

**Presbyterian Healthcare Services  
Individual Trustee Assessment**

These documents illustrate PHS' approach to individual assessment. The Board Excellence Maintenance Cycle shows how evaluation is one part of this cycle.

Also included are the Collective and Universal Competencies for PHS Board Members, and a sample Personal Development Plan for individual members.

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These documents are provided by the Great Boards website,  
[www.GreatBoards.org](http://www.GreatBoards.org).

## Competency Definitions

Attachment E

Competency	Definition
<b>Characteristics</b>	
Team Player	Encourages and facilitates cooperation within the Board
Motivated	Demonstrates desire to serve on the Board with the sole purpose of helping Presbyterian achieve its mission
Intellectual Honesty	Absolute integrity between what is stated and what is thought
Commitment	Complete involvement in ensuring a strong and successful organization
<b>Universal Competency</b>	
Demonstrated commitment to the mission, vision, values, and ethical responsibilities to the community served by PHS	Uses Presbyterian's Vision, Value, Purpose, Strategies, and PHS Plan as a basis for discussions and decisions
Demonstrated willingness to devote the time necessary for Board work, including Board education	Welcomes requests for work to be completed at other at times other than Board meetings
Demonstrated capability to exercise: Leadership, teamwork/consensus building, Systems thinking, and sound judgment on difficult and complex matters that come before a governing body	Consistently develops and sustains cooperative working relationships, identifies and analyzes problems, distinguishes between relevant and irrelevant information to make logical decisions, Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions
Personal integrity and objectivity, including no conflicts of interest that would prevent a Director or Trustee from discharging his or her responsibilities	Informs the Board of Directors of any activity, personal or otherwise, that may be considered a conflict of interest; maintains an open mind
Demonstrated ability and willingness to support and motivate management while holding management fully accountable for results	Sustains an organizational culture which encourages Management to provide the quality of service essential for high performance. Enables Management to acquire the tools and support needed to execute decisions and improve performance. Guides the organization toward a spirit of service and meaningful contributions to the accomplishment of PHS' mission.
Demonstrated general knowledge and understanding of Healthcare finance policies and trends, healthcare quality initiatives, physician practice management, and health insurance	Understands the reasons underlying presented proposals and decisions made. Utilizes knowledge of these topics when making organizational decisions.
Remains current on national, state, and local healthcare issues	Shows a working knowledge of the possible effects of national, state, and local healthcare issues on PHS; uses multiple mediums to educate self on healthcare topics
Remains current on national, state, and local governance issues	Shows a working knowledge of the possible effects of governance issues and trends on the PHS Governance Structure; uses multiple mediums to educate self on governance topics
Attends various governance educational sessions and Annual Leadership Retreat	Attends the Annual Spring Leadership retreat, as well as other educational opportunities such as the annual Premier and Western Symposium Governance Conferences
Meets or exceeds attendance requirements per Bylaws	Self-explanatory
Prepares prior to Board meetings	Demonstrates knowledge of the Board packet material through questions and discussions

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Demonstrates honesty, ethical behavior, and respect for other Board members	Supports mutual trust and confidence; helps to create a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward other Board and staff members and demonstrates a sense of corporate governance responsibility and commitment to public service.
Appropriately participates during meetings	Listens effectively and clarifies information as needed. Openly exchanges ideas and supports an atmosphere of open communication
<b>Collective Competency</b>	
High level leadership experience in a highly complex organization	Is/was a Senior Manager of a large multi-faceted organization that interacts with several diverse audiences and/or is regulated. Examples of such organizations include, but are not limited to, universities and state and city governments.
Strong knowledge of, or ties to, the communities and consumers served	Has networks and/or is able to find common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen support bases.
<b>Political awareness</b>	<b>Interacts with legislators about healthcare issues on a consistent basis.</b>
Experience and expertise in a healthcare field, including medicine and nursing	Is/was a physician, physician assistant, nurse, healthcare administrator, or currently holds or held a position in the healthcare industry
Knowledge of Corporate Governance rules and regulations	Understands the structure and rules of the board of directors and its affiliate Boards of Trustees and Committees, its relationship with Management, the guidelines involved in disclosing information and the importance of auditing the organization's practices.
Knowledge of how policy is made	Aware of the steps and details necessary for creating and approving policy
Knowledge about Malcolm Baldrige Quality Award Process	Understands Malcolm Baldrige Quality Award categories as well as the process inherent within each
Strong Financial Skills	Has a broad understanding of financial management principles, as well as experience necessary to ensure appropriate funding levels. Knowledgeable of cost-effective approaches. Understands the organization's ROI hurdle rate. Understands key concepts involved in SWAP transactions.
Knowledge about Patient Safety	Understands the key indicators of patient safety, and offers possible solutions
Quality	Understands key healthcare indicators of quality, as well as the possible impact on the organization
Experience in a consumer-focused, volume enterprise	Holds/has held a Senior Manager level position in an organization that is customer-centric and has a high volume of customer-related transactions.
Technology background	Knowledgeable of efficient and cost-effective approaches and strategies for integrating technology into the organization. Understands the impact of technological changes on the organization.

## Personal Development Plan – PHS Board of Directors

**Name:** \_\_\_\_\_ **Date** \_\_\_\_\_

Based on input from both the board member and the Governance/Nominating Committee regarding the board member’s demonstration of Universal Competencies, please identify the board member’s strengths and opportunities for development in the following areas:

Area	Strengths	Opportunities
<b>Governance Knowledge</b> <ul style="list-style-type: none"> <li>• Remains current on national, state, and local governance issues</li> </ul>		
<b>Healthcare Industry Knowledge</b> <ul style="list-style-type: none"> <li>• Demonstrated general knowledge and understanding of Healthcare finance policies and trends, healthcare quality initiatives, physician practice management, and health insurance</li> <li>• Remains current on national, state, and local healthcare issues</li> </ul>		
<b>Integrity</b> <ul style="list-style-type: none"> <li>• Team Player</li> <li>• Intellectual Honesty</li> <li>• Personal integrity and objectivity, including no conflicts of interest that would prevent a Director or Trustee from discharging his or her responsibilities</li> <li>• Demonstrates honesty, ethical behavior, and respect for other Board members</li> </ul>		
<b>Dedication</b> <ul style="list-style-type: none"> <li>• Motivated</li> <li>• Commitment</li> <li>• Demonstrated commitment to the mission, vision, values, and ethical responsibilities and to the community served by PHS</li> <li>• Demonstrated willingness to devote the time necessary for Board work, including Board education</li> <li>• Demonstrated ability and willingness to support and motivate management while holding management fully accountable for results</li> <li>• Attends 75% of Board meetings</li> <li>• Prepares prior to Board meetings</li> </ul>		
<b>Communication</b> <ul style="list-style-type: none"> <li>• Demonstrated capability to exercise: Leadership, teamwork/consensus building, systems thinking, and sound judgment on difficult and complex matters that come before a governing body</li> <li>• Appropriately participates during meetings</li> </ul>		
<b>Continuous Learning</b> <ul style="list-style-type: none"> <li>• Attends various governance educational sessions and Annual Leadership Retreat</li> </ul>		

## Discussion

**Focus for (next year)**

During next year, what opportunity(ies) will the board member address?

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**Opportunities for Entire Board**

What suggestions does the board member have regarding opportunities for the board as a whole?

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**Other**

What other feedback does the board member have?

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X \_\_\_\_\_ (Board/Committee member)

X \_\_\_\_\_ (Chairman)