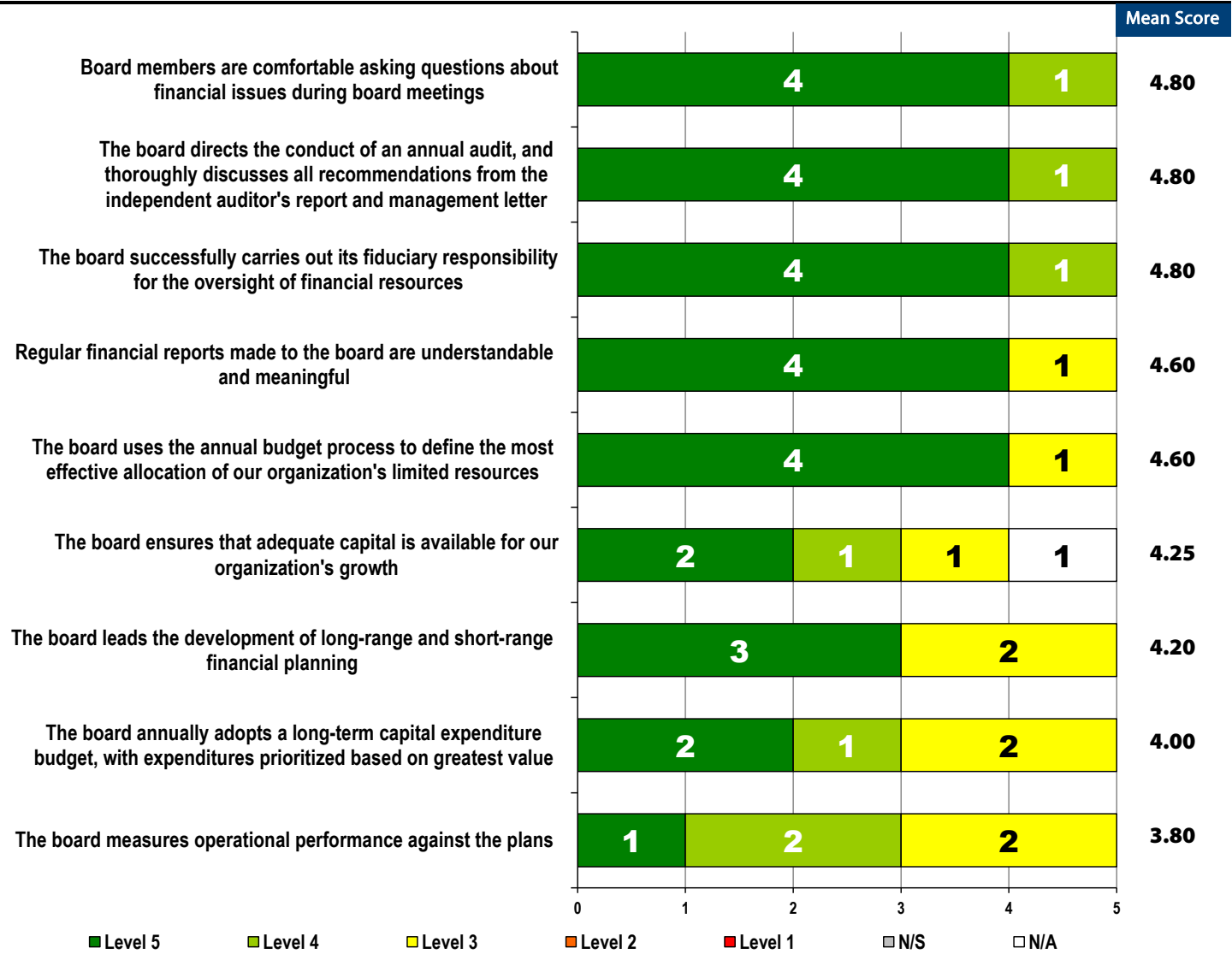
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Financial Leadership

#### The Fiduciary Responsibility

(sorted by highest to lowest mean score)

