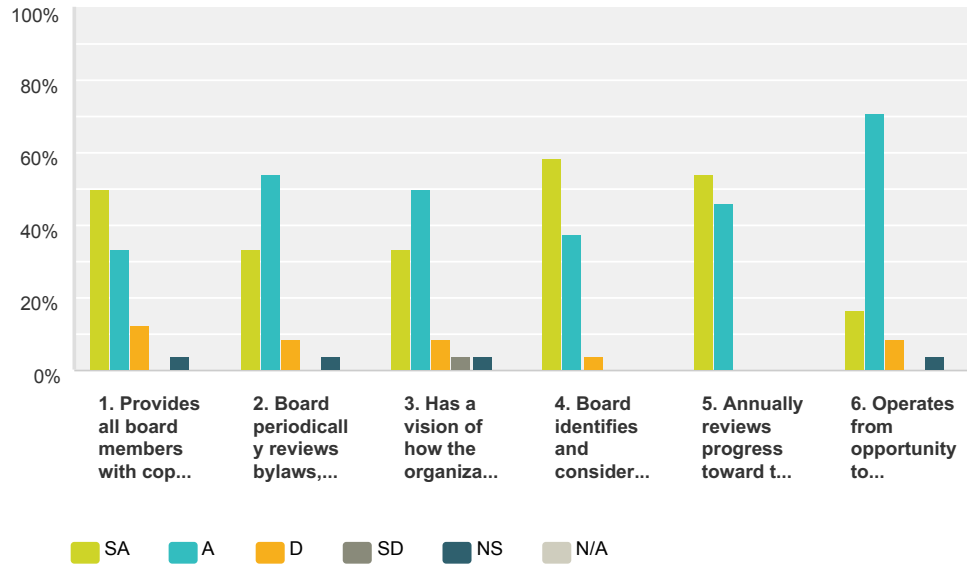


2017 Board Self-Assessment Survey

Q1 Strategic Planning

Answered: 24 Skipped: 0

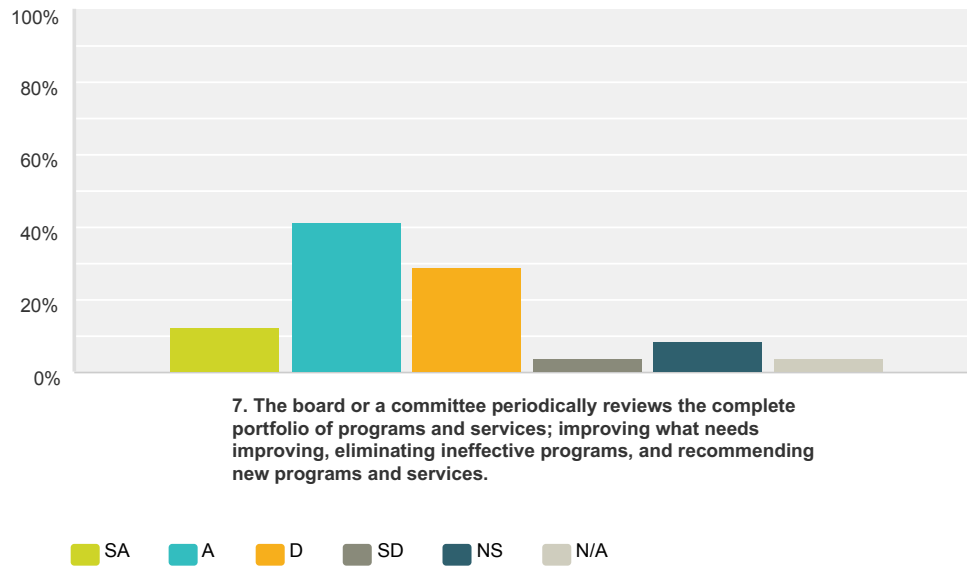


	SA	A	D	SD	NS	N/A	Total
1. Provides all board members with copies of the mission statement, bylaws, strategic plan, and all other important documents of the organization.	50.00% 12	33.33% 8	12.50% 3	0.00% 0	4.17% 1	0.00% 0	24
2. Board periodically reviews bylaws, articles of incorporation, mission and policies.	33.33% 8	54.17% 13	8.33% 2	0.00% 0	4.17% 1	0.00% 0	24
3. Has a vision of how the organization should evolve over the next 3, 5, or 10 years.	33.33% 8	50.00% 12	8.33% 2	4.17% 1	4.17% 1	0.00% 0	24
4. Board identifies and considers external trends and influences impacting the organization and members.	58.33% 14	37.50% 9	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
5. Annually reviews progress toward the long-range goals and modifies the strategic plan.	54.17% 13	45.83% 11	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
6. Operates from opportunity to opportunity rather than crisis to crisis.	16.67% 4	70.83% 17	8.33% 2	0.00% 0	4.17% 1	0.00% 0	24

#	Comments	Date
1	Very proactive	6/20/2017 5:36 PM
2	The reviews that occur are situational based, there is not a systematic approach to looking at health care trends and how health centers can, should and have potential to evolve in the health care system. There is not a futurist perspective but needs to have one.	6/14/2017 9:39 AM

