

# BoardSource®

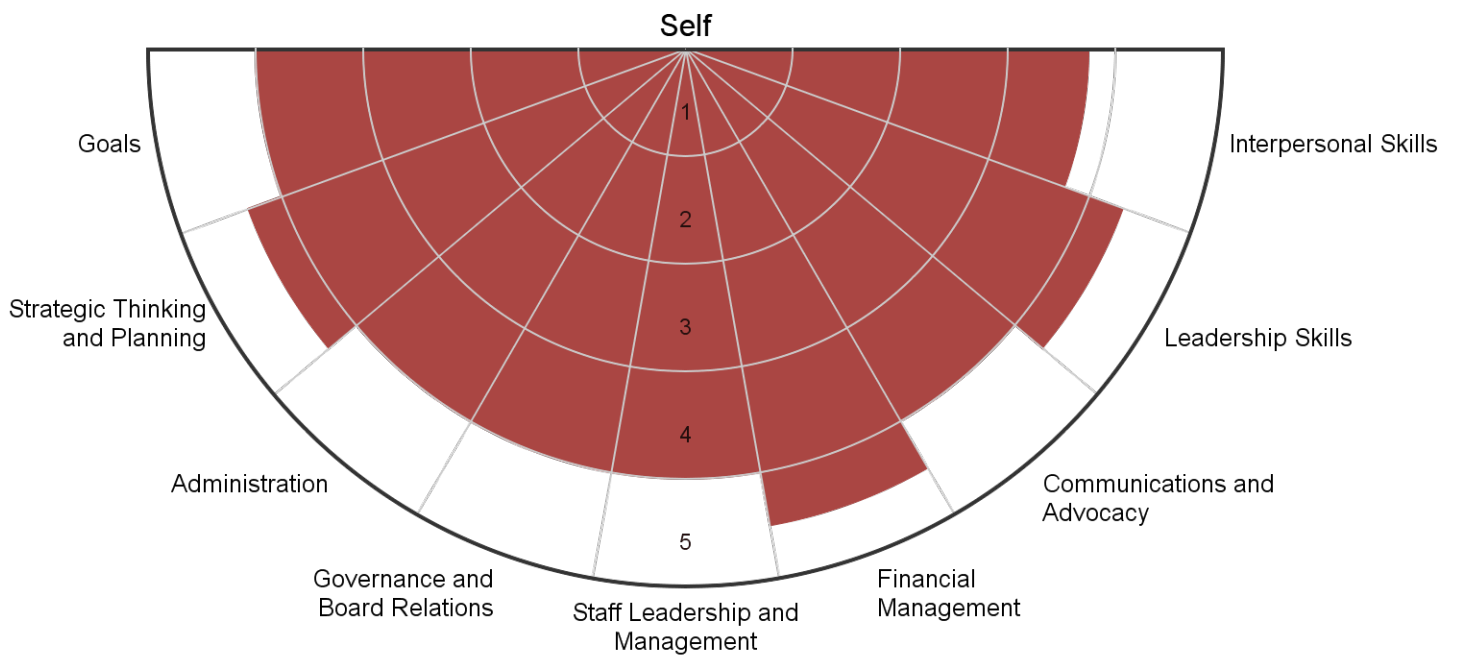
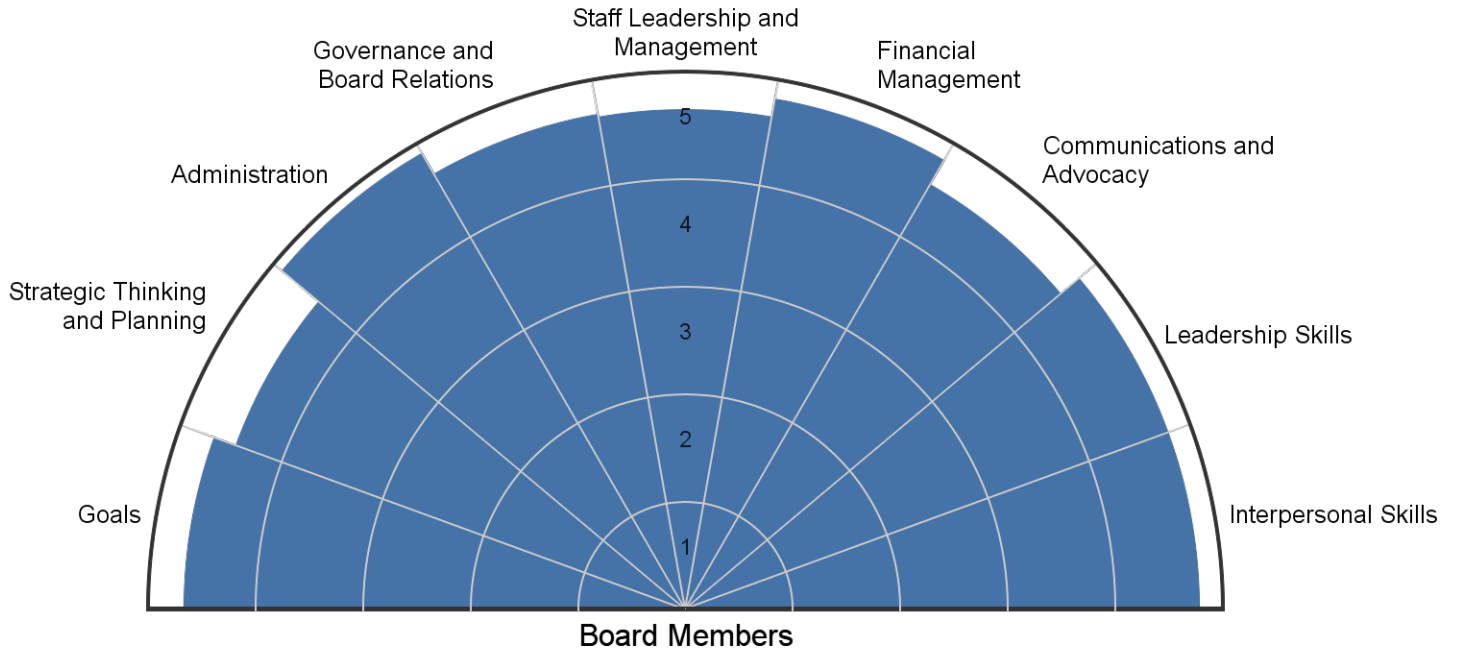