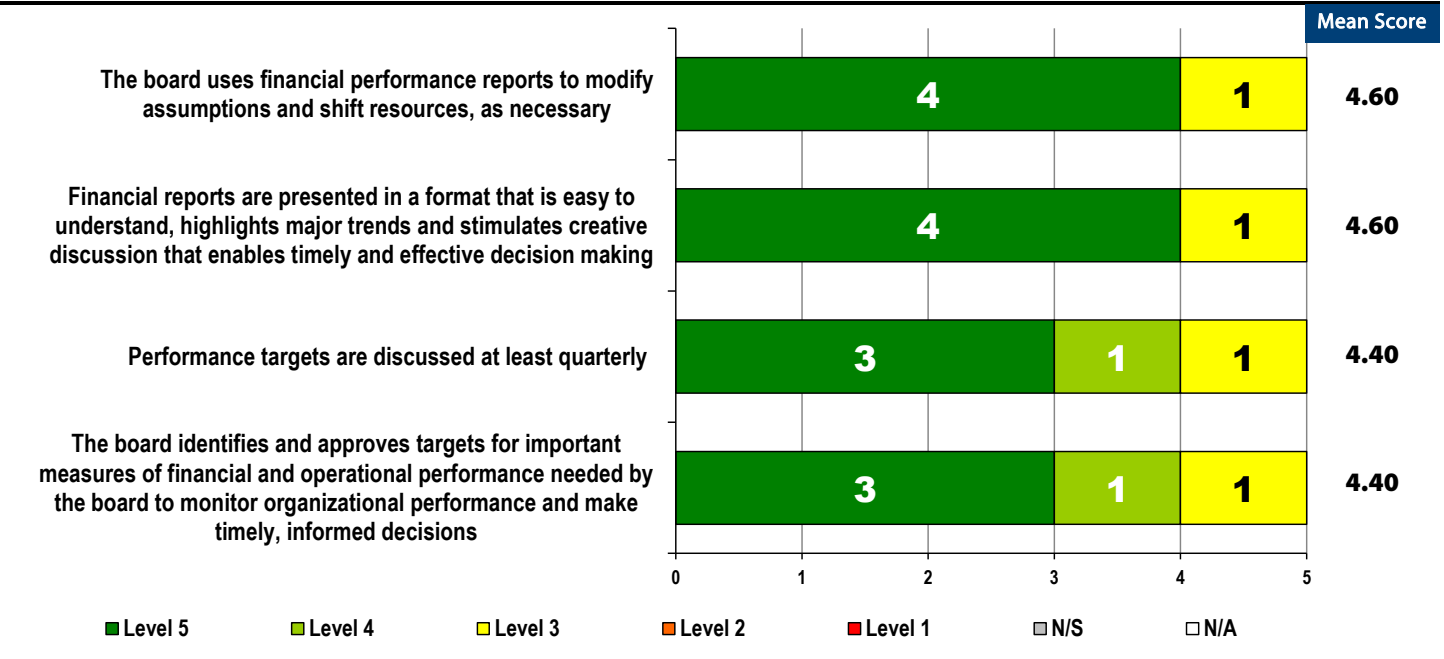


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Monitoring Progress

(sorted by highest to lowest mean score)



### Suggestions for Governance Improvement

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

- Board could get clearer about financial performance targets and timelines.
- More involved in decision making.