Q2 Program and Services

Answered: 24 Skipped: 0



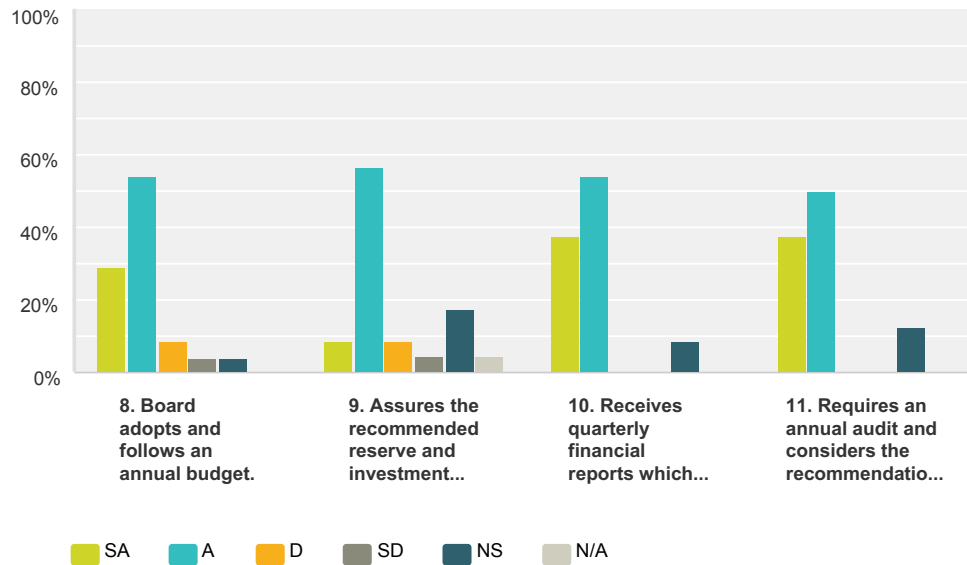
	SA	A	D	SD	NS	N/A	Total
7. The board or a committee periodically reviews the complete portfolio of programs and services; improving what needs improving, eliminating ineffective programs, and recommending new programs and services.	12.50% 3	41.67% 10	29.17% 7	4.17% 1	8.33% 2	4.17% 1	24

#	Comments	Date
1	Seems that staff does this	6/20/2017 5:36 PM
2	Agree with the caveat that the only report we receive is a listing of trainings and number of attendees. The Board never actually reviews the training program in its totality.	6/19/2017 3:09 PM
3	There is not a complete review, it is situational.	6/14/2017 9:39 AM
4	Programs just disappear, I don't recall hearing about how programs are going that are vulnerable. PCMH coaching, DRVs analytics, PMG all seem to have gone dark.	6/14/2017 9:30 AM

2017 Board Self-Assessment Survey

Q3 Budgeting, Finances

Answered: 24 Skipped: 0



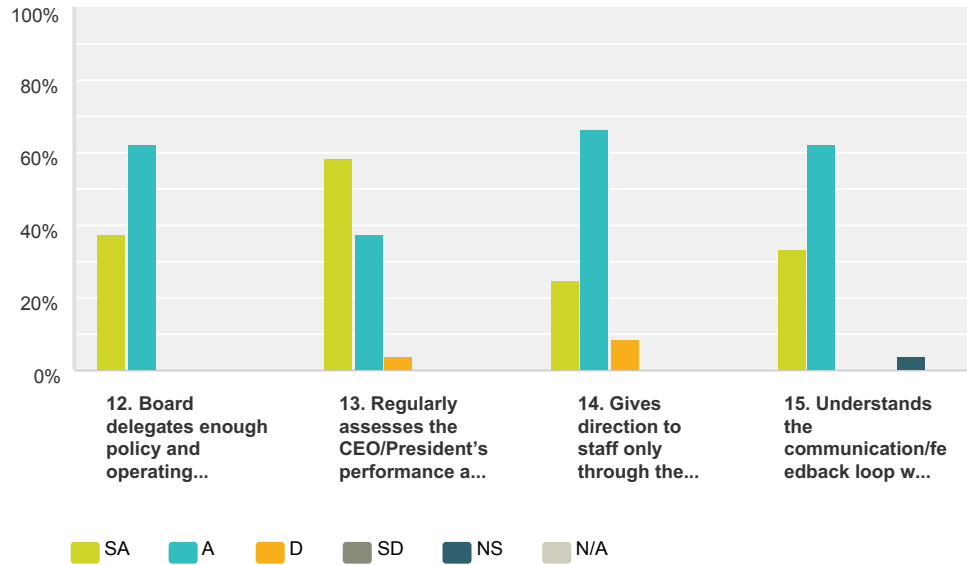
	SA	A	D	SD	NS	N/A	Total
8. Board adopts and follows an annual budget.	29.17% 7	54.17% 13	8.33% 2	4.17% 1	4.17% 1	0.00% 0	24
9. Assures the recommended reserve and investment strategy is yielding appropriate results.	8.70% 2	56.52% 13	8.70% 2	4.35% 1	17.39% 4	4.35% 1	23
10. Receives quarterly financial reports which are understandable, accurate and timely.	37.50% 9	54.17% 13	0.00% 0	0.00% 0	8.33% 2	0.00% 0	24
11. Requires an annual audit and considers the recommendations made in the independent auditor's report and management letter, with resulting changes as appropriate.	37.50% 9	50.00% 12	0.00% 0	0.00% 0	12.50% 3	0.00% 0	24

#	Comments	Date
1	Finances= one of CPCA's biggest strengths	6/19/2017 4:58 PM
2	In all my years on the board and on the finance committee, I have never seen a formal investment strategy, policy or any procedures let alone a desired outcome goal. #9	6/14/2017 2:33 PM
3	Sandy's recent announcement of the transfer of over \$180,000 was not in the budget and demonstrates that for both the c(4) and c(3) there was a budget error. This allocation was not in the budget and may have significant impact. The tracking of the source of funds that were transferred may violate federal regulations. This is a major problem but was treated as an "oops"! What is the Board Policy on Reserves? I do not recall the Board establishing and if has been established, it is not reviewed in context of presentation of financials to the Board.	6/14/2017 9:39 AM