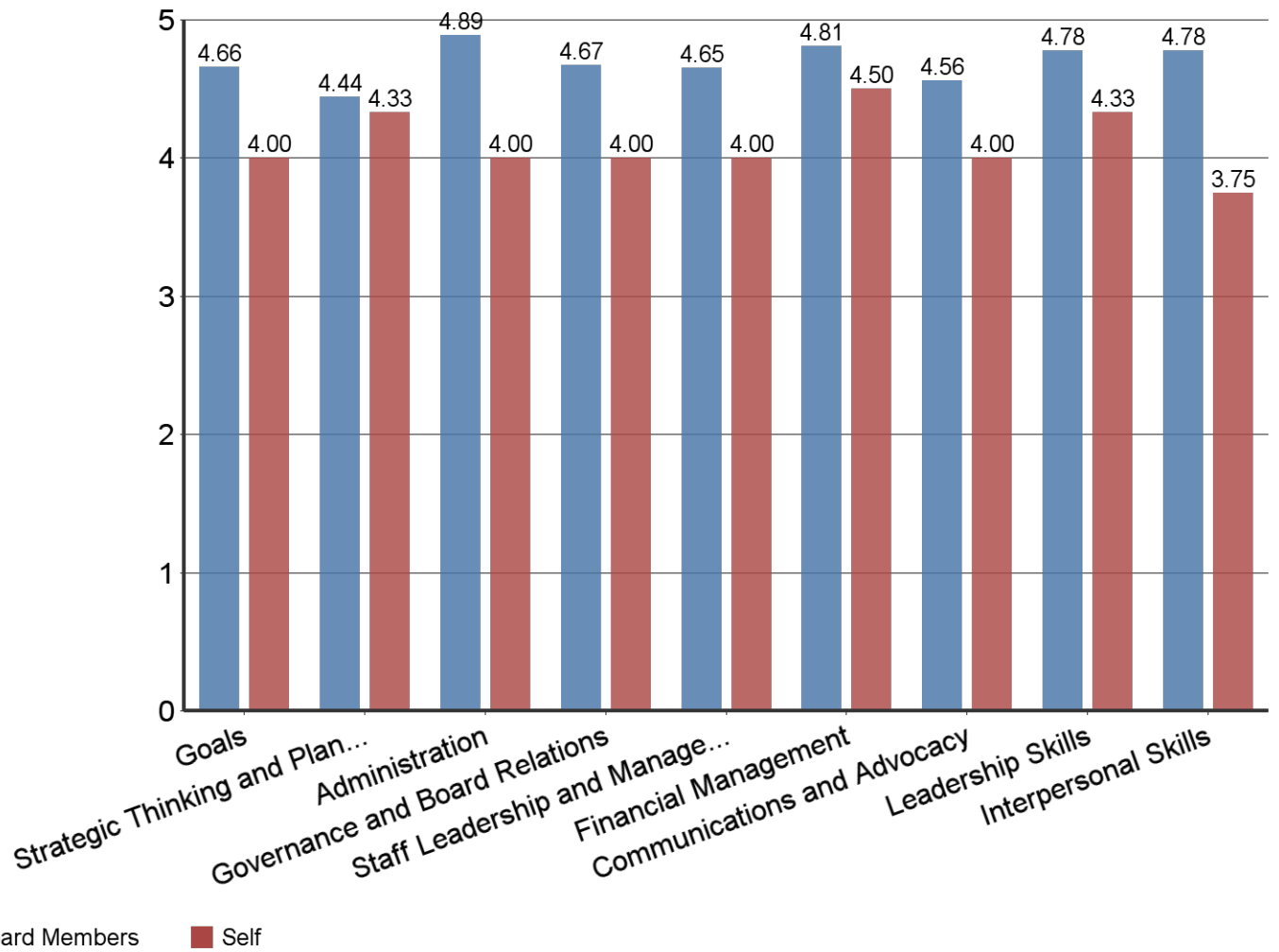
## CEO Assessment Report 2021

Report Summary	
Subject:	
Number of evaluators invited:	9
Number of evaluators responded:	9
Number of evaluations received:	10
Total evaluations for this assessment:	10
Number of Board Members evaluations received:	9
Number of Self evaluations received:	1

Report For







Scoring Category	Board Members	Self
Goals	4.66	4.00
Administration	4.89	4.00
Governance and Board Relations	4.67	4.00
Financial Management	4.81	4.50
Communications and Advocacy	4.56	4.00
Fundraising	0.00	0.00
Leadership Skills	4.78	4.33
Interpersonal Skills	4.78	3.75

## Gap Assessment Table

Positive Gaps					
Rank	Scoring Category	Item	Board Members	Self	Gap
1	Interpersonal Skills	3.2c Effective communication skills	4.67	3.00	1.67
2	Administration	2.2b Managed the successful delivery of programs and services to members	4.89	4.00	0.89
3	Financial Management	2.4b Oversaw the association's annual budgeting process, regularly tracked financial performance against budget, and presented financial statements in a timely and accurate manner for review and action	4.89	4.00	0.89
4	Interpersonal Skills	3.2b Good judgment in decision making	4.89	4.00	0.89
5	Leadership Skills	3.1a A clear commitment to the association's mission and values	4.89	4.00	0.89
6	Interpersonal Skills	3.2d The ability to build trusting relationships	4.78	4.00	0.78
7	Interpersonal Skills	3.2a Effective problem-solving skills	4.78	4.00	0.78
8	Staff Leadership and Management	2.3e Focused staff attention on issues of highest priority to the association	4.78	4.00	0.78
9	Governance and Board Relations	2.3a Maintained an effective working relationship with the board, characterized by open communication, respect, and trust	4.67	4.00	0.67
10	Communications and Advocacy	2.5a Served as an articulate and effective spokesperson for the industry or profession	4.56	4.00	0.56
Negative Gaps					
Rank	Scoring Category	Item	Board Members	Self	Gap
1	Financial Management	2.4c Implemented appropriate internal controls to protect the association from fraud and abuse	4.71	5.00	-0.29
2	Strategic Thinking and Planning	2.1c Effectively led the organization in assessing and responding to changes in the association's environment	4.78	5.00	-0.22

**Do you have any specific comments about the chief executive's performance on this core competency?**

**Board Members**

Close oversight with exceptional staff ensuring operations continued despite unprecedented times.