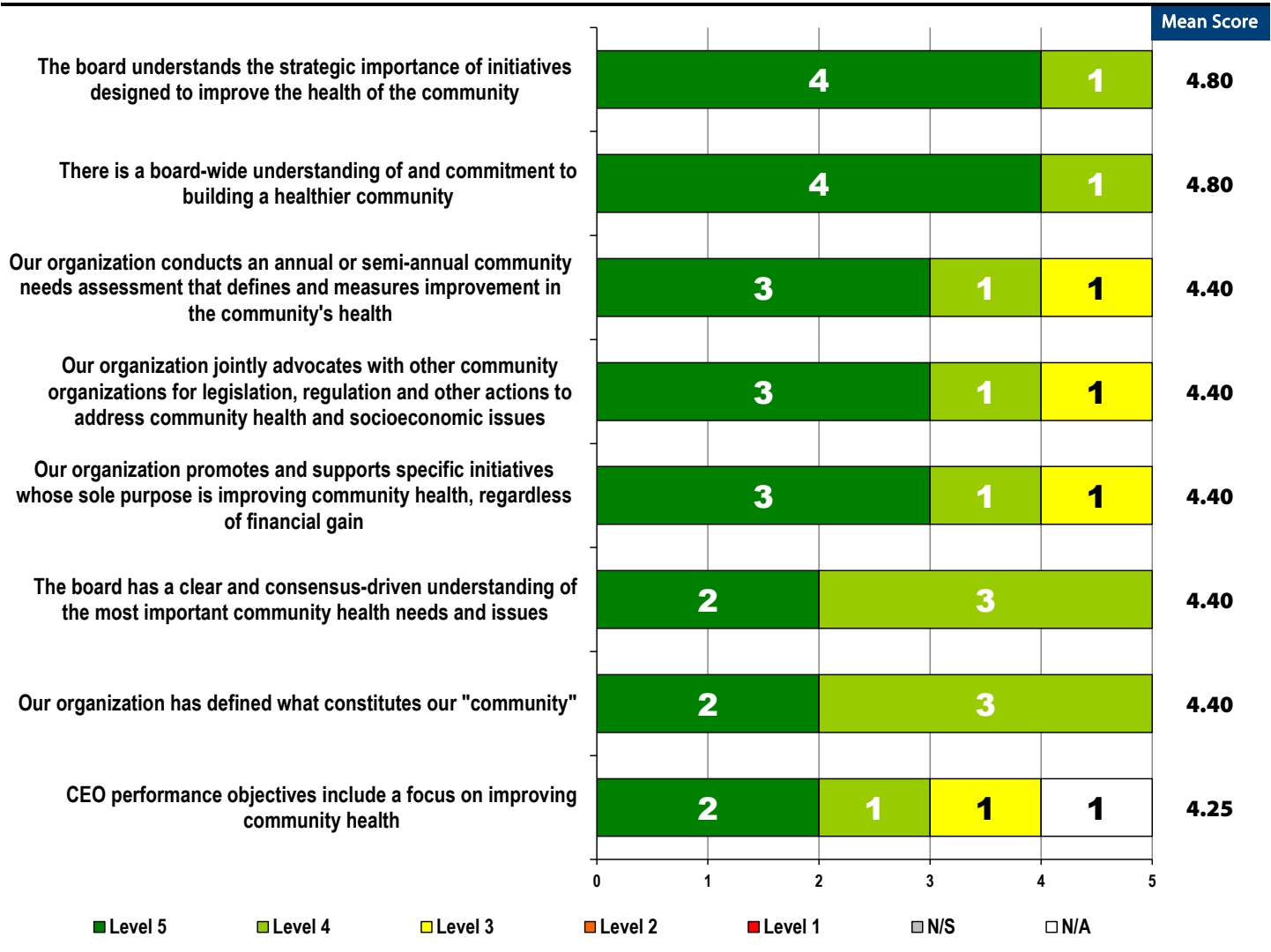
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Community Health

#### Development and Support of Community Health Initiatives

(sorted by highest to lowest mean score)

