

**BOARD MANUAL**

<b>SUBJECT: Evaluation of Board, Committees and Individual Performance</b>		<b>NUMBER: 2-D-40</b>
<b>SECTION: Board Processes</b>	<b>APPROVED BY: Board of Directors</b>	
<b>DATE: November 24, 2010</b>	<b>REVISED/REVIEWED: May 29, 2013, May 25, 2016, September 27, 2017, April 28, 2021</b>	

**Purpose**

Evaluation of the Board and committee performance provides a means to:

- Ensure the organization is effectively and efficiently governed
- Take action to improve Board and committee performance
- Be guided by best practice
- Ensure alignment with the Mission, Vision and Values
- Identify continuing education and development needs

**Policy**

The Governance Committee will establish and conduct the processes for evaluation.

The evaluation methods will address the structure and processes of the Board as a whole, its committees, leaders, Directors and non-director committee members.

The evaluation process will include:

- Key indicators and evaluation tools through which Board and committee effectiveness and performance may be measured
- Tools and processes for individual assessment and for identifying future Board leadership candidates
- Reports from the Governance Committee to the Board on the results of evaluation, key issues and recommended action for improvement
- External resources as appropriate to ensure an effective process
- Peer feedback to individuals to recognize their contribution and opportunities for improvement
- Confidential and respectful communication by the Board Chair or relevant committee Chair in giving feedback to individuals
- Periodic review of evaluation tools and revision as required ensuring ongoing effectiveness and utility and alignment with the Board’s goals and objectives

Assessments that may be conducted by the Governance Committee or committee Chairs are summarized in Table 1: Tools for Board Evaluation.

**Table 1**

**Tools for Board Evaluation<sup>1</sup>**

<b>Type of Evaluation</b>	<b>Purpose</b>	<b>Frequency of Completion</b>	<b>Review of Results and Action</b>
<b>Orientation</b> (Appendix A)	To plan effective orientation for new Directors and committee members	Survey completed after the program (done for general orientation and committee orientation)	Governance Committee reviews and makes suggestions for improvements. Staff incorporate changes into the next year's program.
<b>Meeting</b> (Appendix B)	To improve the effectiveness of Board/ committee meetings	At the end of the meeting	The Board/Board committee and Governance Committee review the results.
<b>Board Education</b> (Appendix C)	To improve educational sessions	At the end of each education session	Governance Committee reviews results. The results taken into consideration for future sessions.
<b>Future Intentions of the Board members - Skills Inventory and Committee Preferences</b> (Appendix D)	To plan for recruitment for the Board and committees	Annual – January	Reviewed and taken into consideration by the Governance Committee.
	To plan for recruitment	Annual – January	Reviewed by the Governance Committee and Nominating Committee.
<b>Future Intentions of the Committee members - Skills Inventory and Committee Preferences</b> (Appendix E)	To plan for the leadership positions on the Board and committee preferences	Annual – January	Reviewed and taken into consideration by the Governance Committee.
	To plan recruitment for committees	Annual – January	Reviewed and taken into consideration by the Governance Committee
<b>Individual Director and Non-Director Committee Member Personal Assessment</b> (Appendix F)	To plan for recruitment, renewal of term	Annual – March/April	For Directors, results reviewed by Governance Committee and Board Chair. Board Chair or delegate discusses results with Directors as necessary. The Chair reports results to Governance Committee (particularly in cases where the Director is being

Type of Evaluation	Purpose	Frequency of Completion	Review of Results and Action
			<p>considered for a renewal term).</p> <p>For non-director committee members, results reviewed by Governance Committee and relevant committee Chair. As necessary, committee Chairs discuss results with non-director committee members. Results reported to Governance Committee Chair, as necessary.</p> <p>Individual results for Directors and non-director committee members provided to individuals for review</p>
<b>Board Non-Director Committee Member Peer Assessment</b> (Appendix G)	To plan for recruitment, renewal of term	Annual – March/April	<p>For Directors, results reviewed by Governance Committee and Board Chair. Board Chair or delegate discusses results with Directors as necessary. The Chair reports results to Governance Committee (particularly in cases where the Director is being considered for a renewal term).</p> <p>For non-director committee members, results reviewed by Governance Committee and relevant committee Chair. As necessary, committee Chairs discuss results with non-director committee members. Results reported to Governance Committee Chair, as necessary.</p> <p>Individual results for Directors and non-director committee members provided to individuals for review</p>
<b>Board Chair Committee Chairs Evaluation</b> (Appendix H)	Self-improvement; renewal of term	Annual - April	Chair of Governance Committee reviews and discusses with Board Chair.
	Self-improvement; Renewal of Chair term	Annual - April	Chair of Governance Committee or Board Chair reviews and discusses with the Committee Chair, considers results in reappointing. Individual results are shared with each Chair
<b>Board (Annual) Committees (Annual)</b> (Appendix I)	To improve Board performance	Annual – May	The Board and Governance Committee review and makes recommendations for improvement.

<b>Type of Evaluation</b>	<b>Purpose</b>	<b>Frequency of Completion</b>	<b>Review of Results and Action</b>
	To improve committee performance	Annual - May	The relevant committee and Governance Committee review and make recommendations.

<sup>1</sup> Surveys may be amended by the Governance Committee from time to time.



## Board and Community Member Orientation Evaluation March 2019

### Introduction

**Thank you for attending the Cambridge Memorial Hospital Board orientation session on March 25, 2019**

**We would appreciate your feedback about what was helpful, how the orientation may be improved next year, and what additional resources may be helpful at this time.**

**Please take a few minutes to give us your input.**



## Board and Community Member Orientation Evaluation March 2019

### Pre-session

1. I received adequate notice to plan to attend the session.

Yes  No

2. This year we asked you to prepare and send questions ahead of time. To what degree was this effective in discussing the right things at the orientation?

- Extremely effective
- Very effective
- Somewhat effective
- Not so effective
- Not at all effective



Board and Community Member Orientation Evaluation March 2019

Content of the Orientation Sessions

3. How helpful was the presentation and discussion about the following topics?

	Very unhelpful	Unhelpful	Neither helpful nor unhelpful	Helpful	Very Helpful
CMH Current Priorities 2019/20	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How the Board/Committee gets it's work done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibilities/Expectations of Directors and non-Director committee members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Board and Community Member Orientation Evaluation March 2019

Orientation Session

4. Did you have enough time to ask questions during the orientation session?

Yes  No

If no, please explain

5. Have you thought of any additional questions since attending the orientation session?

Yes  No

If yes, please elaborate

6. The orientation session had 2 main goals. Please indicate to what degree you were satisfied that each goal was met during the session

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
To educate Board and committee members as to their roles and responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To help the Board and committee members gain an understanding of the hospital operations and governance processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Overall, how helpful was the orientation in preparing you for your role on the Board or Board committee?

