CATEGORY: Monitoring	**NUMBER:** 5.0
TITLE: Evaluation Process for Board of Directors ~~Monitoring & Evaluation~~	**ORIGINATING DATE:** MARCH 31, 1998
SOURCE: Board	**REVISION/REVIEW DATE:** JANUARY 24, 2017 ~~FEBRUARY 25, 2014~~
SIGNATURE:	

Purpose

As part of the Board's ongoing responsibility for its own governance, the Governance Committee will ensure the implementation of evaluation processes that contribute to the continuous improvement of governance. The scope of the evaluations will include a process of formally assessing:

- How well the board is fulfilling its obligations and whether the board achieved the results required as defined by the roles and responsibilities in governance policy and by-laws.
- Board effectiveness.
- How well the board worked together as a team.
- How well individual committees functioned and worked together as a team.
- Individual board member engagement in various aspects of the board's work.
- The quality and effectiveness of the Orientation program.

Accountability

All board members (elected and ex-officio) are personally responsible for taking an active role in the evaluation process by:

- completing all assessments openly, honestly, thoughtfully, and in a timely fashion.
- taking the time for thoughtful reflection on past performance and for making constructive suggestions for improvement.

Procedure

The Governance Committee will oversee the implementation of the following Evaluation Tools:

1. **Board of Director Meeting Evaluation Tool (Appendix A)**

The purpose of this tool is to evaluate the effectiveness of individual Board meetings, improve Board performance and provide the Board Chair with timely feedback for improvement.

The Board Coordinator will provide electronic copies following each Board meeting. The Board Coordinator will collect the responses and will aggregate and tabulate the results.

To be completed by:	Individually by all Directors, elected & ex-officio
Frequency:	At the end of each Board of Director meeting
Results evaluated by:	Governance Committee & Board Chair
Action & timeline:	Results reported to the Board bi-monthly and taken into account in agenda development and meeting processes

2. Governance Centre of Excellence Board-Self Assessment Tool

The process involves two stages, a preparation stage and the administration of an online, survey questionnaire.

Stage 1 – Current Governance Practices and Policies Checklist (Appendix B)
This stage is a preparation stage to document the existence and completeness of the board's formal documentation of the current governance practices and policies by completing a checklist. The Board Coordinator, working with the Board Chair, Chair of the governance Committee and the CEO, will complete the checklist and distribute the completed checklist to each director prior to administering the questionnaire (Stage 2). The intent is to demonstrate to the board the degree to which good governance practices are being followed and identify where the documents are located. Prepared with this information, individual board members may respond more knowledgeably to the questionnaire.

Stage 2 – Board Self-Assessment Tool
The purpose of this tool is to enable the board to assess their overall governance against current leading practice guidelines and to benchmark against other Ontario hospitals. The tool will evaluate how well the Board performs its primary functions, the Board's understanding of its governance role and relationship with management, quality of board members and collective skills, board structure and meeting processes and overall board functioning.

In January of each year, the Board Coordinator will contact the Ontario Hospital Association to coordinate the administration of the survey. The survey will be administered during March and Directors will be provided four weeks to complete the survey. Once completed, the Board Coordinator will advise the Ontario Hospital Association who will aggregate and tabulate the results and provide a report. The report will contain the Board's average score as well as the province-wide average scores for each assessment criterion.

To be completed by:	Individually by all Directors, elected & ex-officio
Frequency:	Annually in March
Results evaluated by:	Governance Committee
Action & timeline:	Results reported to the Board along with any recommendations for remedial action or suggested objectives and priorities for governance development.

3. Peer/Self-Assessment Tool (Appendix C)

The purpose of this tool is to assess how well each individual board member has contributed throughout the year and their engagement in various aspects of the board's work. The respondent indicates the extent to which they believe each Director have demonstrated the items indicated on the tool. It is understood that each Director fully understands the mission, vision, values and strategic directions of the organization when discharging responsibilities.

The tool is to be administered through an on-line survey questionnaire with a four-week timeline for completion. Once complete, the Board Coordinator will tabulate the results individuals and as an overall Board average. The Governance Committee will review the overall Board average results and provide a report to the Board of Directors that includes recommendation for any remedial action that may be required. Each Board Member will receive their individual results along with the overall Board average. **Individual results are to remain confidential**. However, should a Director be nominated for a Board Officer or Committee Chair position, the Board Chair may review the individual results for those Board members only, as part of the selection process.

Should any individual Board member wish to discuss their individual assessment an opportunity will be made available to do so with the Board Chair.

To be completed by:	Individually by all Directors, elected & ex-officio
Frequency:	Annually in March
Results evaluated by:	Overall Board Average: Governance Committee Individual results evaluated individually
Action & timeline:	Results reported to the Board bi-monthly and taken into account in agenda development and meeting processes

4. **Standing Committee Evaluation (Appendix D)**
The purpose of this tool is to assess the individual Committee processes and how well members have worked together as an effective and efficient team.

To be completed by:	Committee Members
Frequency:	Annually in April
Results evaluated by:	Individual Committees
Action & timeline:	Results reported to the Board Chair and to the incoming Standing Committee Chair through the Annual Standing Committee report.

5. **Orientation Program**
The purpose of the tool is to assess and improve the Board Orientation Program to ensure there are the appropriate supports in place to allow new Directors to maximize their contribution in the best interests of the Corporation.

All new Board members completing the Orientation Program will complete an assessment of the Orientation Program following attendance of a minimum of two regular Board meetings and at least one Standing Committee meeting. **Please see Governance Process Policy No. 2.10, "Orientation & Board Education**.

To be completed by:	New Directors, elected and ex-officio
Frequency:	Following attendance of 2 Board meetings and 1 Committee meeting
Results evaluated by:	Governance Committees
Action & timeline:	Review and revise the Orientation Program prior to next year's orientation