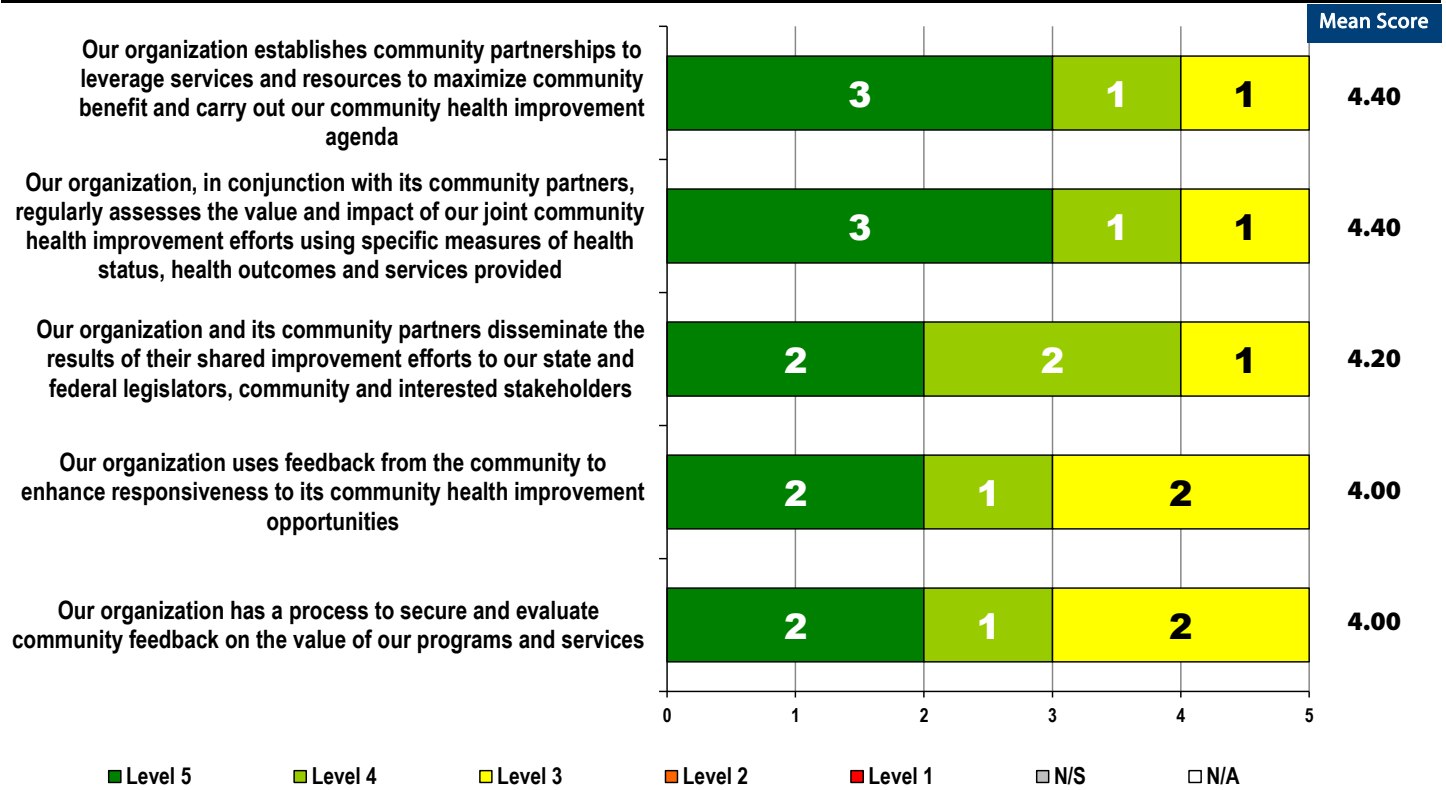


# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Community Involvement and Communication

(sorted by highest to lowest mean score)



### Suggestions for Governance Improvement

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

- Improve community partnerships.