2017 Board Self-Assessment Survey

Q4 Staffing

Answered: 24 Skipped: 0

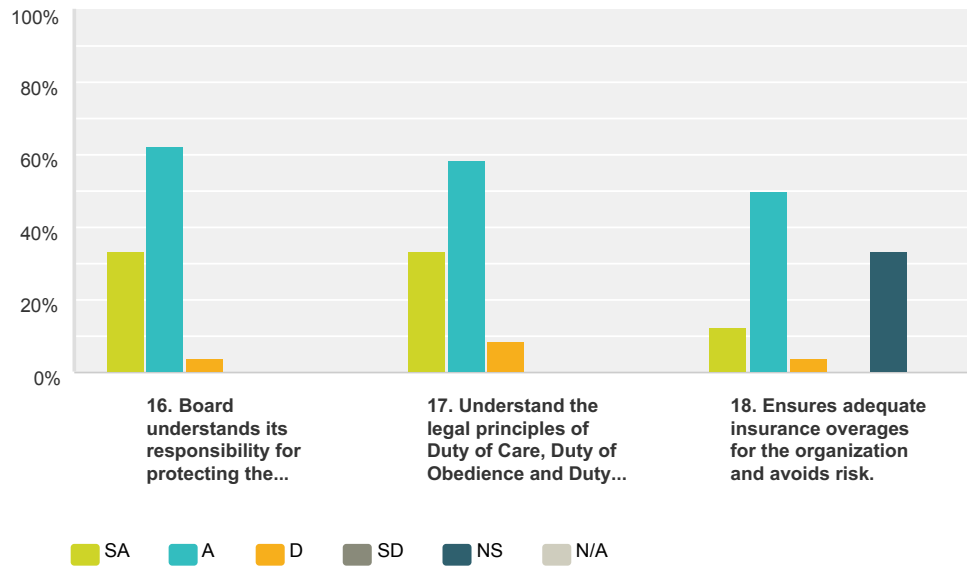


	SA	A	D	SD	NS	N/A	Total
12. Board delegates enough policy and operating authority for the CEO/President to lead and manage the organization.	37.50% 9	62.50% 15	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
13. Regularly assesses the CEO/President's performance and compensation in a fair and systematic way, related to the goals in the strategic plan.	58.33% 14	37.50% 9	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
14. Gives direction to staff only through the chief executive.	25.00% 6	66.67% 16	8.33% 2	0.00% 0	0.00% 0	0.00% 0	24
15. Understands the communication/feedback loop when approached with staff who have an issue.	33.33% 8	62.50% 15	0.00% 0	0.00% 0	4.17% 1	0.00% 0	24

#	Comments	Date
1	Board members have access to and often communicate with staff members other than the CEO.	6/19/2017 3:09 PM
2	The evaluation instrument is a joke. To have a CEO with the level of responsibility of CPCA to use Survey Monkey is not an effective instrument. Rating and comments without context does not do the CEO any really good. it is about checking the box, not doing an effort to impact performance.	6/14/2017 9:39 AM

Q5 Risk Management - Protection

Answered: 24 Skipped: 0



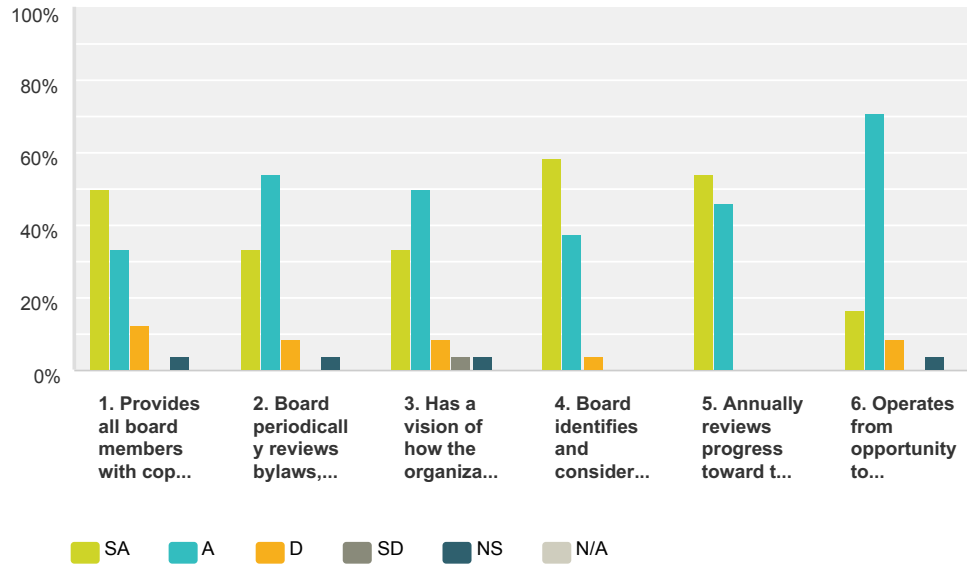
	SA	A	D	SD	NS	N/A	Total
16. Board understands its responsibility for protecting the organization and acts accordingly.	33.33% 8	62.50% 15	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
17. Understand the legal principles of Duty of Care, Duty of Obedience and Duty of Loyalty.	33.33% 8	58.33% 14	8.33% 2	0.00% 0	0.00% 0	0.00% 0	24
18. Ensures adequate insurance overages for the organization and avoids risk.	12.50% 3	50.00% 12	4.17% 1	0.00% 0	33.33% 8	0.00% 0	24

#	Comments	Date
1	We still have work to do in this area. Not sure the Board, or the Finance Committee for that matter, has ever had a report showing the insurance coverages for CPCA. Also, we still need to do a yearly corporate compliance review.	6/19/2017 3:09 PM
2	We do not receive an annual report of insurance coverage so I don't know how to answer #18.	6/14/2017 2:33 PM
3	I think the board often forgets that as a board member, our primary responsibility is to CPCA, not our individual organizations. Because health center feedback is essential to CPCA success, it is difficult to make the transition from committees (health center hat) to the board (what's best for CPCA hat).	6/14/2017 9:44 AM

