



# SUMMARY RESULTS

## Mark Twain Health Care District 2018 CEO Performance Evaluation

Provided as a Member Service By



**ACHD**  
ASSOCIATION OF CALIFORNIA  
HEALTHCARE DISTRICTS

# SUMMARY RESULTS

## 2018 Mark Twain Health Care District CEO Performance Evaluation

### CEO Performance Evaluation Overview

In June 2018 the Mark Twain Health Care District Board of Directors assessed the CEO's overall leadership performance. The board also assessed personal attributes of the CEO.

Board members assessed the CEO's overall performance in eight essential leadership functions, including:

- Internal operations;
- Leadership development;
- Leadership and strategic development;
- Financial development;
- Community relations;
- Board relations and development;
- Teambuilding; and
- Regulatory compliance.

Board members rated 66 total criteria in these eight areas. At the end of each section, board members responded to an open-ended question asking how the CEO can improve his leadership in the area.

In addition, board members assessed the CEO's personal attributes in four areas, including:

- Management style;
- Communication;
- Problem solving/creativity; and
- Ethics.

Board members rated 23 total criteria in these four areas. Board members also provided suggestions for other leadership skills and assets they believe the CEO should possess.

#### How the Evaluation Was Conducted

The CEO performance evaluation was conducted using an online survey. All five Mark Twain Health Care District board members completed the evaluation.

Respondents rated a variety of statements in the eight areas above, using a scale ranging from "Level 5 (strongly agree)" to "Level 1 (completely disagree)." Board members also rated a variety of personal attributes of the CEO in the four areas above, using a scale ranging from "Level 5 (always)" to "Level 1 (never)." "Not Sure" and "Not Applicable" choices were also available for each statement/attribute.

Mean scores for each statement/attribute were calculated using a five point scale (Level 5 - Level 1). No points were assigned to "Not Sure" and "Not Applicable" ratings.

#### Rating Methodology

The following rating scale was used to evaluate overall CEO performance:

- **Level 5:** I *strongly agree* with this statement. The CEO always practices this as part of his/her leadership. The CEO's performance in this area is *outstanding*.
- **Level 4:** I *generally agree* with this statement. The CEO usually practices this as part of his/her governance, but not always. He/she performs *well* in this area.
- **Level 3:** I *somewhat agree* with this statement. The CEO often practices this in his/her leadership, but he/she is not consistent. He/she performs *fairly well* in this area.
- **Level 2:** I *mostly disagree* with this statement. The CEO inconsistently practices this as part of his/her leadership. He/she *does not perform well* in this area.
- **Level 1:** I *completely disagree* with this statement. The CEO never practices this as part of his/her leadership. He/she performs *very poorly* in this area.
- **N/S:** Not sure. I do not have enough information to make a determination about the CEO's performance in this area.
- **N/A:** Not applicable.

The following scale was used to evaluate the CEO's personal attributes:

- **Level 5:** The CEO *always* demonstrates this as part of his/her leadership. The CEO's performance in this area is *outstanding*.
- **Level 4:** The CEO *usually* demonstrates this as part of his/her governance, but not always. He/she performs *well* in this area.
- **Level 3:** The CEO *often* demonstrates this in his/her leadership, but he/she is not consistent. He/she performs *fairly well* in this area.
- **Level 2:** The CEO *inconsistently* demonstrates this as part of his/her leadership. He/she *does not perform well* in this area.
- **Level 1:** The CEO *never* demonstrates this as part of his/her leadership. He/she performs *very poorly* in this area.

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- N/S: Not sure. I do not have enough information to make a determination about the CEO's performance in this area.
- N/A: Not applicable.

### Reviewing This Report

Board member ratings of CEO performance evaluation 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.

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.

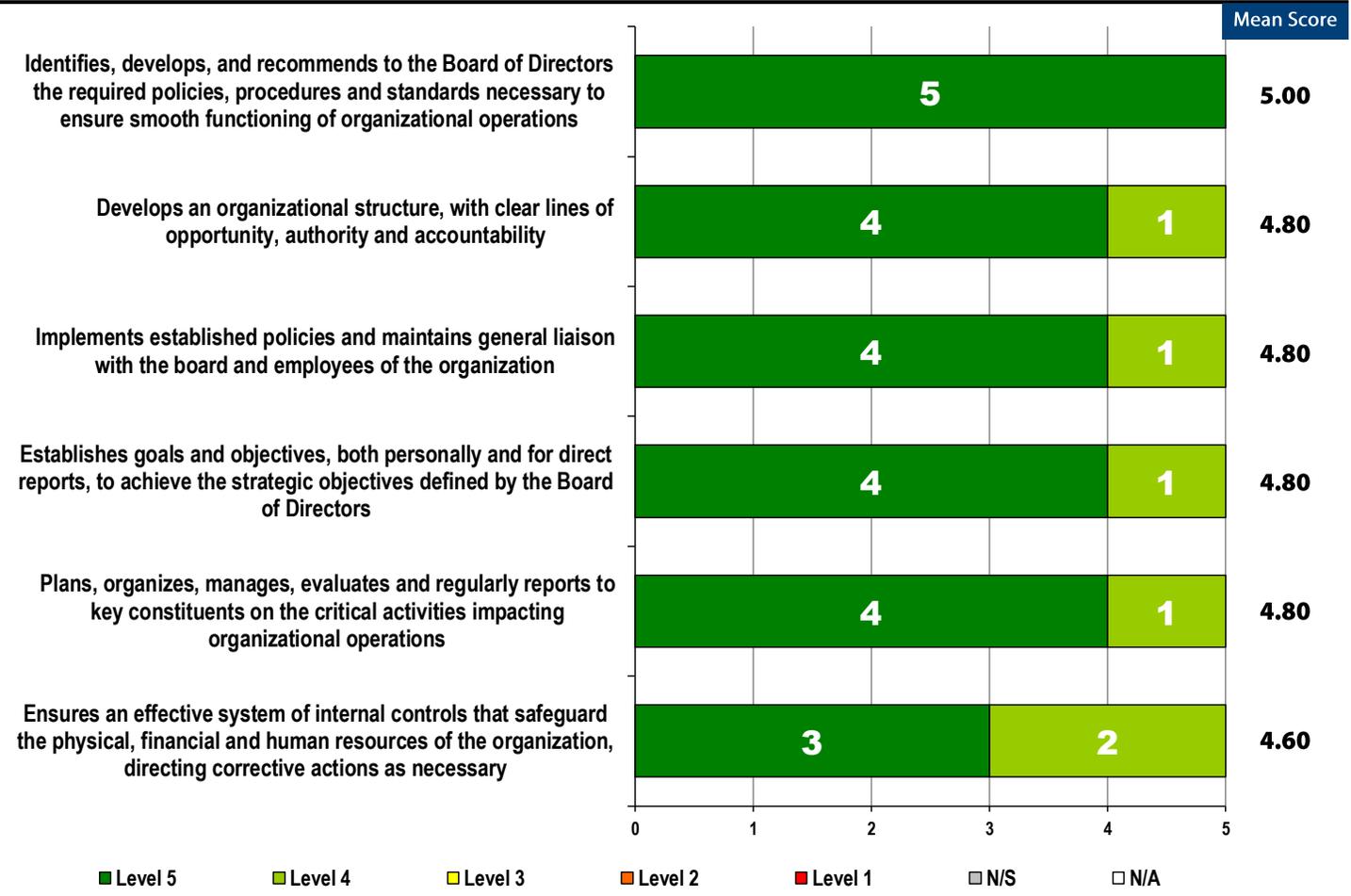
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Internal Operations

#### Internal Operations

(sorted by highest to lowest mean score)



#### Suggestions for CEO Performance Improvement

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

- Needs to monitor Executive Assistant to assure no further manipulation of time and duties to collect unauthorized or unnecessary overtime.
- He is amazing!