All scheduled activities were held remotely and much expansion of programs occurred as well.

\_\_\_\_\_ has extraordinary capability to identify issues, collaborate on appropriate responses and take decisive action.

One of the strong points in \_\_\_\_\_ leadership is hiring the right people and positions for the organization to run. When I look at the leadership team of \_\_\_\_\_, I feel that \_\_\_\_\_ has had a lot of success in getting the right people and positions on the team.

\_\_\_\_\_ did not miss a beat in transitioning the \_\_\_\_\_ staff to a virtual work environment, while still meeting and exceeding operational performance. This is truly reflective of her strong leadership ability and also demonstrates the trust that her team and staff have in her.

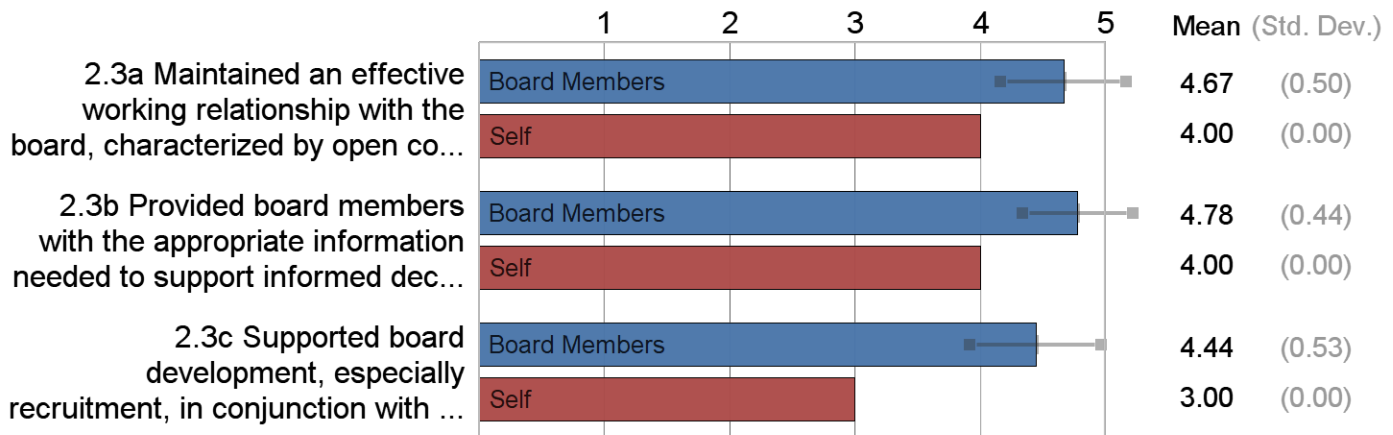
\_\_\_\_\_ was very strategic and forward thinking in effectively and efficiently operating and managing and making changes as need to successfully deliver new programs and services.

**Self**

We were able to maintain operations throughout the pandemic, including hiring and on-boarding seven new staff members. Exceeding our 2020 financial goals in this challenging year is a major win.

## 2.3 Board Relations

Together, the chief executive and the board form the leadership team of the organization. Each arm of the team draws upon its own unique strengths and abilities. The chief executive and board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role.



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
2.3a Maintained an effective working relationship with the board, characterized by open communication, respect, and trust	-	-	-	33.33%	66.67%	9	4.67
2.3b Provided board members with the appropriate information needed to support informed decision making and effective governance	-	-	-	22.22%	77.78%	9	4.78
2.3c Supported board development, especially recruitment, in conjunction with board leadership	-	-	-	55.56%	44.44%	9	4.44

**Do you have any specific comments about the chief executive's performance on this core competency?**

**Board Members**

We continue to have a strong board and solid leadership at the top.

Great balance in keeping us informed and engaged without going beyond the boundaries of necessity. Nice touch!

In a virtual environment, Board development was a challenge. We have current Board members that have never participated in an in person Board meeting. As we think about onboarding another round of new Board members, there is the need to increase focus on Board cohesiveness and development. Of course, that is balanced with the great work that [redacted] did at making sure that there was appropriate Board input on major decisions impacting the financial stability and future of the association.