2017 Board Self-Assessment Survey

Q1 Strategic Planning

Answered: 24 Skipped: 0

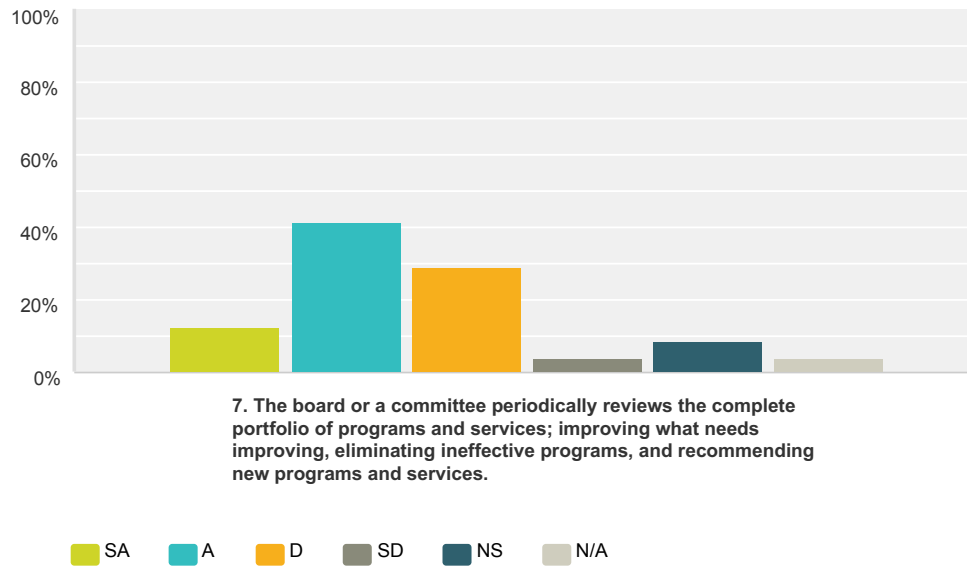


	SA	A	D	SD	NS	N/A	Total
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3. Has a vision of how the organization should evolve over the next 3, 5, or 10 years.	33.33% 8	50.00% 12	8.33% 2	4.17% 1	4.17% 1	0.00% 0	24
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Q2 Program and Services

Answered: 24 Skipped: 0



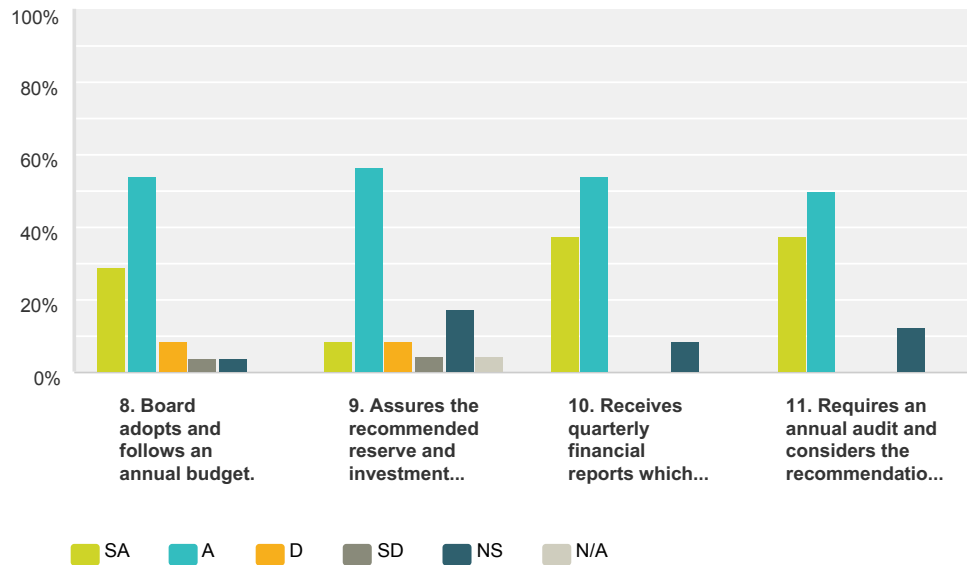
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2017 Board Self-Assessment Survey

Q3 Budgeting, Finances

Answered: 24 Skipped: 0



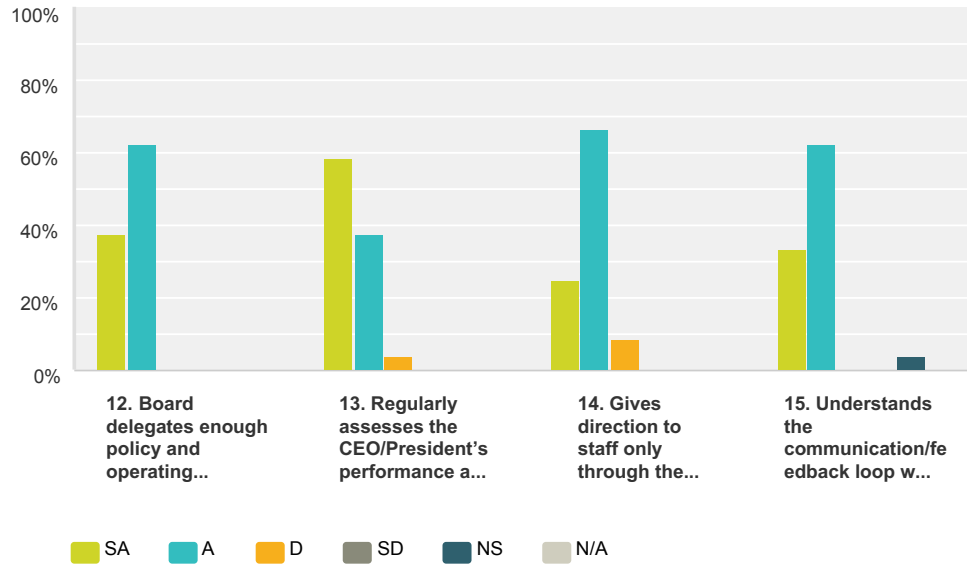
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2017 Board Self-Assessment Survey

Q4 Staffing

Answered: 24 Skipped: 0

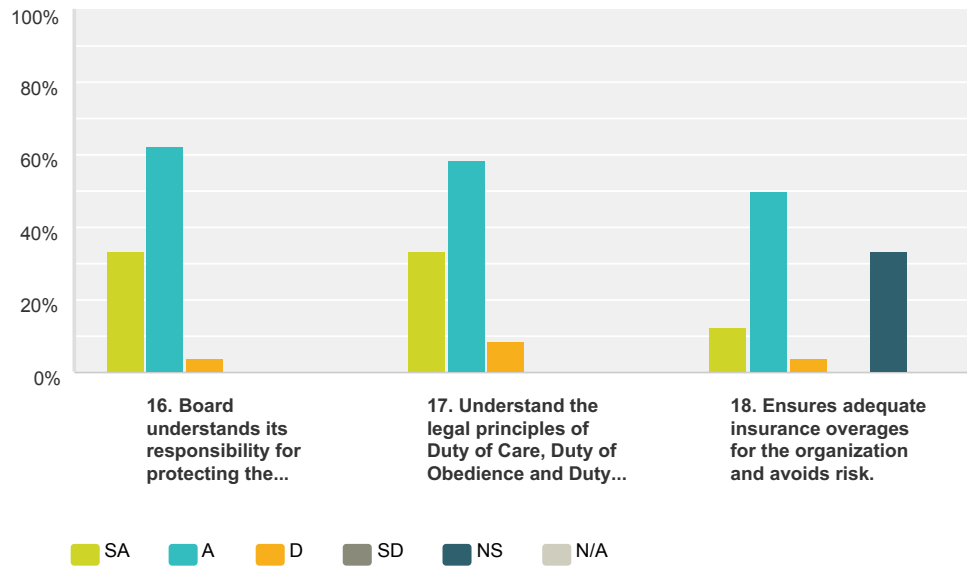


	SA	A	D	SD	NS	N/A	Total
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Q5 Risk Management - Protection