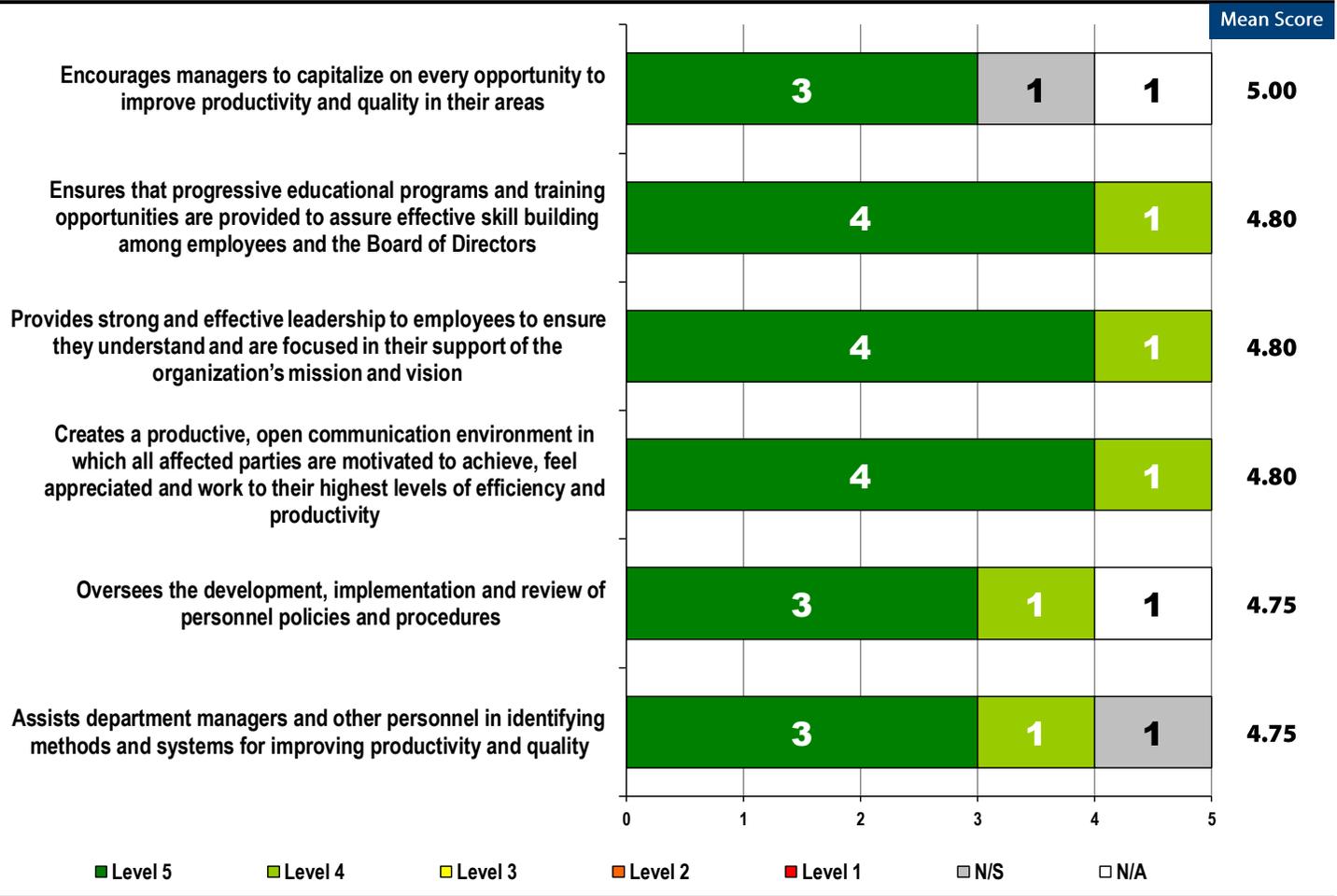
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Leadership Development

#### Leadership Development

(sorted by highest to lowest mean score)



#### Suggestions for CEO Performance Improvement

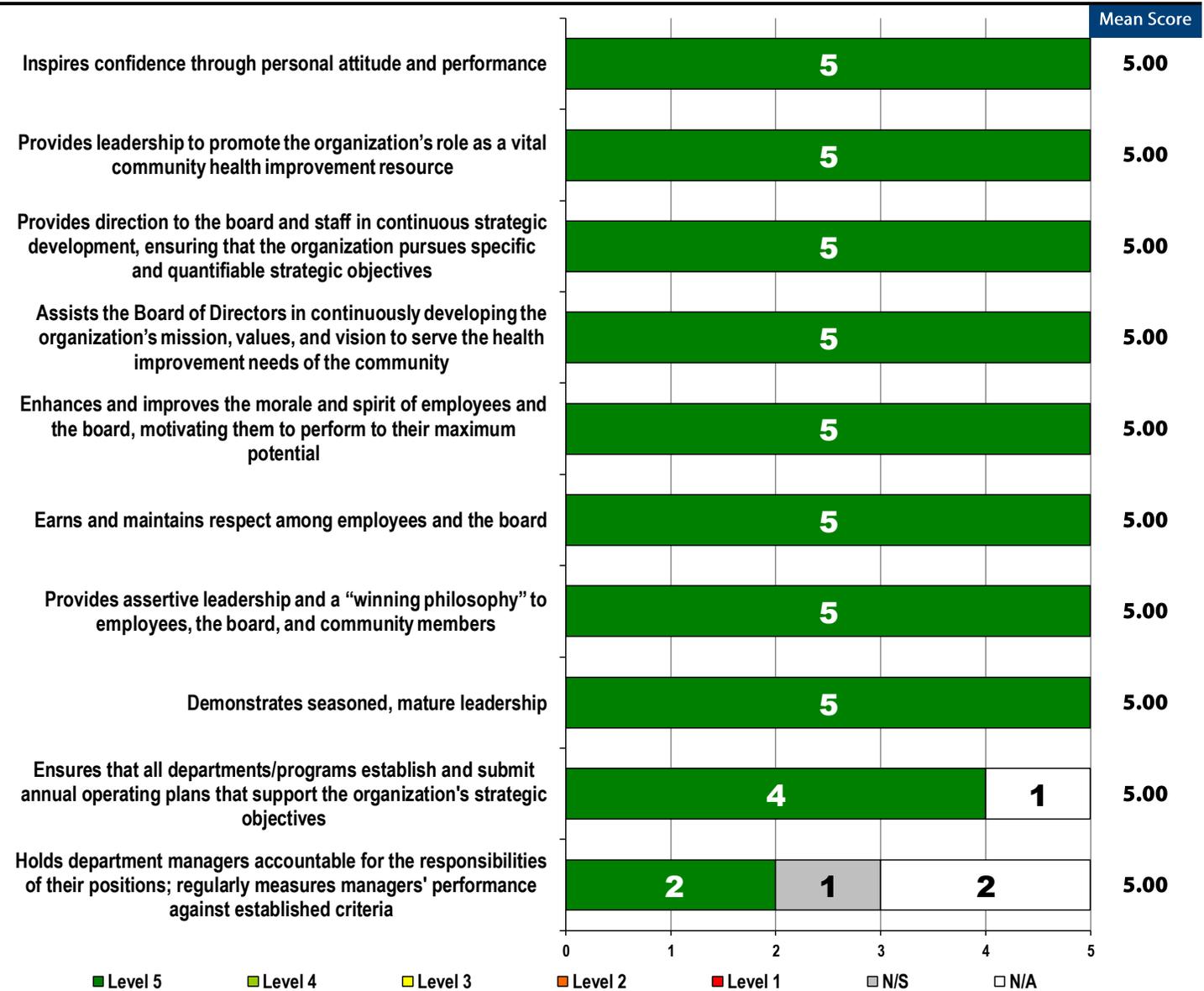
Board members did not provide any suggestions for CEO performance improvement in this section.