[redacted] level of engagement with and accountability to the Board is refreshing. She approaches her relationship with the Board with openness and transparency, and creates an environment where all opinions can be voiced without hesitation.

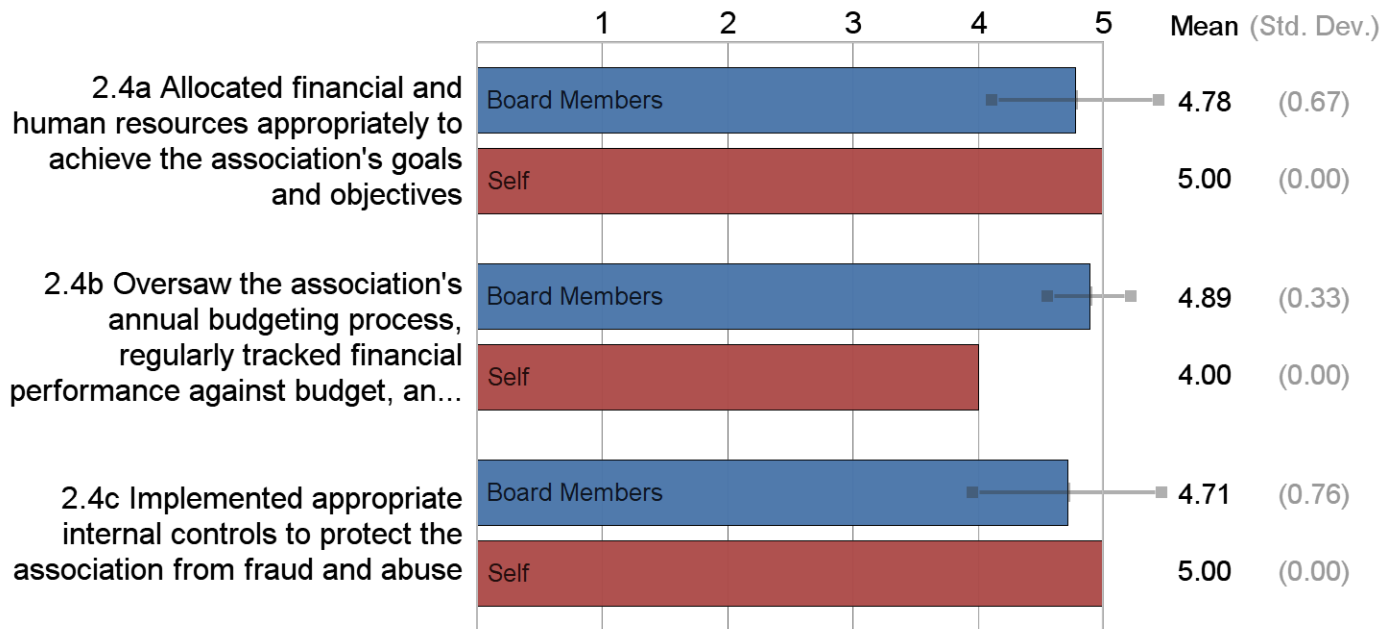
Weekly and adhoc communications are critical in maintaining communication, [redacted] excels at this and does a great job of keeping the Board informed.

**Self**

I feel fortunate to work with such a supportive and insightful group of Board leaders at [redacted]. I feel that we have a relationship built on trust, and the Board's demonstration of their trust and confidence in me during 2020 was an important success factor for [redacted]. During 2020, I so often found it necessary to share bad news with the Board. This news was always met with supportive comments and offers of assistance. Board members also made themselves available for impromptu calls and meetings as important developments arose.

## 2.4 Financial Management

Ensuring that resources are managed wisely is especially important for a nonprofit organization operating in the public trust. The chief executive's role is to see that the organization's goals and strategic plan serve as the basis for sound financial management, that solid budgeting and accounting systems are in place, and that appropriate financial controls and risk management strategies protect the organization's assets.