	Not at all helpful	Somewhat helpful	Helpful	Very helpful
How helpful?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Board and Community Member Orientation Evaluation March 2019

### Advice for Next Time

8. For the next time, I recommend more time be spent on...

9. For the next time, I recommend less time be spent on...

10. Do you have any other suggestions for future orientation or education sessions?



Board and Community Member Orientation Evaluation March 2019

Personal Development

11. Please note any information, discussion or other help you would like as you develop in your role as a Director or committee member.

12. Please indicate if you are a Board member or a community member on a Board committee

- Board member
- Community member on Board committee



13. Final Comments

\* 14. Name:



Board and Community Member Orientation Evaluation March 2019

You have completed the evaluation survey.

**Thank you for taking the time to give us your feedback.**



Monthly - Board and Committees Meeting Evaluations 2019/2020

**The purpose of the survey is to give Board and Committee Members the opportunity to provide feedback on any given meeting they have attended.**

\* 1. Which Committee are you commenting on today?

- Board of Directors Meeting
- Quality Committee
- Resources Committee
- Capital Projects Sub Committee
- Audit Committee
- Governance Committee
- Executive Committee



Monthly - Board and Committees Meeting Evaluations 2019/2020

2. Do you feel you have a better understanding of how the program partnered with patients in co-designing care?

- Yes
- No

Other (please specify)



Monthly - Board and Committees Meeting Evaluations 2019/2020

\* 3. Please select the month of the meeting you are commenting on.

- September 2019
- October 2019
- November 2019
- December 2019
- January 2020
- February 2020
- March 2020
- April 2020
- May 2020
- June 2020

4. Please provide any comments, concerns, or feedback you have in regard to the content and/or process of the meeting you are commenting on.

5. To what degree were you satisfied with the dialogue and participation of the committee members on the key strategic issues?

Strongly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Strongly Dissatisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. To what degree are you satisfied with the Committee's overall performance?

Strongly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Strongly dissatisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Monthly - Board and Committees Meeting Evaluations 2019/2020

\* 7. Please provide your name (name is only provided to your committee Chair and Governance Committee)



Monthly - Board and Committees Meeting Evaluations 2019/2020

**Thank you for your comments and feedback.**

Board Education Assessment

**Thank you for attending the education session on March 19 - Health System Change . The organizers would like feedback to assist with future planning.**

\* 1. What organization are you from?

- Cambridge Memorial Hospital
- CMHA-WW
- Grand River Hospital
- St. Mary's General Hospital
- Homewood Health Centre
- WWLHIN
- Lang's
- North Wellington Health Centre
- St. Joseph's Health Centre
- Hospice Waterloo Region
- Two Rivers Family Health Team
- Thresholds
- Meals on Wheels
- Groves Memorial Community Hospital
- Conestoga College
- John Howard Society
- Lutherwood
- Community Support Connections
- Kitchener Downtown Community Health Centre
- Waterloo Region Nurse Practitioner Led Clinic
- Other (please specify)

\* 2. Check all that apply to you...

- I am a Board member and/or member of a Board Committee
- I am a staff/medical staff member of my organization
- Other (please specify)

\* 3. Please evaluate the session in the following areas:

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	N/A - not applicable/unable to assess
The session content was consistent with the agenda description.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The session information will help me be more effective in my governance role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The session information will help me be more effective in my management/clinical role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can use the information I learned right away.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the speakers for the session demonstrated the knowledge and skills of the subject matter.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the speakers for the session were engaging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The session met or exceeded my expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The topics covered were relevant, interesting and timely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The goals established for the session were effectively achieved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The session was appropriately interactive with meaningful audience participation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The pre-reading material was useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The handouts distributed at the session were useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audio-visual aids were used effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The session length was appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What in particular about the session did you like and why?

5. How would the session have been improved for you?

6. What further coordinated action should be considered to further meet the community need and or individual professional learning?

7. What further activities should CMH consider that will enhance/extend your own professional learning and/or health services opportunities at CMH?

8. Any other comments or suggestions?

\* 9. Please enter your name here:

NAME:

Introduction

**As part of the nominating process, the Governance Committee is beginning its planning for Board member and Committee member recruitment and leadership for the upcoming Board year and future years.**

**The information you provide will also help plan membership for the Board and committees.**

**Thank you for your participation in this process.**

\* 1. Please enter your name.

\* 2. Are you planning to remain on the Board for the next year from September 2020 to June 2021?

Yes

If no, please elaborate

3. What is your interest in serving as an Officer of the Board for the upcoming year (Sept 2020-June 2021)? Please select all of the options you would consider.

Chair

Vice Chair

I am not presently interested in either of these positions

4. What is your interest in serving as an Officer of the Board, in subsequent future years (Sept 2021- June 2022 and beyond)? Please indicate all of the options that you would consider.

Chair

Vice Chair

I am presently not interested in one of these positions in subsequent years.



5. What is your interest in serving as chair of a Board committee for the upcoming Board year (Sept 2020- June 2021)? Please indicate all of the options that you would consider.

- Governance
- Quality
- Resources
- Audit
- Capital Projects
- I am not interested in a chair position at this time.

6. What is your interest in serving as chair of a Board committee in subsequent future years (Sept 2021- June 2022 and beyond)? Please indicate all of the options that you would consider.

- Governance
- Quality
- Resources
- Audit
- Capital Projects
- I am not interested in a chair position at this time.

7. In order of preference, with 1 (one) being your first choice, which Board committee would you like to serve on for 2020/21? Some individuals may be appointed to more than one committee.

	1	2	3	4	5	6
Audit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capital Projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governance and Nominating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. There is also an opportunity to be a CMH delegate on the Board of the CMH Foundation the CMH Volunteer Association and the Patient and Family Advisory Council (PFAC). Please indicate your interest in these positions for next year (Sept 2020- June 2021).

- CMH Foundation Board (usually meets the same week as the CMH Board - on Tuesdays, 4pm to 6pm).
- CMH Volunteer Association Board (meets same day as CMH Board - 9am to 11am).
- Patient and Family Advisory Council (PFAC) (meets first Tuesday of every month 5pm- 7pm)

9. Based on the skills and attributes required to lead the Board, which member(s) would you recommend as an Officer of the Board for the upcoming Board year (Sept 2020-June 2021)? Enter the names (you can put more than one per line)

Chair

Vice Chair

### Board Future Leadership /Committee Intentions and skill acumen - 2020 combined

10. At this stage, we do not know how many directors we will be recruiting for the 2020-21 Board. That said, to the best of your abilities, please identify the top 5 skills/competencies, you feel we need to recruit onto the 2019/20 Board.