Answered: 24 Skipped: 0

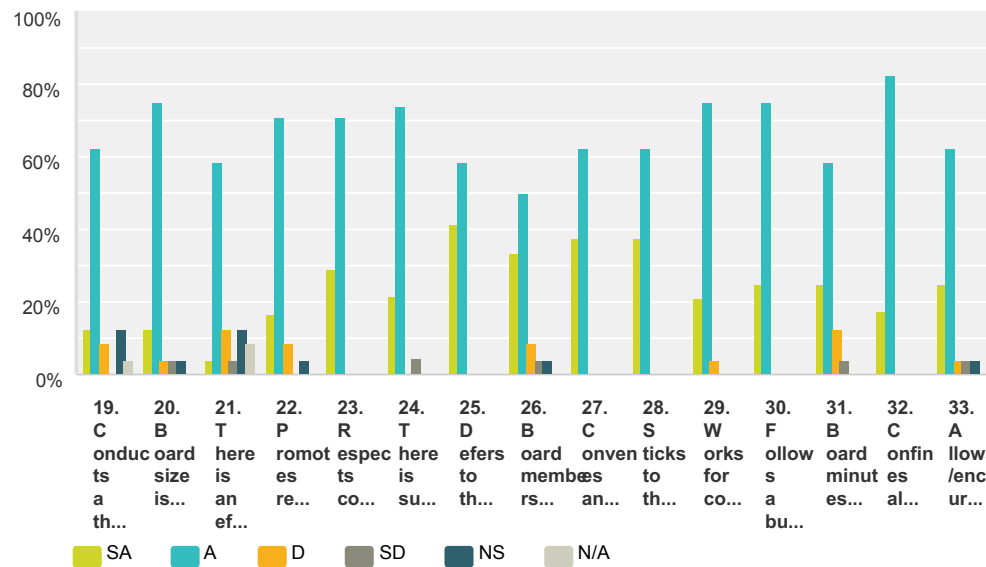


	SA	A	D	SD	NS	N/A	Total
16. Board understands its responsibility for protecting the organization and acts accordingly.	33.33% 8	62.50% 15	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
17. Understand the legal principles of Duty of Care, Duty of Obedience and Duty of Loyalty.	33.33% 8	58.33% 14	8.33% 2	0.00% 0	0.00% 0	0.00% 0	24
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#	Comments	Date
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Q6 Leadership Development and Governing Body

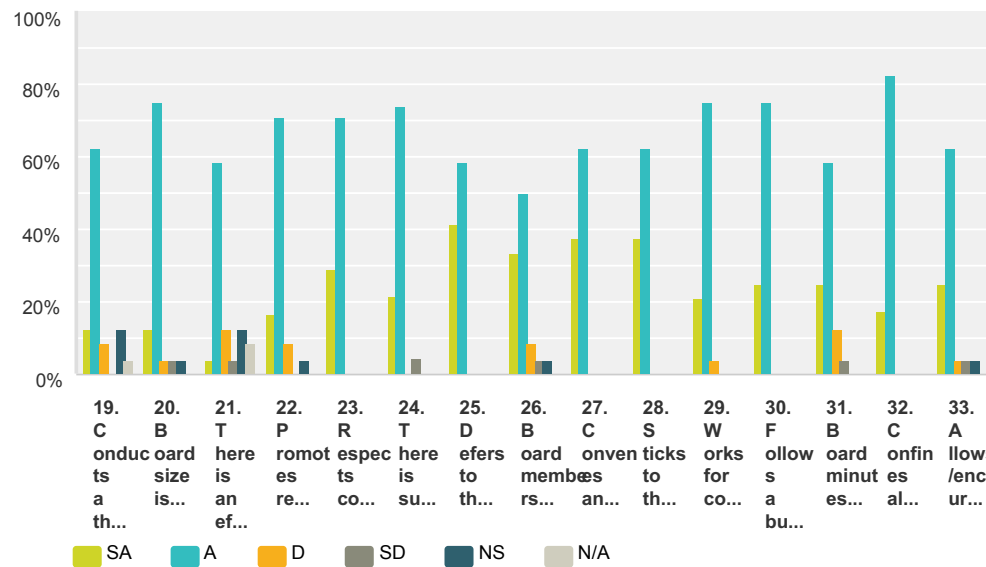
Answered: 24 Skipped: 0



	SA	A	D	SD	NS	N/A	Total
19. Conducts a thorough orientation for all board members.	12.50% 3	62.50% 15	8.33% 2	0.00% 0	12.50% 3	4.17% 1	24
20. Board size is ideal for the organization.	12.50% 3	75.00% 18	4.17% 1	4.17% 1	4.17% 1	0.00% 0	24
21. There is an effective process for identifying and orienting new leaders.	4.17% 1	58.33% 14	12.50% 3	4.17% 1	12.50% 3	8.33% 2	24
22. Promotes respect for new ideas and people among board and staff.	16.67% 4	70.83% 17	8.33% 2	0.00% 0	4.17% 1	0.00% 0	24
23. Respects confidentiality of all board meetings and materials.	29.17% 7	70.83% 17	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
24. There is sufficient leadership rotation and limitation on terms.	21.74% 5	73.91% 17	0.00% 0	4.35% 1	0.00% 0	0.00% 0	23
25. Defers to the President/CEO in matters requiring a spokesperson for the organization.	41.67% 10	58.33% 14	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
26. Board members have adequate opportunities to discuss issues and ask questions.	33.33% 8	50.00% 12	8.33% 2	4.17% 1	4.17% 1	0.00% 0	24
27. Convenes and adjourns meetings on time.	37.50% 9	62.50% 15	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
28. Sticks to the prepared agenda.	37.50% 9	62.50% 15	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
29. Works for consensus rather than fighting for a majority.	20.83% 5	75.00% 18	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
30. Follows a businesslike system of parliamentary rules.	25.00% 6	75.00% 18	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
31. Board minutes are accurate, timely and easy to understand.	25.00% 6	58.33% 14	12.50% 3	4.17% 1	0.00% 0	0.00% 0	24