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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Leadership and Strategic Development

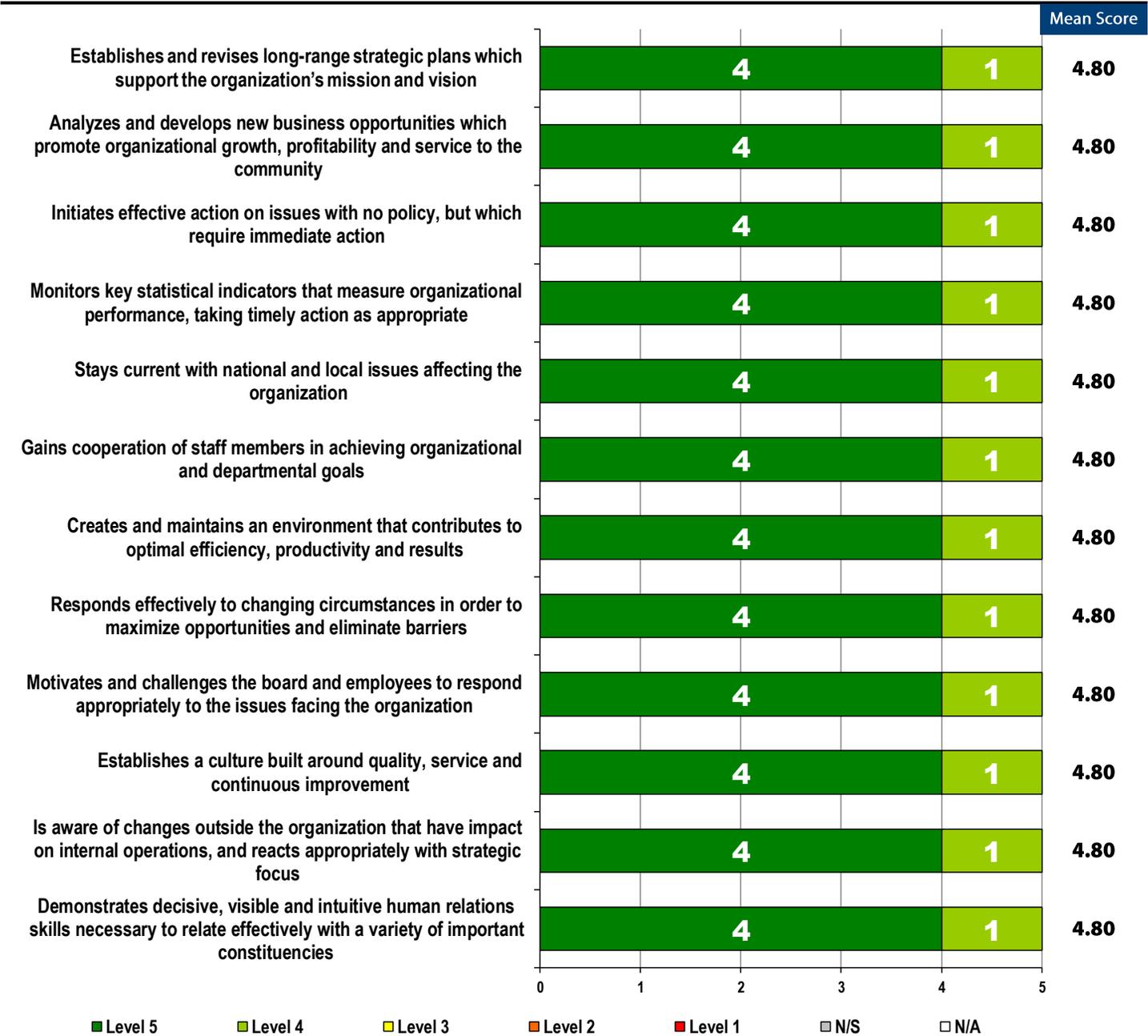
Leadership and Strategic Development: Highest Rated  
 (sorted by highest to lowest mean score)



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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Leadership and Strategic Development: Mid-Rated (sorted by highest to lowest mean score)