- Leadership/Executive Experience
- Strategic Planning
- Board & Governance
- Business Management
- Finance/Audit
- Healthcare or Clinical Practice
- Health System Integration
- Government Relations
- Legal
- Risk Management / Insurance
- Quality & Performance Management
- Human Resources Management
- Health Informatics
- Ethics
- Public Affairs & Communications
- Patient & Health Care Advocacy
- Community Knowledge and Involvement

11. Are new skills/competencies needed for the CMH Board? If so, please describe what additional skills/competencies are needed on the CMH Board for Sept 2020- June 2021.

Board Future Leadership /Committee Intentions and skill acumen - 2020 combined

Skill Self-Assessment - Skill Acumen

**Read the statements in each category. Choose the level that best matches your skill set. It is not expected that you possess knowledge, skills and experience in all the areas set out in the table. When selecting advanced or intermediate, please give some consideration to having a minimum of 5 years of experience/exposure to that element.**

12. Leadership and/or Executive Experience

- Advanced**  
Executive or senior leadership in a complex diverse organization.
- Intermediate**  
Mid-level leadership position with multiple direct reports.
- Basic**  
Some minimal leadership experience in formal or informal capacity.
- None**  
No leadership and/or executive experience.

13. Strategic Planning Experience

- Advanced**  
Executive experience developing and executing strategic plans, including: vision, mission, objectives and long term goal setting.
- Intermediate**  
Involvement as a senior leader in strategic plan development.
- Basic**  
Ability to think strategically and look at issues in a wide context. Ability to critically assess business decisions.
- None**  
No exposure to strategic planning or frequent strategic thinking.

14. Board and Governance

- Advanced**  
Experience in a board officer capacity on a board. Received formal training on board governance.
- Intermediate**  
Served on a board of directors for at least 5 years. Some training/workshops and/or courses in board governance.
- Basic**  
5 or less years of board experience. Minimal training or development.
- None**  
No board experience

15. Business Acumen

- Advanced**  
Executive responsibilities in operational planning, delivery and change management. Extensive experience in, executing initiatives and to support a corporate strategy and deliver on key performance objectives.
- Intermediate**  
Mid-level responsibilities in operational planning, delivery, change management. Some experience in executing initiatives to support a corporate strategy and deliver on key performance objectives.
- Basic**  
Exposure to and appreciation for business processes.
- None**  
No exposure to business processes.

16. Corporate Financial Matters and Financial Literacy

- Advanced**  
CA/CPA designation and/or expert financial knowledge and experience dealing with financial risks, operational risks.
- Intermediate**  
Ability to read, interpret, analyze financial statements. Ability to assess implications of financial information, operational and business decisions.
- Basic**  
Understanding of budgets, financial statements, financial reporting.
- None**  
No exposure to budgeting, finances or financial analysis.

## 17. Health Care/Clinical Practice

- Advanced**  
Master's in Healthcare Administration. Senior executive within the healthcare sector. Healthcare professional.
- Intermediate**  
Worked within the healthcare sector in direct, or leadership capacity. Understands the key drivers and indicators of clinical quality, including patient safety and patient experience.
- Basic**  
Limited healthcare sector exposure.
- None**  
Exposure to healthcare as a patient or caregiver or no exposure.

## 18. Health System Integration

- Advanced**  
Senior executive and/or board member in a health system or regional health model. Senior executive experience within a government health ministry or government/crown agency.
- Intermediate**  
Exposure to and/or experience with collaborative models and integration through a board role or employment within the health sector.
- Basic**  
Limited experience in health system integration. Some appreciation of integration and collaborative care, perhaps as a patient or patient's family member.
- None**  
No exposure to health system integration.

## 19. Government Relations

- Advanced**  
Previous experience at a ministerial or government executive level experience within a government or government agency. Fundamental understanding of government processes. Extensive experience in working with elected and non-elected government officials.
- Intermediate**  
Elected official or senior management within government agency. Experience with and/or good understanding of government processes.
- Basic**  
Some understanding of government processes.
- None**  
No government relations experiences.

## 20. Legal

- Advanced**  
Law Degree. Law designation or practicing lawyer.
- Intermediate**  
Executive accountable for legal functions within an organization. Experience with legal frameworks legislation, regulations, familiarity with corporate, human resources and/or business law. Experience in regulated industries.
- Basic**  
Exposure to legal framework, legislation, regulation, regulated industry.
- None**  
No exposure to legal issues.

## 21. Risk Management

- Advanced**  
Senior audit role. Executive accountable for healthcare, operations (i.e., financial, operational, HR). Experience applying an integrated risk management framework.
- Intermediate**  
Experience managing health sector operations. Some experience in the process of identifying corporate risks. Experience in implementing risk mitigation strategies.
- Basic**  
Awareness of risk profiles within financial, operational and HR areas.
- None**  
No exposure risk management.

## 22. Quality and Performance Management

- Advanced**  
Executive accountable for measurable outcomes and results. Experience applying process improvement methodology within a complex work environment.
- Intermediate**  
Experience with defining and implementing measurable outcomes and results. Some understanding of quality care issues, benchmarking and/or process improvement.
- Basic**  
Appreciation for the necessity of measurable outcomes and results.
- None**  
No exposure to formal quality and performance management systems.

### 23. Construction and Project Management

- Advanced**  
P.Eng. Degree in engineering. Certification in project management.
- Intermediate**  
Executive responsible for some/all elements within a construction organization. Project management responsibilities in a complex organization.
- Basic**  
Leadership within the construction and/or project management.
- None**  
No experience with construction and/or project management.

### 24. Human Resources/Labour Relations

- Advanced**  
CHRP/CHRL designation or experience as an HR executive. Experience with bargaining agents/labour relations.
- Intermediate**  
Senior executive responsibility including the human resources and/or labour relations functions within a unionized environment.
- Basic**  
Leadership roles accountable for people management.
- None**  
No exposure to formal human resource systems and/or labour relations.

### 25. Health Informatics

- Advanced**  
Experience as an IT executive, chief information officer (CIO) accountable for strategic development. Background in applying population health, health planning statistics, patient care information in a research or academic environment.
- Intermediate**  
Executive accountable for IT functions. Senior Leader in IT service delivery. Some relevant academic experience - statistics, IT, health systems.
- Basic**  
Understanding, planning and execution of IT projects.
- None**  
No exposure to healthcare informatics or information technology.