Q6 Leadership Development and Governing Body

Answered: 24 Skipped: 0



	SA	A	D	SD	NS	N/A	Total
19. Conducts a thorough orientation for all board members.	12.50% 3	62.50% 15	8.33% 2	0.00% 0	12.50% 3	4.17% 1	24
20. Board size is ideal for the organization.	12.50% 3	75.00% 18	4.17% 1	4.17% 1	4.17% 1	0.00% 0	24
21. There is an effective process for identifying and orienting new leaders.	4.17% 1	58.33% 14	12.50% 3	4.17% 1	12.50% 3	8.33% 2	24
22. Promotes respect for new ideas and people among board and staff.	16.67% 4	70.83% 17	8.33% 2	0.00% 0	4.17% 1	0.00% 0	24
23. Respects confidentiality of all board meetings and materials.	29.17% 7	70.83% 17	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
24. There is sufficient leadership rotation and limitation on terms.	21.74% 5	73.91% 17	0.00% 0	4.35% 1	0.00% 0	0.00% 0	23
25. Defers to the President/CEO in matters requiring a spokesperson for the organization.	41.67% 10	58.33% 14	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
26. Board members have adequate opportunities to discuss issues and ask questions.	33.33% 8	50.00% 12	8.33% 2	4.17% 1	4.17% 1	0.00% 0	24
27. Convenes and adjourns meetings on time.	37.50% 9	62.50% 15	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
28. Sticks to the prepared agenda.	37.50% 9	62.50% 15	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
29. Works for consensus rather than fighting for a majority.	20.83% 5	75.00% 18	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
30. Follows a businesslike system of parliamentary rules.	25.00% 6	75.00% 18	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
31. Board minutes are accurate, timely and easy to understand.	25.00% 6	58.33% 14	12.50% 3	4.17% 1	0.00% 0	0.00% 0	24

2017 Board Self-Assessment Survey

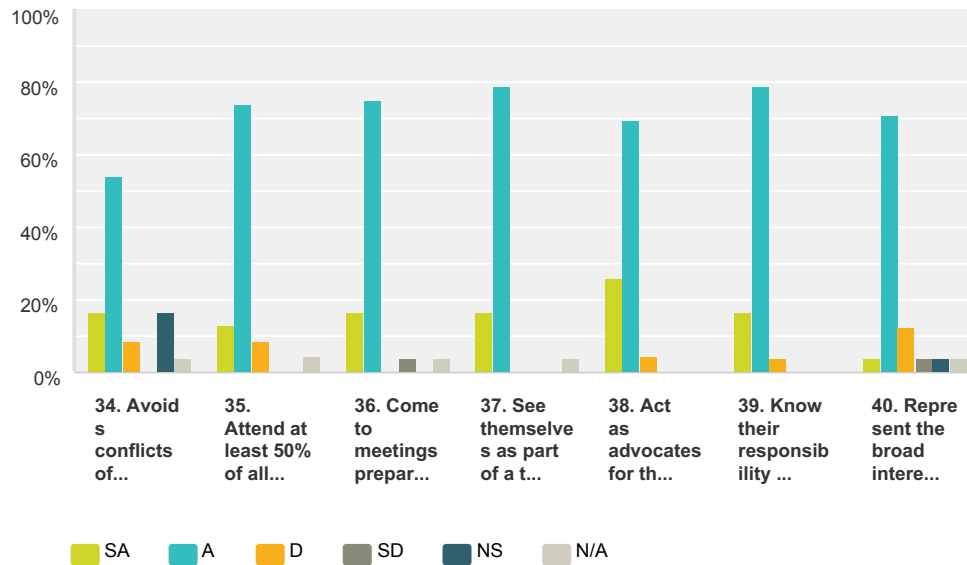
32. Confines all discussion to policy issues and avoids management issues.	17.39% 4	82.61% 19	0.00% 0	0.00% 0	0.00% 0	0.00% 0	23
33. Allows/encourages all board members to participate in discussion.	25.00% 6	62.50% 15	4.17% 1	4.17% 1	4.17% 1	0.00% 0	24

#	Comments	Date
1	It would be nice if we could get to a place where the Board size could be reduced.	6/19/2017 3:09 PM
2	1- Meetings are often scheduled very last minute. 2- Minutes are not released timely. I believe they should be released shortly after a meeting is held. 3- There are times that board members get calls when they voice their opinion rather than varied opinions being appreciated.	6/19/2017 10:33 AM
3	Receiving board minutes right before the next quarterly meeting is not timely to my way of thinking. #31 Definitely everyone is "allowed" to participate in discussions but they are not "encouraged" necessarily. In fact, some board members say very little if anything.	6/14/2017 2:33 PM
4	Minutes could be more thorough. We should have minutes from the Executive Committee meetings and the Finance Committee meetings to review and approve at each subsequent committee meeting.	6/14/2017 9:44 AM
5	Has everyone ever tracked how the same few people lead the Committees and speak all the time? I have. This year there was a greater infusion of new Chairs, bravo. In meetings the same people speak meeting after meeting. The Chairs need to be diligent and create strategies that invite others to speak. There is no process for identifying leaders and encouraging leadership. It is a get in line approach. More strategic thinking needs to be done. This is for Committees also.	6/14/2017 9:39 AM