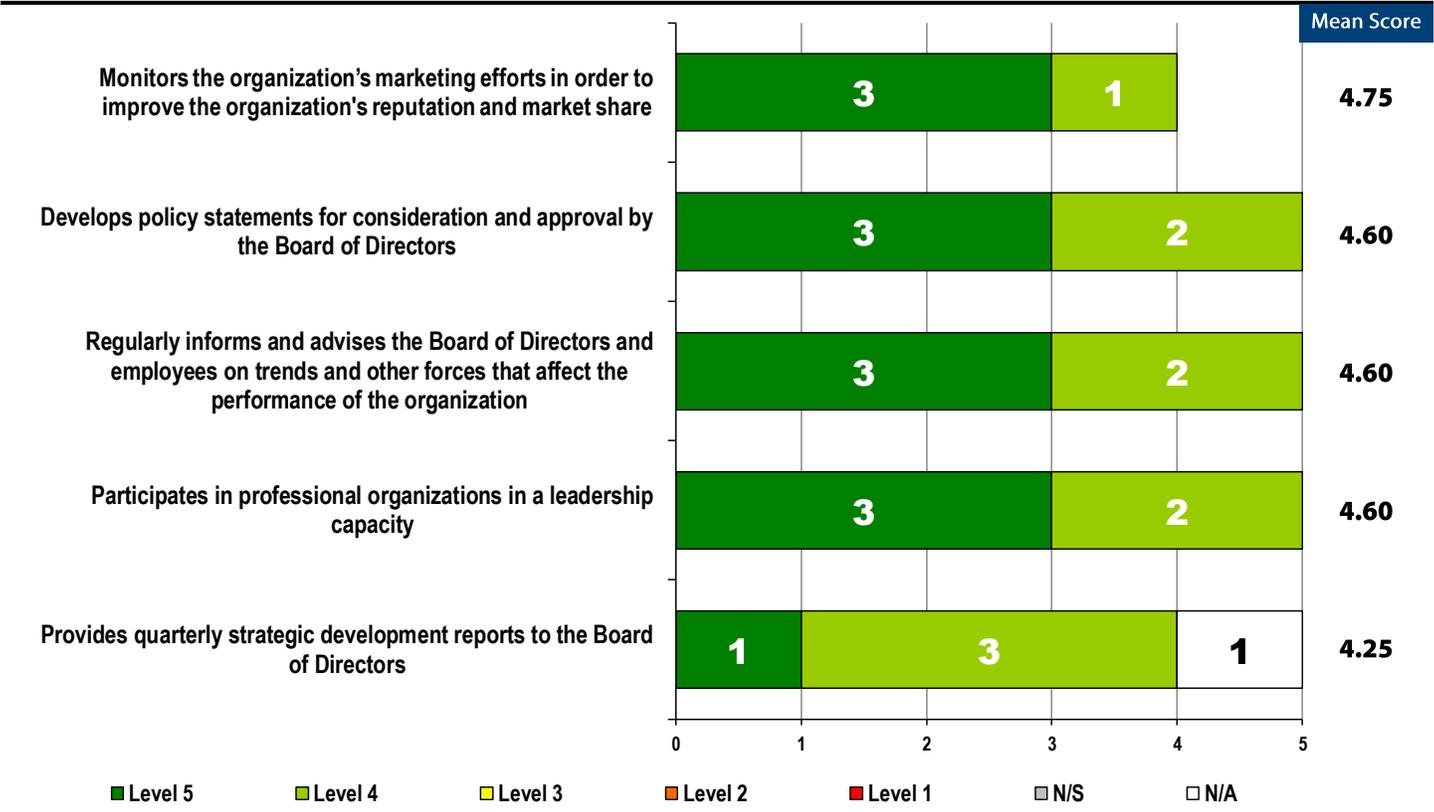


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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Leadership and Strategic Development: Lowest Rated

(sorted by highest to lowest mean score)



### Suggestions for CEO Performance Improvement

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

- Randy has presented at an ACHD meeting. He has expressed an interest in getting more involved with ACHD. I encourage him to do so in the future.
- There have been competing priorities with getting to update/create a new strategic plan. This is now in place and reported on regularly (monthly) since.

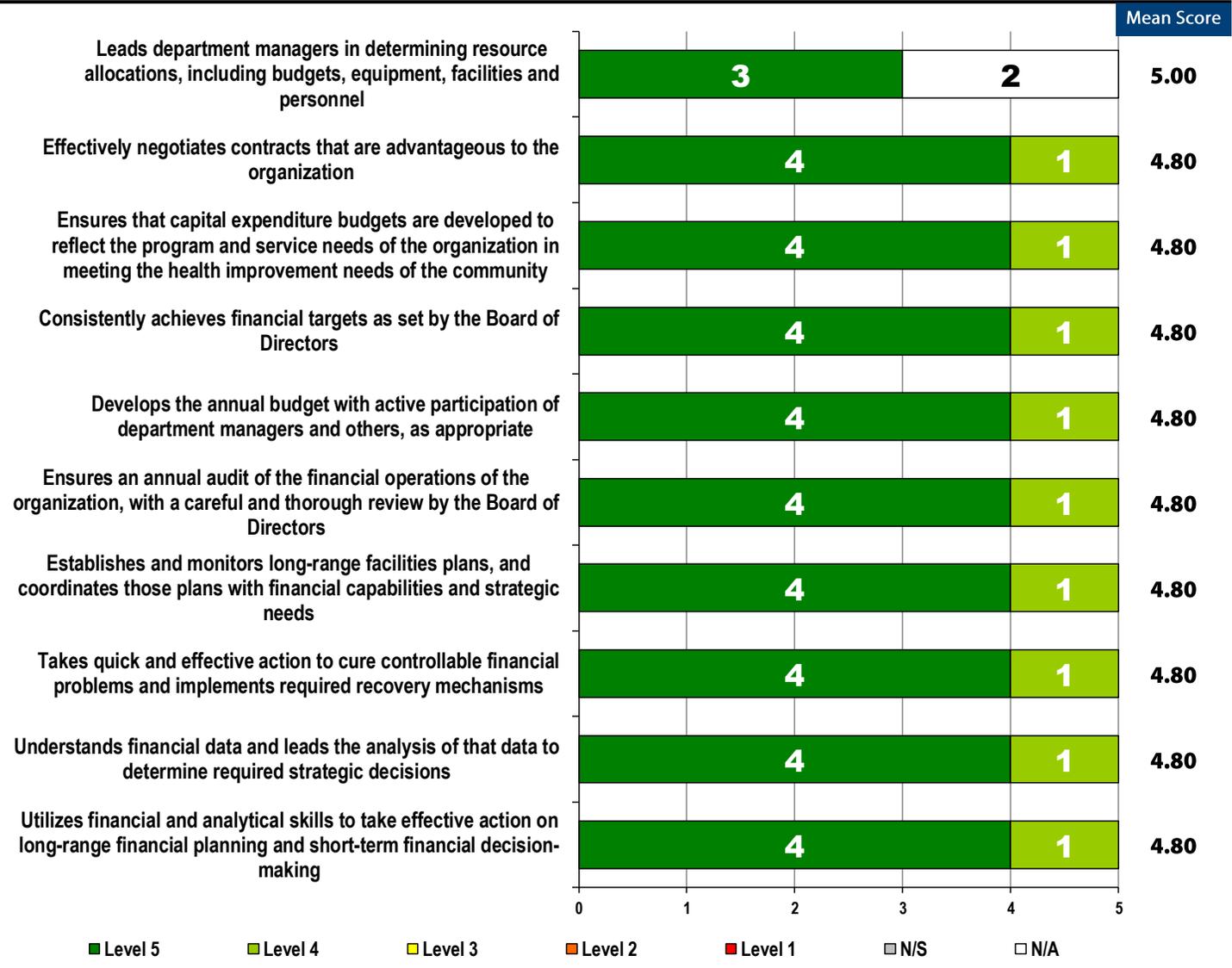
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Financial Development

#### Financial Development

(sorted by highest to lowest mean score)



#### Suggestions for CEO Performance Improvement

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

- Great job with lease negotiations.