## 26. Ethics

- Advanced**  
Experience working with an ethics review board, ethical framework and/or direct health care ethics exposure. Experienced healthcare professional operating as a regulated health professional.
- Intermediate**  
Some exposure and experience with ethics in a non-health care environment
- Basic**  
Appreciation of ethical principles and basic understanding of ethical issues within a healthcare environment.
- None**  
No exposure to healthcare or business ethics.

## 27. Public Affairs, Communications

- Advanced**  
Experience as a public affairs, communications leader. Experience and exposure to media and corporate communications within a work environment.
- Intermediate**  
Exposure to and/or experience in developing approaches to engaging the public. Some familiarity with corporate communications policies and approaches.
- Basic**  
Limited exposure to or experience with public affairs or community engagement.
- None**  
No media or public affairs experience.

## 28. Patient and Healthcare Advocacy

- Advanced**  
Extensive experience with oversight of the administration of patient care and advocacy. Medical professional. Senior leader engaged in quality in healthcare.
- Intermediate**  
Direct management of patient care or leadership in an advocacy organization. Leader of healthcare quality system.
- Basic**  
Some awareness and appreciation of healthcare systems, patient advocacy.
- None**  
No awareness or exposure to healthcare quality systems or patient advocacy.



29. Community Knowledge and Involvement

- Advanced**  
Extensive experience working with diverse stakeholders. Extensive volunteer experience in the community. Extensive knowledge of cultural beliefs, values and attitudes of various stakeholder groups.
- Intermediate**  
Moderate experience working with diverse stakeholders. Some volunteer experience in the community. Moderate knowledge of cultural beliefs, values and attitudes of various stakeholder groups.
- Basic**  
Limited experience working with the diverse stakeholders. Some volunteer experience in the community. Limited awareness of cultural beliefs, values and attitudes of various stakeholder groups.
- None**  
No community knowledge or involvement.

Board Future Leadership /Committee Intentions and skill acumen - 2020 combined

End of Survey

**Thank you for taking the time to complete this survey.**

Introduction

**As part of the nominating process, the Governance Committee is beginning it planning for Board member and Committee member recruitment and leadership for the upcoming Board year and future years.**

**The information you provide will also help plan membership for the Board and committees.**

**Thank you for your participation in this process.**

\* 1. Please enter your name.

\* 2. Are you interested in being part of the Governance for CMH next year Sept 2019 - June 2020?

- Yes, at a Committee Level
- Yes, I would like to apply to the Board
- If no, please elaborate

3. In order of preference, with 1 (one) being your first choice, which Board committee would you like to serve on for 2020/21? Some individuals may be appointed to more than one committee.

	1	2	3	4	5	6
Audit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capital Projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governance and Nominating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Skill Self-Assessment - Skill Acumen

**Read the statements in each category. Choose the level that best matches your skill set. It is not expected that you possess knowledge, skills and experience in all the areas set out in the table. When selecting advanced or intermediate, please give some consideration to having a minimum of 5 years of experience/exposure to that element.**

\* 4. Leadership and/or Executive Experience

- Advanced**  
Executive or senior leadership in a complex, diverse organization.
- Intermediate**  
Mid-level leadership position with multiple direct reports.
- Basic**  
Some minimal leadership experience in formal or informal capacity.
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No leadership and/or executive experience.

\* 5. Strategic Planning Experience

- Advanced**  
Executive experience developing and executing strategic plans, including: vision, mission, objectives and long term goal setting.
- Intermediate**  
Involvement as a senior leader in strategic plan development.
- Basic**  
Ability to think strategically and look at issues in a wide context. Ability to critically assess business decisions.
- None**  
No exposure to strategic planning or frequent strategic thinking.

\* 6. Board and Governance

- Advanced**  
Experience in a board officer capacity on a board. Received formal training on board governance.
- Intermediate**  
Served on a board of directors for at least 5 years. Some training/workshops and/or courses in board governance.
- Basic**  
5 or less years of board experience. Minimal training or development.
- None**  
No board experience

\* 7. Business Acumen

- Advanced**  
Executive responsibilities in operational planning, delivery and change management. Extensive experience in, executing initiatives and to support a corporate strategy and deliver on key performance objectives.
- Intermediate**  
Mid-level responsibilities in operational planning, delivery, change management. Some experience in executing initiatives to support a corporate strategy and deliver on key performance objectives.
- Basic**  
Exposure to and appreciation for business processes.
- None**  
No exposure to business processes.

\* 8. Corporate Financial Matters and Financial Literacy

- Advanced**  
CA/CPA designation and/or expert financial knowledge and experience dealing with financial risks, operational risks.
- Intermediate**  
Ability to read, interpret, analyze financial statements. Ability to assess implications of financial information, operational and business decisions.
- Basic**  
Understanding of budgets, financial statements, financial reporting.
- None**  
No exposure to budgeting, finances or financial analysis.

\* 9. Health Care/Clinical Practice

- Advanced**  
Master's in Healthcare Administration. Senior executive within the healthcare sector. Healthcare professional.
- Intermediate**  
Worked within the healthcare sector in direct, or leadership capacity. Understands the key drivers and indicators of clinical quality, including patient safety and patient experience.
- Basic**  
Limited healthcare sector exposure.
- None**  
Exposure to healthcare as a patient or caregiver or no exposure.

\* 10. Health System Integration

- Advanced**  
Senior executive and/or board member in a health system or regional health model. Senior executive experience within a government health ministry or government/crown agency.
- Intermediate**  
Exposure to and/or experience with collaborative models and integration through a board role or employment within the health sector.
- Basic**  
Limited experience in health system integration. Some appreciation of integration and collaborative care, perhaps as a patient or patient's family member.
- None**  
No exposure to health system integration.

\* 11. Government Relations

- Advanced**  
Previous experience at a ministerial or government executive level experience within a government or government agency. Fundamental understanding of government processes. Extensive experience in working with elected and non-elected government officials.
- Intermediate**  
Elected official or senior management within government agency. Experience with and/or good understanding of government processes.
- Basic**  
Some understanding of government processes.
- None**  
No government relations experiences.

\* 12. Legal

- Advanced**  
Law Degree. Law designation or practicing lawyer.
- Intermediate**  
Executive accountable for legal functions within an organization. Experience with legal frameworks legislation, regulations, familiarity with corporate, human resources and/or business law. Experience in regulated industries.
- Basic**  
Exposure to legal framework, legislation, regulation, regulated industry.
- None**  
No exposure to legal issues.