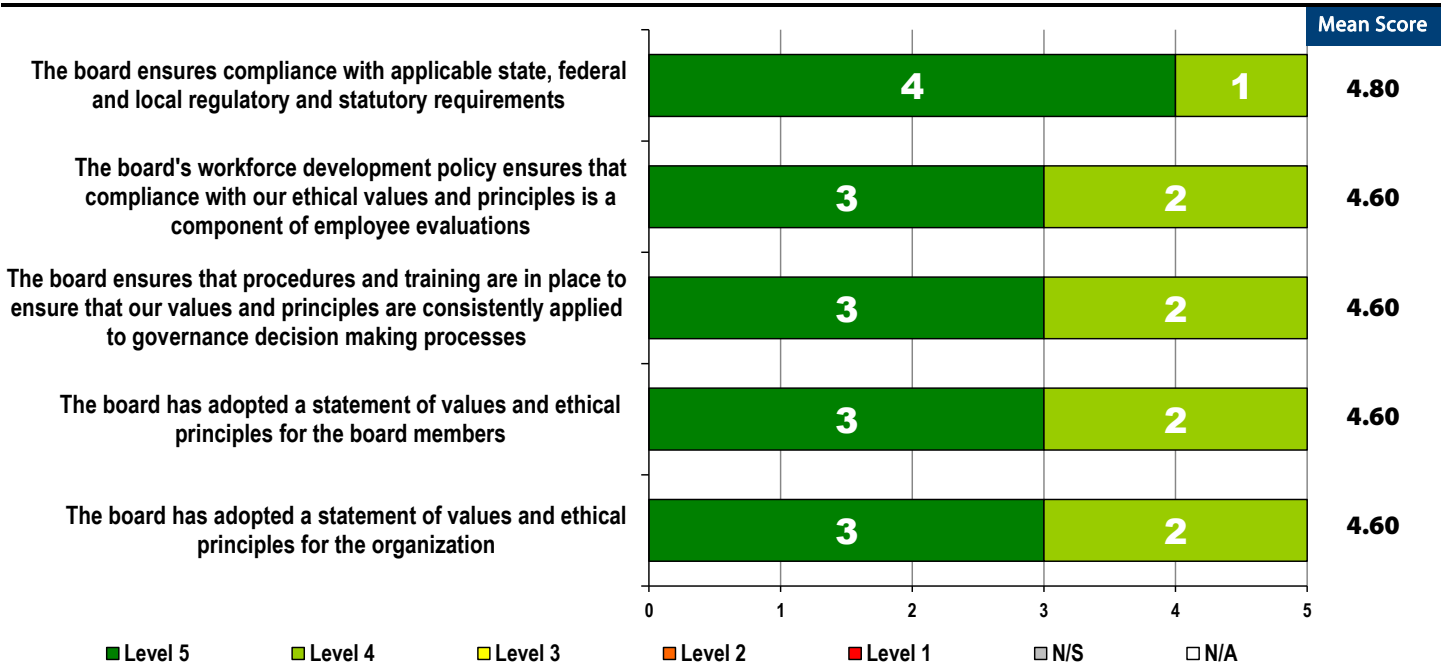
# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Organizational Ethics