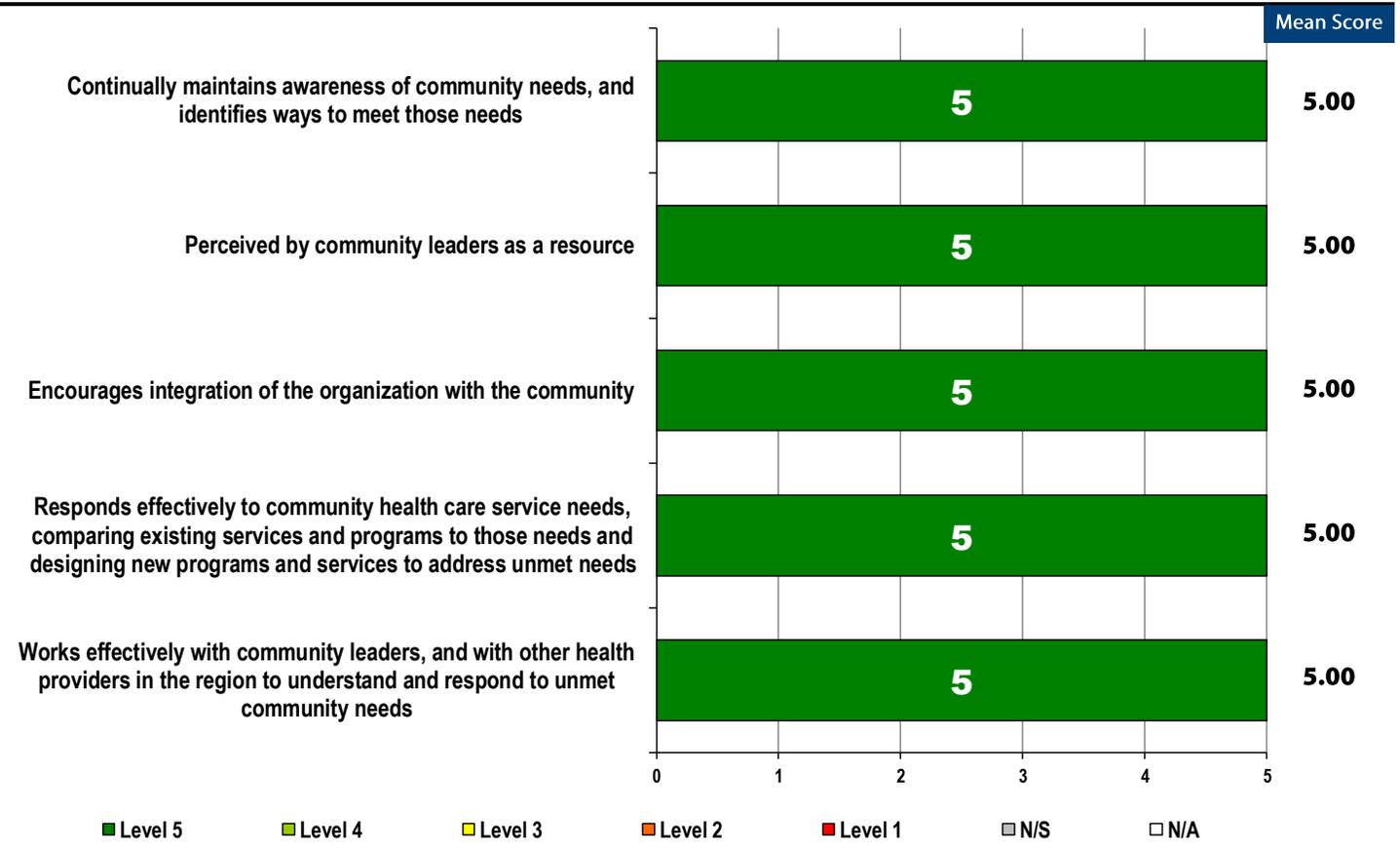
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Community Relations

#### Community Relations

(sorted by highest to lowest mean score)



#### Suggestions for CEO Performance Improvement

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

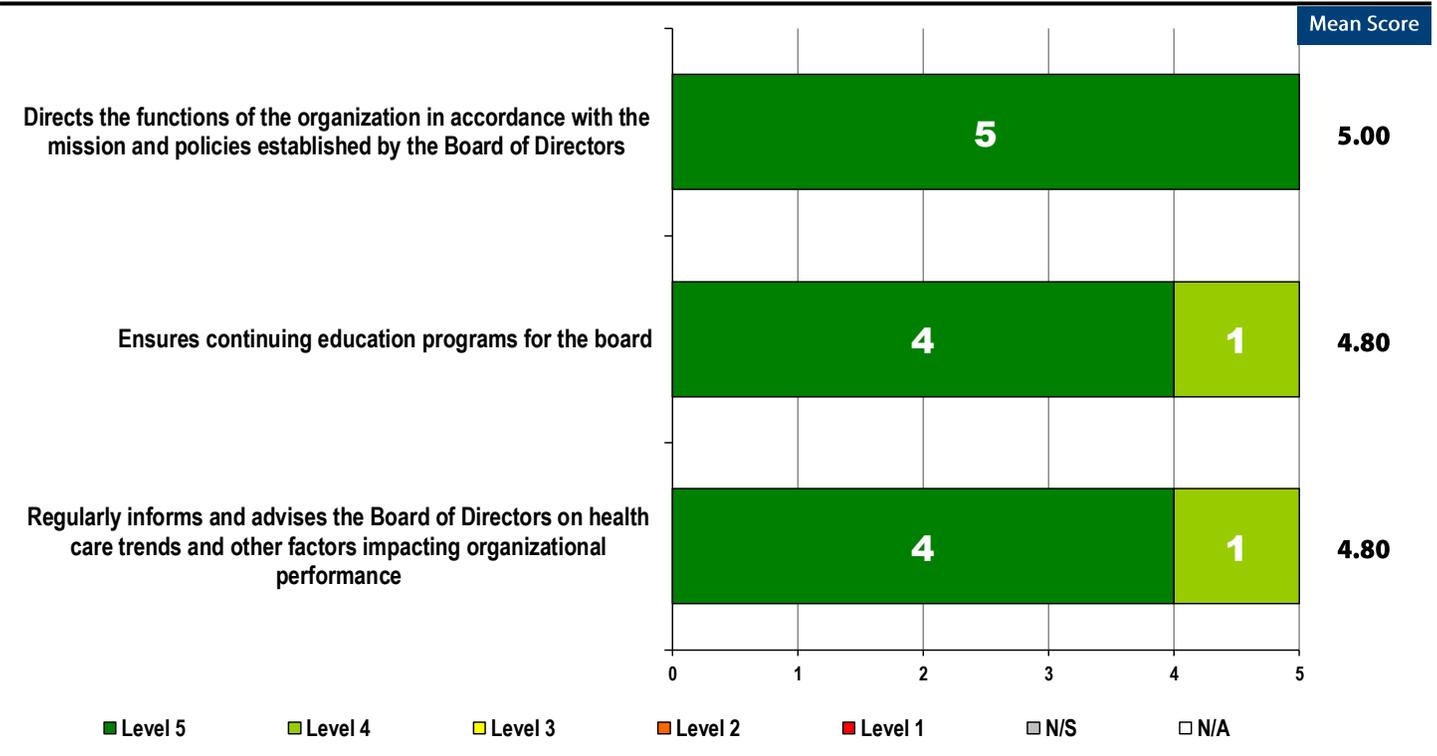
- Sometimes moves too fast to meet community needs and leaves board members out of the loop with minimal information, making it seem like the board is an afterthought in taking care of business quickly.

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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Board Relations and Development

Board Relations and Development  
(sorted by highest to lowest mean score)



### Suggestions for CEO Performance Improvement

Board members did not provide any suggestions for CEO performance improvement in this section.