2017 Board Self-Assessment Survey

Q7 Individual Board Members

Answered: 24 Skipped: 0



	SA	A	D	SD	NS	N/A	Total
34. Avoids conflicts of interest and discloses to the board in a timely manner any possible conflicts?	16.67% 4	54.17% 13	8.33% 2	0.00% 0	16.67% 4	4.17% 1	24
35. Attend at least 50% of all board meetings and attend committee meetings?	13.04% 3	73.91% 17	8.70% 2	0.00% 0	0.00% 0	4.35% 1	23
36. Come to meetings prepared to discuss agenda items and stay engaged in the discussions?	16.67% 4	75.00% 18	0.00% 0	4.17% 1	0.00% 0	4.17% 1	24
37. See themselves as part of a team effort?	16.67% 4	79.17% 19	0.00% 0	0.00% 0	0.00% 0	4.17% 1	24
38. Act as advocates for the organization?	26.09% 6	69.57% 16	4.35% 1	0.00% 0	0.00% 0	0.00% 0	23
39. Know their responsibility as trustees of the organization and role as a board member?	16.67% 4	79.17% 19	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24
40. Represent the broad interest of the organization and all constituents, not special interests?	4.17% 1	70.83% 17	12.50% 3	4.17% 1	4.17% 1	4.17% 1	24

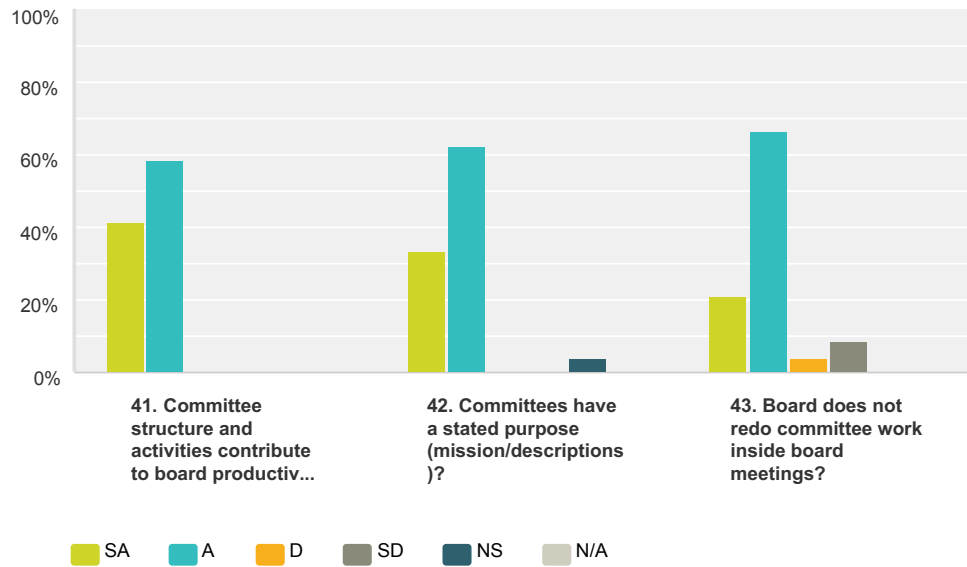
#	Comments	Date
1	There are still Board members who miss more than 2 meetings and there are a few Board members who do not attend committee meetings at all.	6/19/2017 3:09 PM
2	Overall, individual board members work as a team and take their "health center hat" off, but it's an area that always can benefit from improvement. It's also discouraging that the board participation in this survey has been low. No room to complain if you don't participate.	6/19/2017 11:39 AM
3	I know this is not how the question was asked, but I feel like staff sometimes have special interests they are advocating for and the special interests aren't aligned with what is good for health centers.	6/19/2017 10:33 AM
4	50% of all board meetings is more realistic than it was before this last year or two. #35 Define all constituents? Are we talking organizations or populations? Some people believe we represent populations, not organizations.	6/14/2017 2:33 PM

2017 Board Self-Assessment Survey

5	How can a board member not attend or participate in committee meetings and still vote for action during the board meeting? Too many times we get to the board meeting and have to revisit the same conversation all over again because someone was not there for the initial conversation. Poor use of time and disrespectful for those that have committed to the process.	6/14/2017 9:30 AM
6	I attend more than 50% of the time, but not all of the board.	6/14/2017 9:24 AM

Q8 Standing Committees and Task Forces

Answered: 24 Skipped: 0

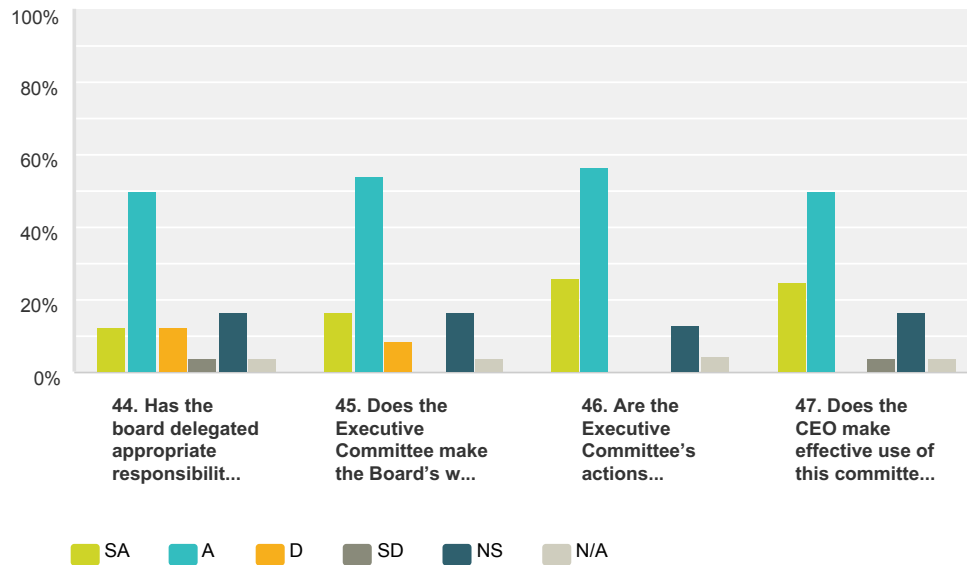


	SA	A	D	SD	NS	N/A	Total
41. Committee structure and activities contribute to board productivity and advance the mission and goals?	41.67% 10	58.33% 14	0.00% 0	0.00% 0	0.00% 0	0.00% 0	24
42. Committees have a stated purpose (mission/descriptions)?	33.33% 8	62.50% 15	0.00% 0	0.00% 0	4.17% 1	0.00% 0	24
43. Board does not redo committee work inside board meetings?	20.83% 5	66.67% 16	4.17% 1	8.33% 2	0.00% 0	0.00% 0	24