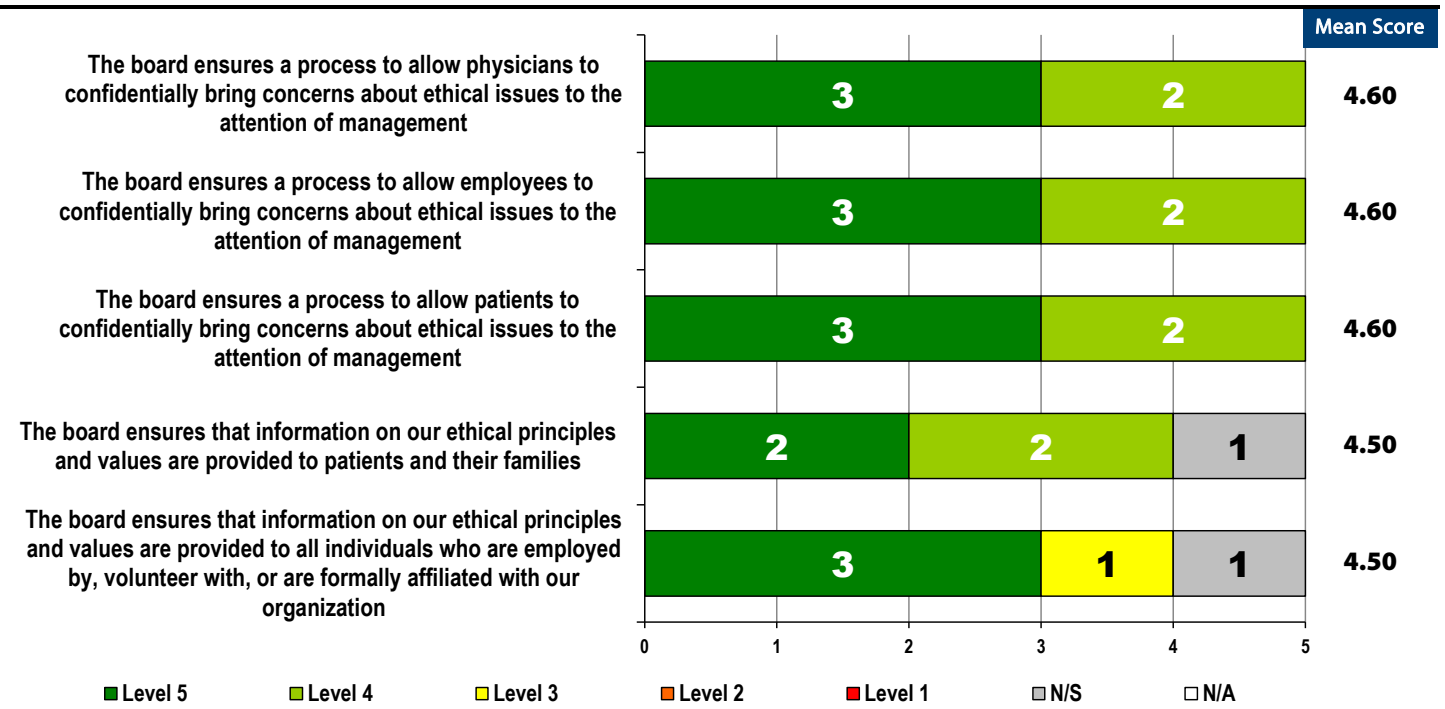
#### Ensuring Development and Implementation of Organizational Ethics

(sorted by highest to lowest mean score)



#### Awareness of Ethical Issues

(sorted by highest to lowest mean score)



# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### Suggestions for Governance Improvement

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

- Be more informed of concerns raised by physicians, staff, and patients.

# 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?*

- Hire a fiscally competent CEO who values transparency, the involvement of the Executive Team with the Board, and improvement of community perceptions of our healthcare.
- Finding a new CEO that will successfully lead our hospital.
- To find a CEO.
- Improving communication and a better connection with our employees and community.
- Better internal communication.

## Most Significant Strengths

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

- Individual Board members bring leadership skills from various backgrounds in the community.
- All have different strengths and connections to make the hospital successful.
- Strong leaders.
- Sincere desire to serve our community and ensure the continued access to quality health care that meets the needs of most of our residents.
- Generally speaking, Board members appreciate robust discussion and value consensus decision-making.
- Communication.

## Most Significant Weaknesses

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

- Not ensuring that information provided to the Board has always been vetted by legal, finance, HR, compliance, clinical or other necessary perspectives on a given issue.
- Lack of real information regarding the hospital's heartbeat.
- CEO and executive team relationships and management.
- Communication within the board.
- Financial security of hospital.
- Thinking out of the box.

# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### 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?*

- Supporting the Executive Team around the continued financial turnaround.
- Financial security of hospital.
- Budget.
- Billing.
- Hiring a well qualified CEO who is a great fit for our hospital and the area.
- CEO and executive team relationships and management.
- Hiring the right CEO.
- Supporting and improving performance expectations for staff.
- Become more involved and informed.
- Re-building Ortho.
- Strengthening IT.

### 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?*

- Monitoring any changes at the federal level to Medicaid (Medi-Cal) and Medicare.
- Financial revenue and ways to improve it.
- Expense reimbursement from government and private insurance.
- Monetary survival of the hospital.
- The cash flow.
- Budget for specialized services locally.
- Services that are very needed and those that are not.
- Providing more treatment locally.
- Physician recruitment and retention.
- Labor and delivery and orthopedics.
- Staff training for skills and customer service.