\* 13. Risk Management

- Advanced**  
Senior audit role. Executive accountable for healthcare, operations (i.e., financial, operational, HR). Experience applying an integrated risk management framework.
- Intermediate**  
Experience managing health sector operations. Some experience in the process of identifying corporate risks. Experience in implementing risk mitigation strategies.
- Basic**  
Awareness of risk profiles within financial, operational and HR areas.
- None**  
No exposure risk management.

\* 14. Quality and Performance Management

- Advanced**  
Executive accountable for measurable outcomes and results. Experience applying process improvement methodology within a complex work environment.
- Intermediate**  
Experience with defining and implementing measurable outcomes and results. Some understanding of quality care issues, benchmarking and/or process improvement.
- Basic**  
Appreciation for the necessity of measurable outcomes and results.
- None**  
No exposure to formal quality and performance management systems.

\* 15. Construction and Project Management

- Advanced**  
P.Eng. Degree in engineering. Certification in project management.
- Intermediate**  
Executive responsible for some/all elements within a construction organization. Project management responsibilities in a complex organization.
- Basic**  
Leadership within the construction and/or project management.
- None**  
No experience with construction and/or project management.

\* 16. Human Resources/Labour Relations

- Advanced**  
CHRP/CHRL designation or experience as an HR executive. Experience with bargaining agents/labour relations.
- Intermediate**  
Senior executive responsibility including the human resources and/or labour relations functions within a unionized environment.
- Basic**  
Leadership roles accountable for people management.
- None**  
No exposure to formal human resource systems and/or labour relations.

\* 17. Health Informatics

- Advanced**  
Experience as an IT executive, chief information officer (CIO) accountable for strategic development. Background in applying population health, health planning statistics, patient care information in a research or academic environment.
- Intermediate**  
Executive accountable for IT functions. Senior Leader in IT service delivery. Some relevant academic experience - statistics, IT, health systems.
- Basic**  
Understanding, planning and execution of IT projects.
- None**  
No exposure to healthcare informatics or information technology.

\* 18. Ethics

- Advanced**  
Experience working with an ethics review board, ethical framework and/or direct health care ethics exposure. Experienced healthcare professional operating as a regulated health professional.
- Intermediate**  
Some exposure and experience with ethics in a non-health care environment
- Basic**  
Appreciation of ethical principles and basic understanding of ethical issues within a healthcare environment.
- None**  
No exposure to healthcare or business ethics.

\* 19. Public Affairs, Communications

- Advanced**  
Experience as a public affairs, communications leader. Experience and exposure to media and corporate communications within a work environment.
- Intermediate**  
Exposure to and/or experience in developing approaches to engaging the public. Some familiarity with corporate communications policies and approaches.
- Basic**  
Limited exposure to or experience with public affairs or community engagement.
- None**  
No media or public affairs experience.

\* 20. Patient and Healthcare Advocacy

- Advanced**  
Extensive experience with oversight of the administration of patient care and advocacy. Medical professional. Senior leader engaged in quality in healthcare.
- Intermediate**  
Direct management of patient care or leadership in an advocacy organization. Leader of healthcare quality system.
- Basic**  
Some awareness and appreciation of healthcare systems, patient advocacy.
- None**  
No awareness or exposure to healthcare quality systems or patient advocacy.

\* 21. Community Knowledge and Involvement

- Advanced**  
Extensive experience working with diverse stakeholders. Extensive volunteer experience in the community. Extensive knowledge of cultural beliefs, values and attitudes of various stakeholder groups.
- Intermediate**  
Moderate experience working with diverse stakeholders. Some volunteer experience in the community. Moderate knowledge of cultural beliefs, values and attitudes of various stakeholder groups.
- Basic**  
Limited experience working with the diverse stakeholders. Some volunteer experience in the community. Limited awareness of cultural beliefs, values and attitudes of various stakeholder groups.
- None**  
No community knowledge or involvement.

Committee Future Leadership /Committee Intentions and skill acumen - 2020 combined

End of Survey

Thank you for taking the time to complete this survey.





## Introduction

**Thank you for your participation in this annual process. This is an opportunity to provide some reflection on your contribution to the CMH Board and/or CMH Board committees. Please complete the survey in one sitting. Responses are not saved if you exit before submitting.**

\* 1. Please enter your name.

\* 2. Are you a director on the Board?

Yes  No

Individual Self-Assessment

**Each year each Board Director and non-director committee member completes a self-assessment on how well they feel they are contributing. In this section of the survey, you will be asked to answer 11 questions about YOURSELF. This information is used through the governance/nominating process and the results are shared with the Board Chair.**

Self-Assessment

3. Please rate YOURSELF according to the following scale:

- 1 = Rarely/never
- 2 = Some of the time
- 3 = Most of the time
- 4 = Always

	Rarely / Never	Some of the time	Most of the time	Always
1. I read the meeting material and come prepared for Board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I arrive on time and fully participate in Board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I understand my duties as a Director and/or committee member and maintain an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I understand key performance indicators for governance oversight e.g. quality and financial indicators.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I speak on issues when I think my experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am comfortable raising difficult questions or putting forward controversial viewpoints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-Assessment

4. Please rate YOURSELF according to the following scale:

- 1 = Rarely/never
- 2 = Some of the time
- 3 = Most of the time
- 4 = Always

	Rarely/ Never	Some of the time	Most of the time	Always
7. I keep my decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I make room for others to contribute and welcome other points of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I am respectful of other Directors and/or committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I support Board/committee decisions and policies regardless of my personal or expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I am guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-Assessment

5. 12. In the context of the current strategic directions and the challenges faced by the Hospital, the most positive ways that I contribute to the work of the Board/committee are:

6. 13. I would like to strengthen my contribution to the work of the Board/committee by:

7. 14. I would appreciate education or development opportunities on the following topics:

End of the Survey

**You have completed the survey.**

**Thank you for your time and participation.**

## Board/Committee Member Peer Assessment - 2018/19

### Introduction

Each year Board Directors and non-director committee members complete a peer evaluation of the performance of Board/committee colleagues. These assessments contribute both to the individual Director's/committee member's development and the development of the Board and the committees.

The Board Chair will:

- review and keep confidential, a summary of ratings for each Director and non-director committee member
- discuss the self-assessment with each Director and provide feedback from the peer evaluation
- discuss any issues with the Chair of Governance as required, and
- consider the summary in making a recommendation to the Nominating Committee for renewal of terms for incumbent Directors.

The committee Chair will discuss the self-assessment and peer feedback with the non-director committee member.