#	Comments	Date
1	While I don't have any better suggestions for structure, the all day, large committee meetings can be a drain.	6/19/2017 11:39 AM
2	A summary statement of key discussions that occurred in Committees would be helpful.	6/14/2017 9:39 AM

Q9 Executive Committee

Answered: 24 Skipped: 0



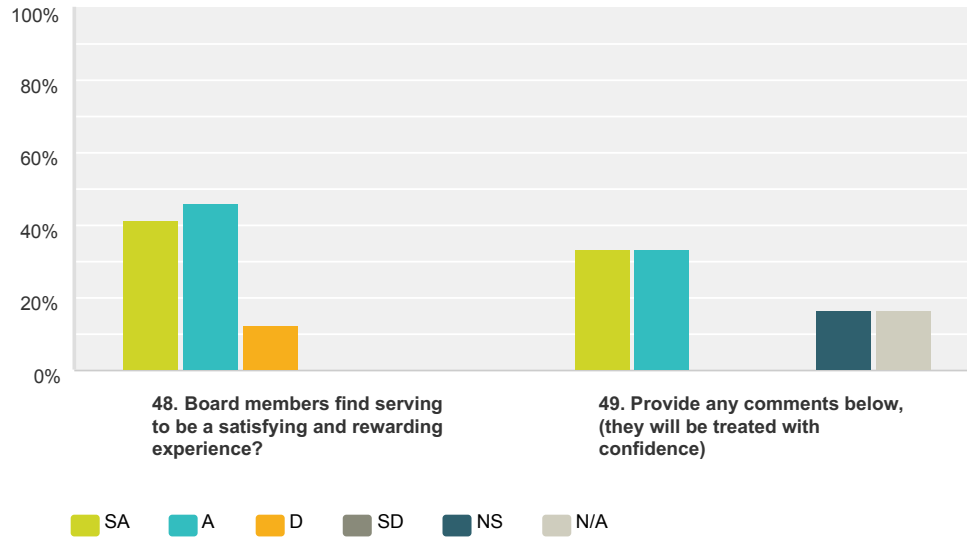
	SA	A	D	SD	NS	N/A	Total
44. Has the board delegated appropriate responsibilities to this committee?	12.50% 3	50.00% 12	12.50% 3	4.17% 1	16.67% 4	4.17% 1	24
45. Does the Executive Committee make the Board's work more efficient?	16.67% 4	54.17% 13	8.33% 2	0.00% 0	16.67% 4	4.17% 1	24
46. Are the Executive Committee's actions presented to the board and ratified?	26.09% 6	56.52% 13	0.00% 0	0.00% 0	13.04% 3	4.35% 1	23
47. Does the CEO make effective use of this committee as a sounding board for emerging issues and sensitive matters?	25.00% 6	50.00% 12	0.00% 0	4.17% 1	16.67% 4	4.17% 1	24

#	Comments	Date
1	The open Executive Committee Meeting makes its usefulness limited.	6/28/2017 4:26 PM
2	I find little to no use for the Executive Committee. The CEO uses the Executive Committee, not as a sounding board, but to garner support to ramrod things through. The fact that we had the Clinicians meeting in Hawaii with a 8:00 or 8:30 pm board meeting or phone call about a month following the last board meeting and about 6 weeks prior to the next board meeting is thoughtless and outrageous. Just the very idea of having our regular April meeting in May was never explained - was it because the CEO had some better place to be during our normal meeting week? #47	6/14/2017 2:33 PM
3	Need to have minutes from each meeting.	6/14/2017 9:44 AM
4	Seems secretive. Often times during the board meeting someone will comment "we already talked about this in Exec." I think it would be helpful for someone on the Exec committee to do a report out about the conversations there so we are all aware of what is happening rather than hearing through the back channels.	6/14/2017 9:30 AM

2017 Board Self-Assessment Survey

Q10 Overall

Answered: 24 Skipped: 0



	SA	A	D	SD	NS	N/A	Total
48. Board members find serving to be a satisfying and rewarding experience?	41.67% 10	45.83% 11	12.50% 3	0.00% 0	0.00% 0	0.00% 0	24
49. Provide any comments below, (they will be treated with confidence)	33.33% 2	33.33% 2	0.00% 0	0.00% 0	16.67% 1	16.67% 1	6

#	Comments	Date
1	I enjoy being active in the organization and am proud to be a part of CPCA. I think it's one of the premier PCA's in the country and I appreciate Carmella's leadership. She's top tier and knows her stuff. I believe the Board has it's moments of conflict, but does manage to unify and come to consensus on many key items and moves forward in solidarity on many fronts. I feel we are effective legislatively and offer great opportunities for training and efficiency. I think the EVP/COO RB does a nice job pursuing business opportunities and should not be underestimate for his progressive approach to broadening the portfolio of the PCA.	6/28/2017 6:43 PM
2	A high level and engaged board Excellent executive leadership with good relationship with the board	6/20/2017 5:36 PM
3	Overall I am very pleased with the board and the work done in the committees. The committees are extremely effective at discussing the issues and the board doesn't re-engage in those discussions. The only concern I have is that Committee participation continues to grow and, at times, the room is crowded and seating is difficult.	6/20/2017 1:28 PM
4	The Board is a rubber stamp Board with occassional speakers. Committees are staff not Committee Chair driven. CEO continues at time to be strident in her response to Board & Committee Members which closes conversation. Dedicated staff and CEO. Board Materials well prepared. Lay out of the room for Committees is not supportive of the membership participation. Sitting on the outside is alienating. Acoustic, Chairs assure speakers use microphones properly and use them.	6/14/2017 9:39 AM