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
2.4a Allocated financial and human resources appropriately to achieve the association's goals and objectives	0	0	11.11%	0	88.89%	9	4.78
2.4b Oversaw the association's annual budgeting process, regularly tracked financial performance against budget, and presented financial statements in a timely and accurate manner for review and action	0	0	0	11.11%	88.89%	9	4.89
2.4c Implemented appropriate internal controls to protect the association from fraud and abuse	0	0	14.29%	0	85.71%	7	4.71



**Do you have any specific comments about the chief executive's performance on this core competency?**

**Board Members**

Strong financials and audit report. Worked with legal and insurance carrier for claims for meetings.

Managed our finances masterfully in the face of the pandemic including establishing a line of credit where needed and managing the insurance process for meeting cancellations.

The proof is in the pudding. \_\_\_\_\_

\_\_\_\_\_ was able to maintain the financial performance of the organization during a very dynamic, challenging time.

Greatest win this year is the continued financial stability! Gold stars for all!

\_\_\_\_\_ led a flawless budget process and insurance claims even during the uncharted waters of the pandemic

**Self**

I believe this is an area where we excelled in 2020. Managing our financial performance is an area of strength in my performance and it was important to our success in 2020. Since joining \_\_\_\_\_, I have worked with our VP of finance to implement a monthly forecasting process, implemented the necessary risk management measures to protect \_\_\_\_\_ during a period such as 2020 (e.g., meeting insurance, line of credit, dynamic cash flow management), and brought our leadership team into the process and assigned them accountability for their respective areas. As a result of these measures, we were well-positioned to weather the storm that was 2020.

## 2.5 Communications and Public Relations

The chief executive serves as a primary spokesperson and "public face" for the organization. This role has three major components: effectively promoting the organization, advocating for the mission and work of the organization, and building relationships with the constituent or stakeholder groups critical to the success of the organization.



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
2.5a Served as an articulate and effective spokesperson for the industry or profession	—	—	—	44.44%	55.56%	9	4.56
2.5b Established and maintained positive relationships with individuals and groups that impact the success of the association, including thought leaders in the field, educators, policy makers, and donors	—	—	25.00%	25.00%	50.00%	8	4.25

**Do you have any specific comments about the chief executive's performance on this core competency?**

**Board Members**

This was a challenging year for maintaining relationship with thought leaders and government agencies; however, it was a year whether those relationships were essential. The voice of [redacted] was heard through press releases, etc. I don't know whether the relationships with the government agencies advanced over the last year. With a new Administration in 2021, there is the opportunity for new and stronger relationships with a new CMS Administrator and other government agency leadership. We would like for those agencies to look to [redacted] for input on important managed care pharmacy issues.

I am proud to be part of an organization that [redacted] represents in public forums. She is genuine, articulate, and influential.

Communications and advocacy is an area of strength for [redacted] - she presents at other conferences, engages other organizations, and is always available to the membership.