In this survey, please only rate others you work with on the board/committees. Do NOT rate yourself.

## Board/Committee Member Peer Assessment - 2018/19

### Peer Assessment

\* 1. Do you sit on a committee with Laura Ostofe?

Yes

No

## Board/Committee Member Peer Assessment - 2018/19

### Peer Assessment



2. Please evaluate Laura Ostofe.

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Evaluation

\* 5. Do you sit on a committee with Sara Alvarado?

- Yes
- No

6. Please evaluate Sara Alvarado

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared and fully participates in committee meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision, values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Evaluation

\* 9. Do you sit on a committee with Brian Heagle

Yes

No

Board/Committee Member Peer Assessment - 2018/19

10. Please evaluate Brian Heagle

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Would you like to add any comments?

Peer Evaluation

\* 13. Do you sit on Committee with Tooba Mohsham

Yes

No

14. Please Evaluate Tooba Mohtsham

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and thier views	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please rate the following

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Would you like to add any comments?

Peer Evaluation

\* 17. Do you sit on a committee with Mike Adair?

Yes

No

18. Please evaluate Mike Adair

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please rate the following

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Would you like to add any comments?



Peer Evaluation

\* 21. Do you sit on committee with Alison McCarthy?

Yes

No

22. Please evaluate Alison McCarthy

	Rarely/never	Some of the time	Most of the time	Always	Un able to assess
Comes prepared and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains and appropriate balance between oversight and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of expressed opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 25. Do you sit on a committee or the Board with Denise Smith?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

26. Please evaluate Denise Smith.

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 29. Do you sit on the Board or a committee with Tim Edworthy?

Yes

No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

30. Please evaluate Tim Edworthy.

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director/committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. Would you like to add any comments?

\* 33. Do you sit on a committee or the Board with Joe Kane?

- Yes  
 No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

34. Please evaluate Joe Kane

	Rarely/never	Some of the time	Most of the time	Always	unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Please rate the following;

	Needs improvement	Developing	Solid Contributor	Above expectations	Exceptional	N/A
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 37. Do you sit on a committee or the Board with Tom Dean?

Yes

No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

38. Please evaluate Tom Dean

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board/committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 41. Do you sit on a committee or the Board with Ian Miles?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment



42. Please evaluate Ian Miles

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	N/A
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 45. Do you sit on a committee or the Board with Elaine Habicher

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

46. Please evaluate Elaine Habicher

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

47. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 49. Do you sit on a committee or the Board with David Pyper?

- Yes
- No

Peer Assessment

50. Please evaluate David Pyper

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

51. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52. Would you like to add any comments?

\* 53. Do you sit on a committee with David Beaudoin?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

54. Please evaluate David Beaudoin

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

55. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 57. Do you sit on a committee or the Board with Katie Hamilton?

Yes

No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

58. Please evaluate Katie Hamilton

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

59. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

60. Would you like to add any comments?

## Peer Assessment

\* 61. Do you sit on a committee or the Board with Bill Deley?

Yes

No

## Board/Committee Member Peer Assessment - 2018/19

### Peer Assessment

62. Please evaluate Bill Deley

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

63. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

64. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 65. Do you sit on a committee or the Board with Nicola Melchers?

- Yes  
 No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

66. Please evaluate Nicola Melchers

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

67. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

68. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 69. Do you sit on a committee or the Board with Suren Rao?

Yes

No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

70. Please evaluate Suren Rao

	Rarely/never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in board and/or committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands duties as a director and/or committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other directors/committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board/committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



71. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall effectiveness as a director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

72. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 73. Do you sit on a committee with Victor Ghanem?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

74. Please evaluate Victor Ghanem

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects board decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

75. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

76. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 77. Do you sit on a committee with Andrew McGinn?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

78. Please evaluate Andrew McGinn

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

79. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

80. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 81. Do you sit on a committee with Virginia Torrance?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

## Peer Assessment

82. Please evaluate Virginia Torrance

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience and expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as a committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

83. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

84. Would you like to add any comments?

## Board/Committee Member Peer Assessment - 2018/19

### Peer Assessment

\* 85. Do you sit on a committee with Paul Martinello?

- Yes  
 No

Peer Assessment

86. Please evaluate Paul Martinello

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

87. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

88. Would you like to add any comments?

Peer Assessment

\* 89. Do you sit on a committee with Monika Hempel?

- Yes
- No

Peer Assessment

90. Please evaluate Monika Hempel

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

91. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

92. Would you like to add any comments?

Peer Assessment

\* 93. Do you sit on a committee with Peter Graham?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

94. Please evaluate Peter Graham

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

95. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

96. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 97. Do you sit on a committee with Horst Wohlgenut?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

98. Please evaluate Horst Wohlgenut

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

99. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

100. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19



## Peer Assessment

\* 101. Do you sit on a committee with Mahmud Shiblee?

Yes

No

## Board/Committee Member Peer Assessment - 2018/19

### Peer Assessment

102. Please evaluate Mahmud Shiblee

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

103. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

104. Would you like to add any comments?

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

\* 105. Do you sit on a committee with Scott Merry?

- Yes
- No

Board/Committee Member Peer Assessment - 2018/19

Peer Assessment

106. Please evaluate Scott Merry

	Rarely/ never	Some of the time	Most of the time	Always	Unable to assess
Comes prepared for and fully participates in committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains an appropriate balance between oversight and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speaks on issues when experience or expertise would contribute to the debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is inquisitive and asks appropriate and incisive questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands role as committee member and keeps decisions separate and distinct from any influence from personal or work related interests to avoid conflict of interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is respectful of other committee members and their views.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respects committee decisions and policies regardless of personal opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is guided by the mission, vision and values of Cambridge Memorial Hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

107. Please rate the following:

	Needs improvement	Developing	Solid contributor	Above expectations	Exceptional	Unable to assess
Overall effectiveness as a committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

108. Would you like to add any comments?

End of the Survey

**You have completed the peer evaluation survey.  
Thank you for your time and participation.**

## Evaluation of the Bd Chair and Ctte Chairs 2019

### Introduction

**This survey focuses on**

- 1. the performance of the Board Chair, and**
- 2. the performance of the committees Chairs.**

**Your feedback will be very important in helping identify things to improve over the coming year.**

\* 1. Which of the following applies to you?