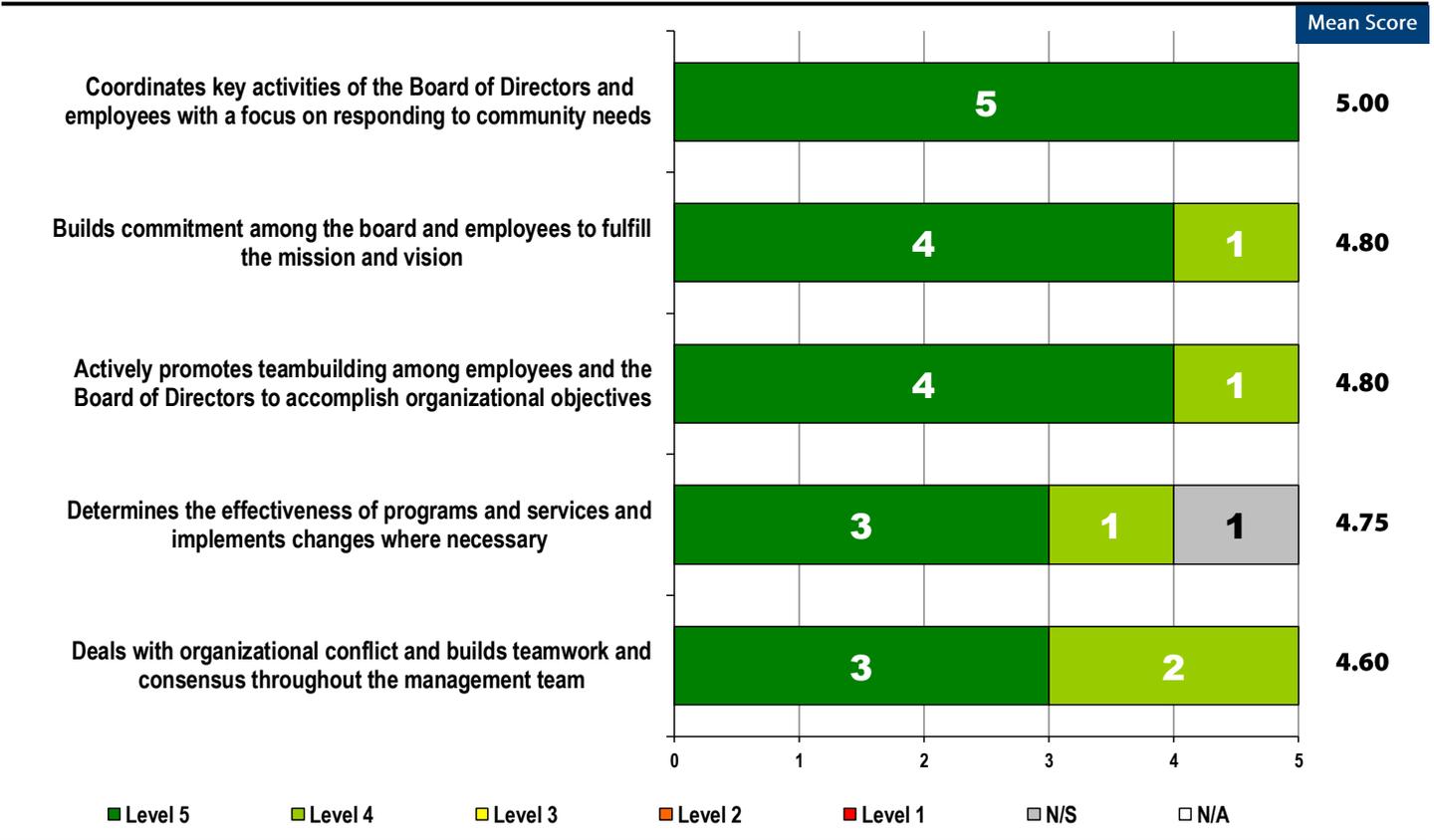
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Teambuilding

#### Teambuilding

(sorted by highest to lowest mean score)



#### Suggestions for CEO Performance Improvement

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

- Working with an all strong women board is a good thing. Sometimes situations call for the ED to keep a cool head and broker an outcome for everyone's satisfaction.

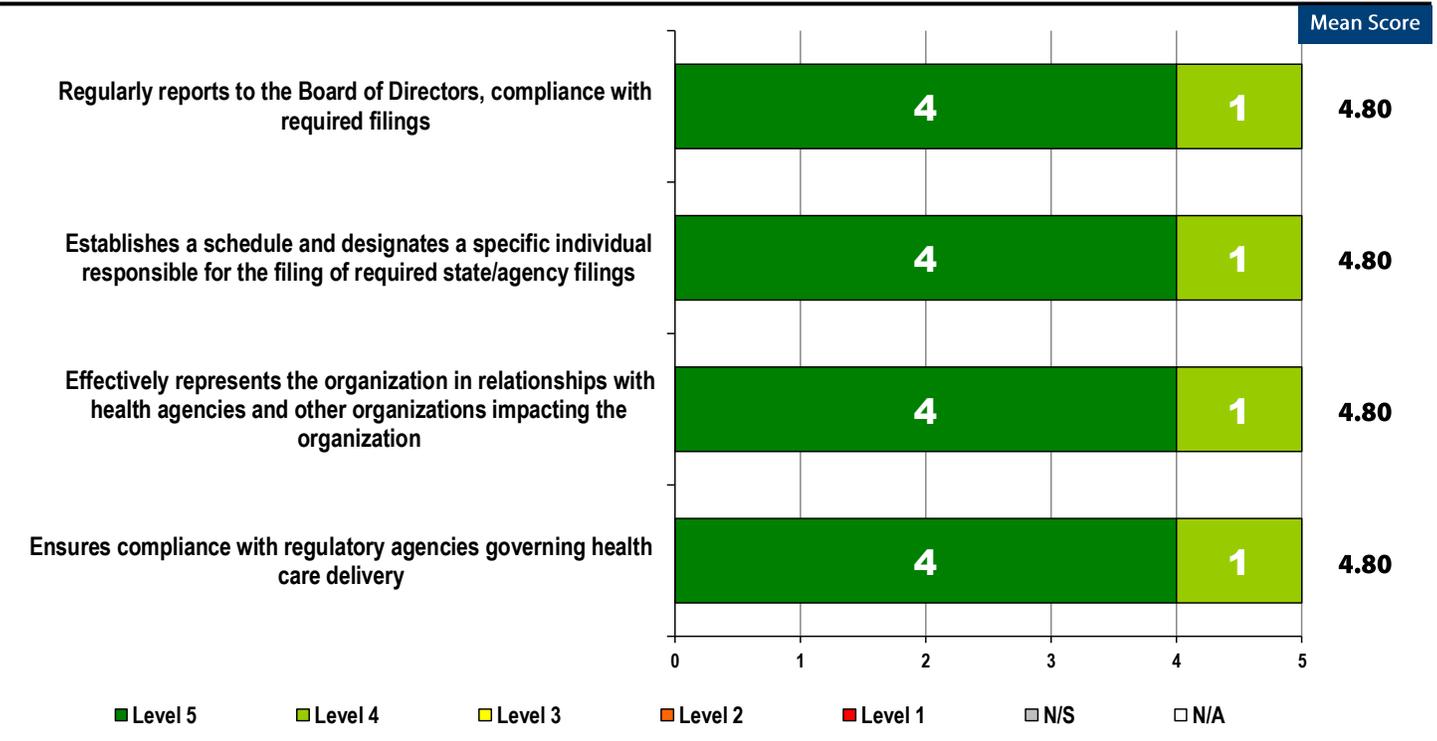
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Regulatory Compliance

#### Regulatory Compliance

(sorted by highest to lowest mean score)



#### Suggestions for CEO Performance Improvement

Board members did not provide any suggestions for CEO performance improvement in this section.