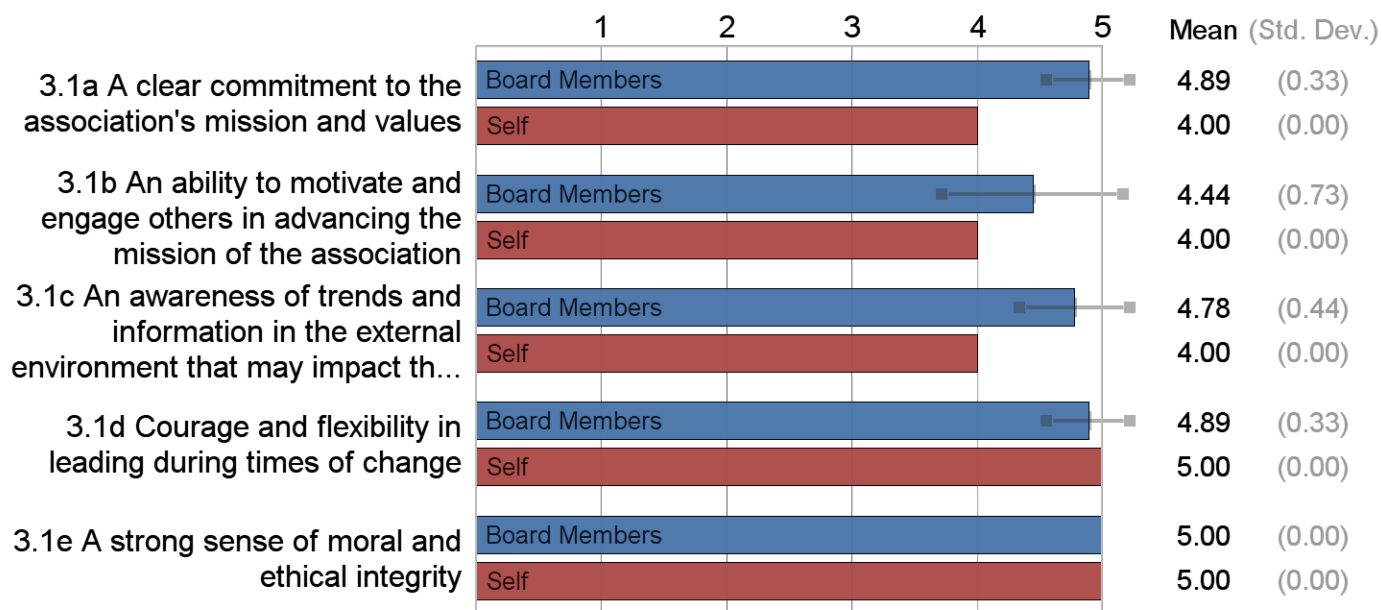
**Self**

I had less of an opportunity in 2020 to focus on these critical external responsibilities than usual, given the circumstances we and our members faced. The external-facing part of my job is something I enjoy immensely and look forward to getting back to as the environment normalizes. I did deliver keynote addresses at two of our affiliate meetings in 2020, spoke to select [redacted] chapters, presented at the [redacted] and [redacted], and certain other activities. As the new administration and congress take over in 2021, building those relationships with the right individuals will be a key focus on my time and effort.

## Section Three: Personal Leadership Qualities

### 3.1 Leadership Skills

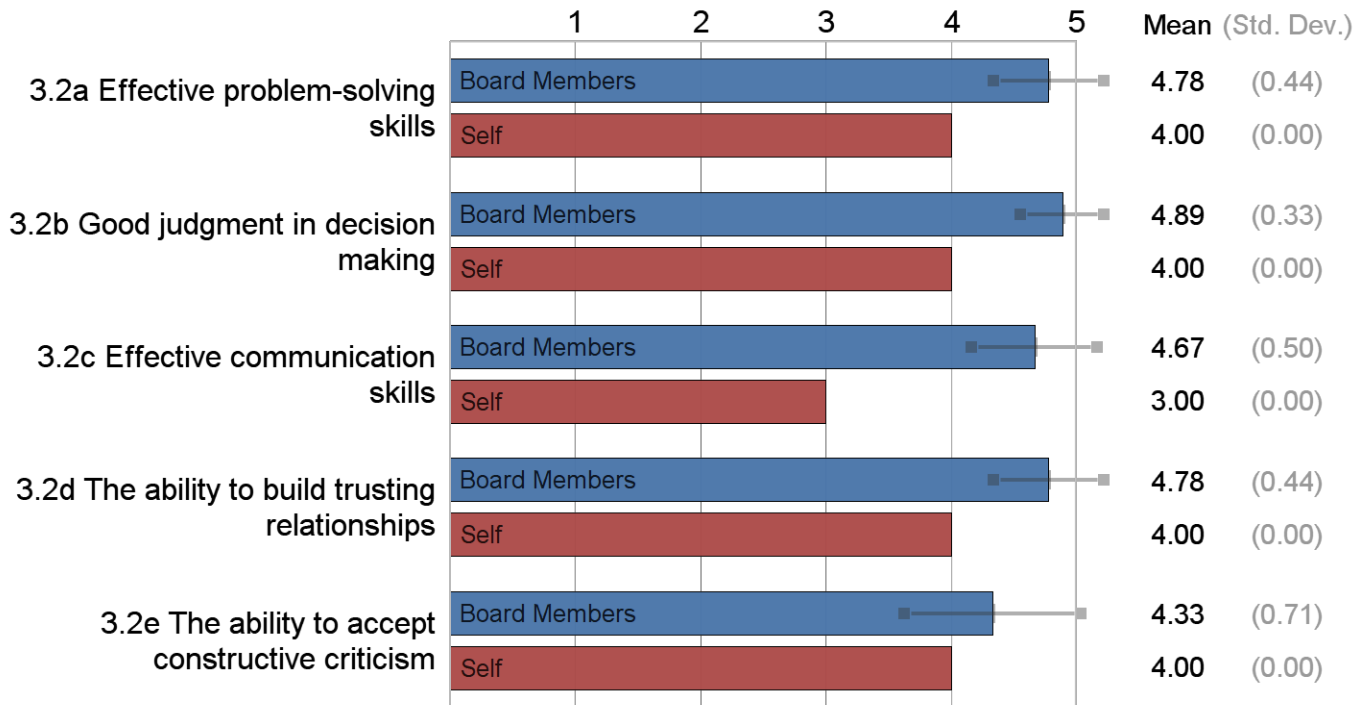
Beyond the core functional responsibilities of the chief executive, there are a number of additional leadership skills that are important to the chief executive's success.