- I am a director on the Board
- I am a committee member, not on the Board

## Evaluation of the Bd Chair and Ctte Chairs 2019

### Section B - Performance of the Board Chair

**The purpose of the next set of questions is to evaluate the Chair of the Board. The feedback will form the basis of a discussion between the Board Chair and the Chair of the Governance Committee.**

2. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not able to comment
The Board Chair was prepared for meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair ensured the Board had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair facilitated a collaborative working relationship between the Board members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair had sufficient knowledge/skills and experience relevant to the Board's mandate to effectively support the Board's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board Chair represented the Board and hospital in the community and helped to build strong relationships with key stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Evaluation of the Bd Chair and Cttee Chairs 2019

3. The Board Chair invested time in building relationships with the following:

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not able to comment
the Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the Committee Chairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. The Board Chair invested time in building relationships with the following ex-officio directors:

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not able to comment
the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the Chief of Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the Chief Nursing Executive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the President of the Medical/Professional Staff Association	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the Vice President of the Medical/Professional Staff Association	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. What constructive comments do you have about the performance of the Board Chair?

Evaluation of the Bd Chair and Ctte Chairs 2019

Section D - Committee Chair Assessment

**In this section of the survey, the chairs of the committees of the Board will be assessed.**

**Please answer the questions for each committee that you were a member of - Executive, Audit, Resources, Governance, Quality and Capital Projects.**

**The results from this section will be provided to the chairs of each committee as feedback on their performance.**

Evaluation of the Bd Chair and Ctte Chairs 2019

Executive Committee

\* 6. Were you a member of the Executive Committee in 2018-19?

Yes  No

Evaluation of the Bd Chair and Ctte Chairs 2019

Executive Committee

7. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable/Unable to assess
The Chair was prepared for committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured the committee had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair had sufficient knowledge/skills and experience relevant to the committee's mandate to effectively support the committee's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair facilitated a collaborative working relationship between the committee members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair fairly reported the committee's work to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please provide constructive comments about the performance of the Executive Chair.

Evaluation of the Bd Chair and Ctte Chairs 2019

Audit Committee

\* 9. Were you a member of the Audit Committee in 2018/19?

Yes  No

Evaluation of the Bd Chair and Ctte Chairs 2019

Audit Committee

10. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable/Unable to assess
The Chair was prepared for committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured the committee had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair had sufficient knowledge/skills and experience relevant to the committee's mandate to effectively support the committee's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair invested appropriate time with community members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair facilitated a collaborative working relationship between the committee members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair fairly reported the committee's work to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please provide constructive comments about the performance of the Audit Chair.

Evaluation of the Bd Chair and Ctte Chairs 2019  
 Resource Committee

\* 12. Were you a member of the Resources Committee in 2018/19?

Yes  No

Evaluation of the Bd Chair and Ctte Chairs 2019  
 Resource Committee



13. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable/Unable to assess
The Chair was prepared for committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured the committee had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair had sufficient knowledge/skills and experience relevant to the committee's mandate to effectively support the committee's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair invested appropriate time with community members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair facilitated a collaborative working relationship between the committee members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair fairly reported the committee's work to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please provide constructive comments about the performance of the Resources Chair.

Evaluation of the Bd Chair and Ctte Chairs 2019

Governance Committee

\* 15. Were you a member of the Governance Committee 2018/19?

Yes  No

Evaluation of the Bd Chair and Ctte Chairs 2019

## Governance Committee

16. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable/Unable to assess
The Chair was prepared for committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured the committee had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair had sufficient knowledge/skills and experience relevant to the committee's mandate to effectively support the committee's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair invested appropriate time with community members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair facilitated a collaborative working relationship between the committee members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair fairly reported the committee's work to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please provide constructive comments about the performance of the Governance Chair.

## Evaluation of the Bd Chair and Ctte Chairs 2019

### Quality Committee

18. Were you a member of the Quality Committee in 2018/19?

Yes  No

Evaluation of the Bd Chair and Ctte Chairs 2019

Quality Committee

19. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable/Unable to assess
The Chair was prepared for committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured the committee had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair had sufficient knowledge/skills and experience relevant to the committee's mandate to effectively support the committee's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair invested appropriate time with community members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair facilitated a collaborative working relationship between the committee members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair fairly reported the committee's work to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Please provide constructive comments about the performance of the Quality Chair.

Evaluation of the Bd Chair and Ctte Chairs 2019

Capital Projects Sub-Committee

21. Were you a member of the Capital Projects Sub-Committee?

- Yes  No

Capital Projects Sub-Committee

22. Please select your response.

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable/Unable to assess
The Chair was prepared for committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allowed adequate time for debate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured all sides of an issue were heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair ensured the committee had the necessary information or advice to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair had sufficient knowledge/skills and experience relevant to the committee's mandate to effectively support the committee's work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair kept the meetings on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair invested appropriate time with community members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair facilitated a collaborative working relationship between the committee members and management/staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair fairly reported the committee's work to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please provide constructive comments about the performance of the Capital Projects Sub-Committee Chair.

**This is the end of the survey.  
Thank you very much for taking the time to respond.**

Evaluation of the Bd Chair and Ctte Chairs 2019

## 2018 Evaluation of Board and Committees

### Introduction

**Welcome to the annual CMH Board and Committee survey to evaluate:**

- 1. The effectiveness of the whole Board in performing its roles and responsibilities**
- 2. The performance of the committees of the Board.**

**Please give your candid opinion. Your feedback will be very important in measuring effectiveness in the above areas and in helping identify things to improve over the next year.**

**Non-director members of committees will complete the relevant sections of the survey. By answering the question below, you will be directed to the next appropriate section of the survey.**

\* 1. Please provide your name

\* 2. Which of the following applies to you?

- I am a Director on the Board
- I am a committee member, not on the Board

## 2018 Evaluation of Board and Committees

### Section A – Performance of the Board

**The questions in this section relate to Board meetings and performance of the Board as a whole.**

**The Governance Committee will review and report on the results and make recommendations to the Board.**

3. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-meeting materials are received in sufficient time to allow for adequate preparation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-meeting materials provide appropriate context and background information to support informed decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board agendas focus on items that are within the Board's role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board approaches all agenda items from the stance of upholding the organization's mission, vision, values and strategic directions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When proposals or requests for decisions are forthcoming from senior management (either before or during Board meetings), I receive sufficient information to understand the risks, benefits, assumptions and alternatives associated with that decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2018 Evaluation of Board and Committees

Section A - Performance of the Board (continued)

4. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Board meetings allow sufficient time to discuss the business at hand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prior to making decisions, all members of the Board are given sufficient time to ask questions, to offer constructive input and to debate the merits of the matter requiring a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board ensures that its strategic directions and goals are effectively translated into an annual operating plan by the CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board avoids excessive involvement in detail, operational issues or in day-to-day management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Section A - Performance of the Board (continued)

5. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with the Board's level of awareness of the nature and extent of risks faced by CMH and the Board's level of awareness of the policies and procedures CMH has in place to identify, monitor and manage those risks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the Board generally is sufficiently well informed and aware of stakeholder issues, complaints and concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information provided to the Board by senior management enables us to adequately monitor organizational performance and measure progress or results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident in the integrity of the quality data that is reported to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident in the integrity of the financial and statistical data that is reported to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Section A - Performance of the Board (continued)

6. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Board gives due consideration to reports and recommendations from its committees to which it has delegated responsibility for the work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board minutes are a fair and accurate record of the proceedings, discussions and decisions taken at Board and Board committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board is able to challenge the recommendations brought forward by senior management when it feels it to be necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When the independent Directors meet alone and independent of senior management, the discussion focuses on the appropriate issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work of the Board is fairly divided among the Directors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2018 Evaluation of Board and Committees

Section A - Performance of the Board (continued)



7. What suggestions do you have regarding the conduct of Board meetings?

8. In my view, the Board's most significant achievement in the past year was:

9. In my view, the most important thing the Board could do to improve its effectiveness is:

10. Do you have any additional constructive comments about the way in which the Board functions?

2018 Evaluation of Board and Committees

Section B - Committee Effectiveness

This section includes questions on the overall effectiveness of the Board committee structure and processes in meeting the needs of the Board.

The Governance Committee will report on the results and make recommendations to the Board.

11. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Board has the right committees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Committee work plans are established annually and align with the Board work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board respects the work of its committees and does not regularly redo committee work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Committee reports are effective in providing necessary information to the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What constructive comments do you have about the Board committee structure or processes?

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Section C - Committee Self Assessment

**In this section of the survey, the committees of the Board will be assessed.**

**Please answer the questions for each committee that you are a member of - Executive, Audit, Resources, Capital Projects Sub-Committee, Governance and/or Quality.**

**The results from this section will form the basis of one-on-one discussions between the Board Chair and the Chair of each committee.**

2018 Evaluation of Board and Committees

Committee Self Assessment

\* 13. Are you a current member of the Executive Committee?

Yes  No

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Executive Committee Evaluation

14. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
The Executive Committee has clear and appropriate terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has the right number of members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has members with the skills and expertise that are needed by the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The meeting schedule is set for optimal attendance by members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received orientation to the Committee that was helpful to me as a member of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is receiving the support from hospital management that it requires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is received sufficiently in advance of the meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee meets the right number of times over the year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is on target with its annual work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is effectively performing its roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2018 Evaluation of Board and Committees

Executive Committee Evaluation (continued)

15. Please provide constructive comments about the Executive Committee.

2018 Evaluation of Board and Committees

Committee Self Assessment

\* 16. Are you a current member of the Audit Committee?

Yes  No

2018 Evaluation of Board and Committees

## Audit Committee Evaluation

17. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
The Audit Committee has clear and appropriate terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has the right number of members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has members with the skills and expertise that are needed by the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The meeting schedule is set for optimal attendance by members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received orientation to the Committee that was helpful to me as a member of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is receiving the support from hospital management that it requires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is received sufficiently in advance of the meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee meets the right number of times over the year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is on target with its annual work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is effectively performing its roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2018 Evaluation of Board and Committees

### Audit Committee Evaluation (continued)

18. Please provide constructive comments about the Audit Committee.

## 2018 Evaluation of Board and Committees

### Committee Self Assessment

\* 19. Are you a current member of the Resources Committee?

Yes  No

## 2018 Evaluation of Board and Committees

### Resources Committee Evaluation

20. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
The Resources Committee has clear and appropriate terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has the right number of members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has members with the skills and expertise that are needed by the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The meeting schedule is set for optimal attendance by members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received orientation to the Committee that was helpful to me as a member of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is receiving the support from hospital management that it requires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is received sufficiently in advance of the meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee meets the right number of times over the year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is on target with its annual work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is effectively performing its roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2018 Evaluation of Board and Committees

### Resources Committee Evaluation (continued)

21. Please provide constructive comments about the Resources Committee.

## Committee Self Assessment

\* 22. Are you a current member of the Governance Committee?

Yes  No

## 2018 Evaluation of Board and Committees

### Governance Committee Evaluation

23. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
The Governance Committee has clear and appropriate terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has the right number of members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has members with the skills and expertise that are needed by the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The meeting schedule is set for optimal attendance by members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received orientation to the Committee that was helpful to me as a member of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is receiving the support from hospital management that it requires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is received sufficiently in advance of the meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee meets the right number of times over the year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is on target with its annual work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is effectively performing its roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2018 Evaluation of Board and Committees

### Governance Committee Evaluation (continued)

24. Please provide constructive comments about the Governance Committee.

2018 Evaluation of Board and Committees

Committee Self Assessment

\* 25. Are you a current member of the Quality Committee?

Yes  No

2018 Evaluation of Board and Committees

Quality Committee Evaluation

26. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
The Quality Committee has clear and appropriate terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has the right number of members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has members with the skills and expertise that are needed by the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The meeting schedule is set for optimal attendance by members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received orientation to the Committee that was helpful to me as a member of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is receiving the support from hospital management that it requires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is received sufficiently in advance of the meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee meets the right number of times over the year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is on target with its annual work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is effectively performing its roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2018 Evaluation of Board and Committees

## Quality Committee Evaluation (continued)

27. Please provide constructive comments about the Quality Committee.

## 2018 Evaluation of Board and Committees

### Capital Projects Subcommittee

\* 28. Are you a current member of the Capital Projects Sub-Committee?

Yes  No

## 2018 Evaluation of Board and Committees

### Capital Projects Sub-Committee Evaluation



29. Please select your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
The Capital Projects Sub-Committee has clear and appropriate terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has the right number of members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee has members with the skills and expertise that are needed by the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The meeting schedule is set for optimal attendance by members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received orientation to the Committee that was helpful to me as a member of the Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is receiving the support from hospital management that it requires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is received sufficiently in advance of the meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee meets the right number of times over the year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is on target with its annual work plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Committee is effectively performing its roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication between the Resources Committee and the Capital Projects Sub-Committee is effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Capital Project Sub-Committee Evaluation (continued)

30. Please provide constructive comments about the Capital Projects Sub-Committee.

2018 Evaluation of Board and Committees

**This is the end of the survey.  
Thank you very much for taking the time to respond.**