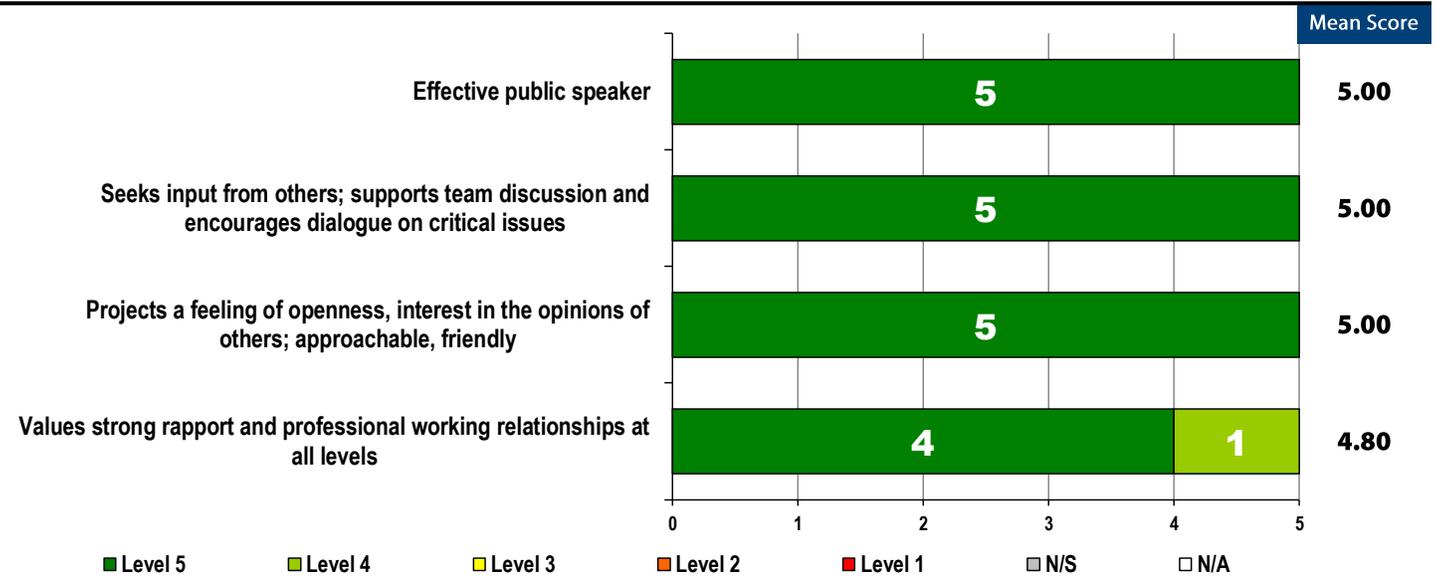
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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### CEO Personal Attributes

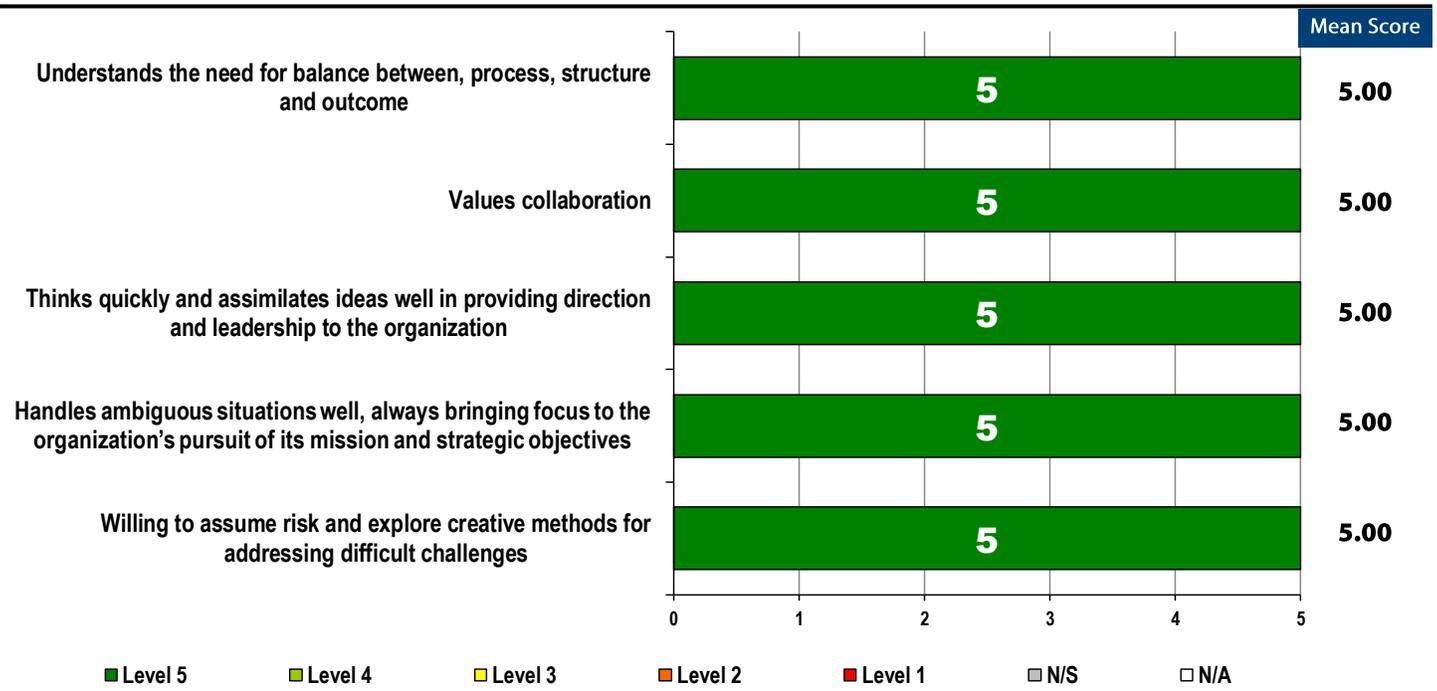
#### Management Style

(sorted by highest to lowest mean score)



#### Problem Solving/Creativity

(sorted by highest to lowest mean score)