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
3.1a A clear commitment to the association's mission and values	-	-	-	11.11%	88.89%	9	4.89
3.1b An ability to motivate and engage others in advancing the mission of the association	-	-	11.11%	33.33%	55.56%	9	4.44
3.1c An awareness of trends and information in the external environment that may impact the association	-	-	-	22.22%	77.78%	9	4.78
3.1d Courage and flexibility in leading during times of change	-	-	-	11.11%	88.89%	9	4.89
3.1e A strong sense of moral and ethical integrity	-	-	-	-	100.00%	9	5.00

### 3.2 Interpersonal Skills

Beyond the core functional responsibilities of the chief executive, there are a number of additional interpersonal skills that are important to the chief executive's success.



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
3.2a Effective problem-solving skills	-	-	-	22.22%	77.78%	9	4.78
3.2b Good judgment in decision making	-	-	-	11.11%	88.89%	9	4.89
3.2c Effective communication skills	-	-	-	33.33%	66.67%	9	4.67
3.2d The ability to build trusting relationships	-	-	-	22.22%	77.78%	9	4.78
3.2e The ability to accept constructive criticism	-	-	11.11%	44.44%	44.44%	9	4.33

## Section Four: Accomplishments and Challenges

### 4.1 What were the most significant achievements of the chief executive in the past year?

While the quantitative ratings in the previous sections provide an important snapshot of the board's assessment of the chief executive in key areas of responsibility and performance, this section of the survey provides an opportunity to include thoughts and insights about the chief executive that cannot be captured in numeric scores.

#### Board Members

1. General COVID-19 response: WFH, webinars, virtual meetings, financial stability 2. continued strategic plan implementation 3. re-branding of [redacted] 4. beginning of racial equality work

Managing the organization during a global pandemic and having insurance coverage in place to avoid any financial losses. Converting all programs to virtual and expanding on them at the same time. Developing staff in a remote setting and working closely with the board to monitor the pandemic and make appropriate organizational changes in response to local and federal government regulations.

Ability to navigate [redacted] during the COVID pandemic - high quality programs, virtual meeting for the first time, insurance claims to ensure financial stability.

[redacted] biggest accomplishment was the ability to manage [redacted] through multiple challenges during the pandemic. She maintained excellent leadership during this time while moving the staff to remote work, moving the meetings to virtual events, and maintaining financial stability related to filing the insurance claims. Even though all these challenges were in her path, [redacted] was still able to accomplish many projects related to [redacted] 2020 and start to move forward with the future strategic plan.

Getting through 2020 with the association in a strong financial position and members/corporate sponsors finding value in the organization even without in person conferences and meetings.

1. Negotiating conference venue contracts and securing insurance payouts for lost revenue 2. Successfully launching [redacted]'s first ever virtual conference which exceeded attendee projections

Steering [redacted] through one of the most turbulent times of our lives during which [redacted] continued to excel and help [redacted] respond and excel during 2020.

Provided capable and steady leadership during this year of uncertainty, quickly acting to convert the in-person meetings to virtual, executing a flawless budget process, keeping the organization fiscally responsible, while ensuring the 2020 goals were still met.

#### Self

My most important achievement in 2020 was to keep the organization on track and preserve our financial performance in the face of the challenges of the pandemic. Successfully converting our [redacted] meeting to the virtual format and delivering on other programs, including our COVID-19 resource center, ensured we continued to deliver value to our members during this period of change and uncertainty.