# SUMMARY RESULTS

## 2025 Northern Inyo Healthcare District Governance Self-Assessment

### 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?*

- Continued support for Chief Financial Officer to improve and sustain financial viability.
- Financial stability.
- Financial corrections.
- Funding.
- Re-build and sustain a viable ortho clinic responsive to community needs.
- Orthopedic services.
- Ophthalmology services.
- Recruitment of specialists for identified healthcare needs.
- Recruit and retain a very competent CEO.
- Better connection and communication.
- Everyone working together.
- The culture.
- Expect and reinforce excellent customer service.
- Review, update and identify emerging healthcare issues and needs for inclusion in current strategic plan.

## Highest Priority for the Board in the Next Year

- Find the correct CEO to lead the hospital in the immediate future.

## Most Significant Strengths

- Good diverse skillset which helps to highlight and leverage each board member's abilities in different situations.
  - o Jean and Melissa: Great leadership and trusted resource.
  - o David Lent: Wise and much needed representation from the tribal community.
  - o David Barrett: Creative and ambitious with outside healthcare industry experience. Fulfilling Grandfather's vision is a great cause.
  - o Laura: Longevity and respect as a community leader. Former hospital employee who understands the hospital day to day.

## Most Significant Weaknesses

- There isn't always cohesion or alignment between executive team and the board. A sense of having to hold executive team accountable in a public space.
- Tend to focus on the day to day rather than the strategic direction.
- Stay positive in messaging and be the staff's champion for the district.

## Key Issues for Board Focus in the Next Year

- Community outreach should be a key part of the board responsibilities.
- Focus on the future direction of the organization and not mired with daily issues.
- Need to clarify the mission statement versus strategic plan slogan.

## Significant Trends the Board Must Understand and Deal with in the Next Year

- Identifying and focusing on the higher level issues facing the organization.
  - o What does the board want the hospital to be in the future? What is the vision?
- Formalize the Board meeting process to make the more strategic decisions.

## Critical Factors to Address to Successfully Achieve Goals

- Understanding the bigger picture (vision) and matching that with the CEO selection. Tendency in the past to select a CEO on the current crisis (ie. financial)
- Need a 360 review of the CEO so Exec /Leadership Team can provide candid feedback.
- Develop norms and behaviors (code of conduct) for how the board will interact in public meetings.
- Making the time commitment to participate and be active.
- Communication with executive team on negative issues in private.
- Need alignment between hospital staff and Board in public.



## **Code of Conduct**

The following Code of Conduct was adopted by the Northern Inyo Healthcare District (NIHD) Board of Directors on October 18, 2023 to describe expectations of each Board member during and after his or her service.

### **As a member of the NIHD Board of Directors I will:**

1. represent the best interests of NIHD and be a positive example to others within NIHD and within the community in both my attitude and actions, acting at all times with honesty, integrity, diligence, competence and in good faith;
2. become and stay knowledgeable about the Board's bylaws, policies and procedures;
3. become well-informed about each matter coming before the Board for decision;
4. bring matters to the Board's attention that I believe may have a significant effect on the well-being of NIHD, its services, employees or mission;
5. participate actively in Board and committee discussions;
6. listen carefully to other members and consider their opinions respectfully, particularly if they differ from mine;
7. respect and support majority decisions of the Board, even if I disagree with that result;
8. acknowledge conflicts that arise between my personal interests and the Board's activities, identifying them early and withdrawing from related discussions and votes;
9. maintain, in accordance with law, the confidentiality of information provided to me in my role as a Board Member;
10. refer Board member complaints promptly and directly to the Board Chair and to the Chief Executive Officer (CEO), as appropriate;
11. surrender all information related to NIHD matters to my successor, but continue to maintain related duties of confidentiality;
12. comply with all NIHD policies and procedures to support and model a work environment that discourages any form of inappropriate conduct, harassment, discrimination, or retaliation;
13. recognize and respect the differentiation between Board and staff responsibilities.

### **I will not:**

1. share opinions elsewhere that I am unwilling to discuss before the Board or its committees;
2. decide how to vote before hearing discussion and becoming fully informed;
3. interfere with duties and activities of other Board members;
4. speak publicly on behalf of the Board unless specifically authorized to do so.

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Signature

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Date