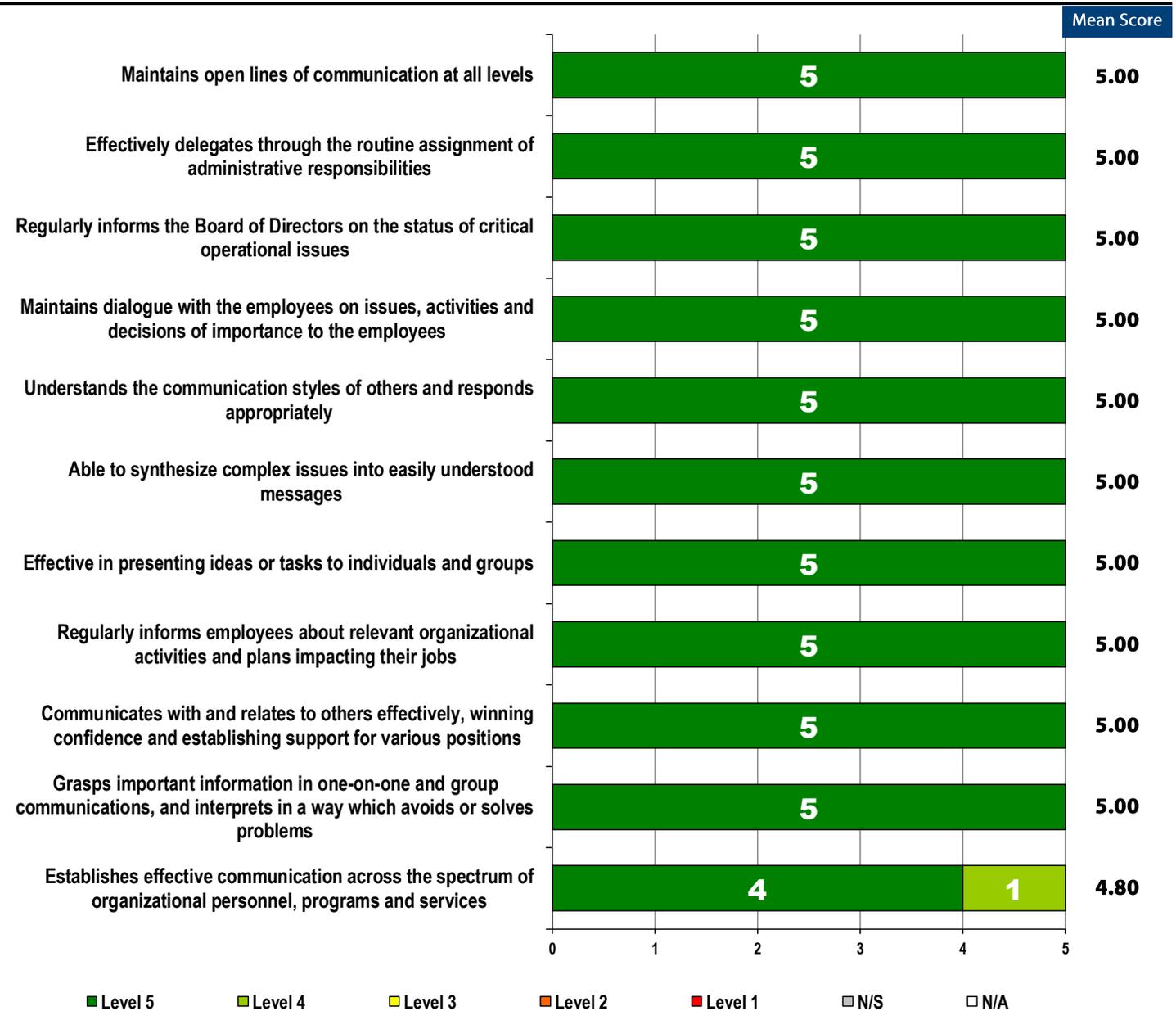


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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Communication

(sorted by highest to lowest mean score)

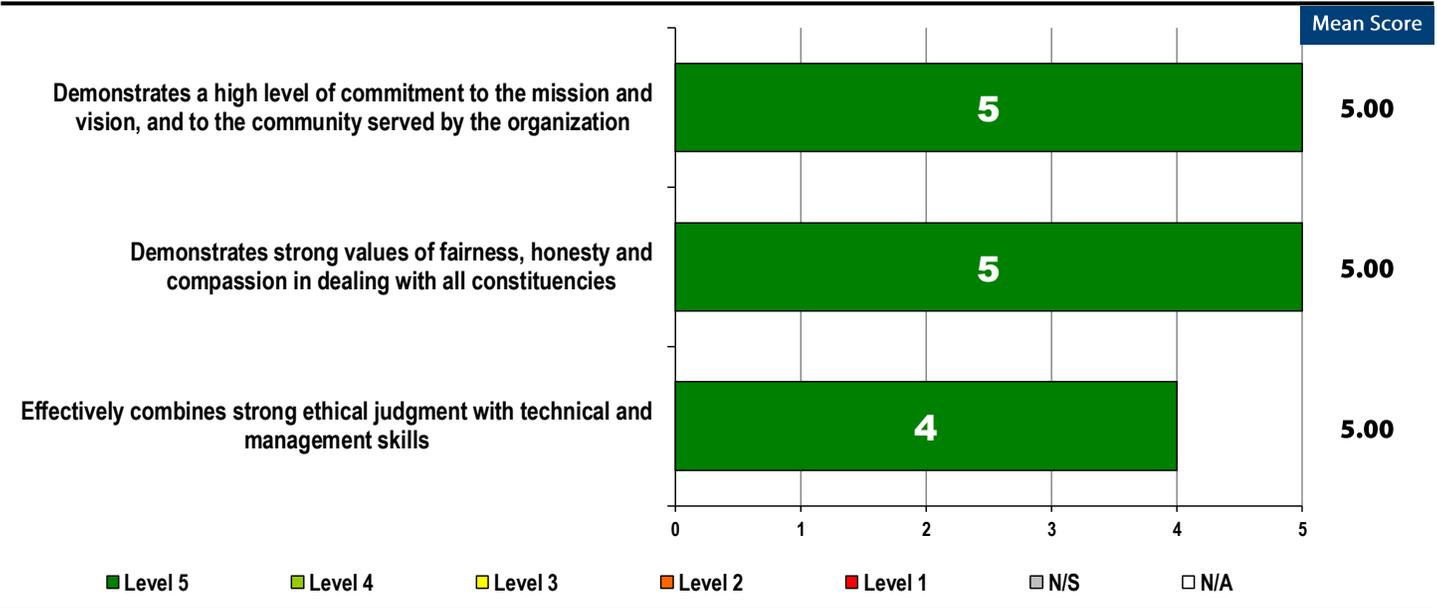


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## 2018 Mark Twain Health Care District CEO Performance Evaluation

### Ethics

(sorted by highest to lowest mean score)



### Suggestions for Other CEO Leadership Skills and Assets

Board members provided the following suggestions about other leadership skills and assets they believe the CEO should possess:

- Randy functions at a very high level and has been critical to the success of the HCD this past year - Measure A, progress of the Valley Springs clinic project, moving us toward a true community-based HCD. His leadership skills are exemplary. He is insightful, forward thinking, compassionate and passionate about his work and the future of the HCD. He made a seamless and successful transition from Board member to ED - not an easy feat. His public speaking skills are excellent - he engages the audience, and in all community town hall meetings has led a process that empowers attendees to get involved. Randy is respected in the health care community and seen as an innovator - the HCD is being sought out proactively to be involved with other organizations such as the health department with the opioid epidemic. Even though there are more than enough major projects on his plate, when he sees an opportunity for the HCD to collaborate or something new appears to be within the HCD's purview, he researches it and brings it to the Board with detailed recommendations. Randy is the right person for the right job at the right time. I look forward to the future of our HCD with Randy at the helm.