

BOARD MANUAL

SUBJECT: Evaluation of Board, Committees, and Individual Performance	NO.: 2-D-40
SECTION: Board Process	
APPROVED BY: Board of Directors	DATE: June 26, 2024

Purpose

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

- ensure the hospital is effectively and efficiently governed
- take action to improve Board and committee performance
- be guided by best practice
- ensure alignment with the hospital's 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 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 defined by the Governance Committee as appropriate to help develop 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 and revision of the evaluation tools to support the 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

DEVELOPED: November 24, 2010		REVISED/REVIEWED:
May 29, 2013	May 25, 2016	September 27, 2017
April 28, 2021	Click or tap to enter a date.	Click or tap to enter a date.
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Table 1

Tools for Board Evaluation¹

Type of Evaluation	Purpose	Frequency	Review of Results and Action
Orientation (Appendix A)	To plan effective orientation for new Directors and committee members	Survey completed after the orientation program (done for general orientation and committee orientation)	Governance Committee reviews and makes suggestions for improvements to be incorporated into the next year's orientation program
Meeting (Appendix B)	To improve the effectiveness of Board/ committee meetings	At the end of each Board/ committee meeting	The Board/Board committee and Governance Committee review the results and implement improvements when warranted
Board Education (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
Future Intentions of the Board members (Appendix D)	To plan for recruitment for the Board and committees	Annual – Sent October, Reviewed December	Reviewed and taken into consideration by the Governance Committee to aid in the development of the annual recruitment strategy
Future Intentions of the Committee members (Appendix E)	To plan for the leadership positions on the Board and committee preferences	Annual – Sent October, Reviewed December	Reviewed and taken into consideration by the Governance Committee to aid in the development of the annual recruitment strategy
Skills Matrix (Appendix F)	To identify skill gaps within the Board and committees to plan for recruitment	Annual – Sent October, Reviewed December	Reviewed and taken into consideration by the Governance Committee to aid in the development of the annual recruitment strategy

¹ Surveys may be amended by the Governance Committee from time to time.

Type of Evaluation	Purpose	Frequency	Review of Results and Action
Self Identification Survey – Optional Participation (Appendix G)	To support continued work to increasing Diversity within the CMH Board and understanding Board demographics	Annual – Sent October, Reviewed December	Reviewed and taken into consideration by the Governance Committee to aid in the development of the annual recruitment strategy
Individual Director and Non-Director Committee Member Personal Assessment (Appendix H)	Self-Improvement, to plan for recruitment, renewal of term	Annual – Sent April, Reviewed May	<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 term renewal)</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>
Individual Director and Non-Director Committee Member Peer Assessment (Appendix I)	Self-Improvement To plan for recruitment, renewal of term	Annual – Sent April, Reviewed May	<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>

Type of Evaluation	Purpose	Frequency	Review of Results and Action
Board Chair/ Committee Chair Evaluation (Appendix J)	Self-improvement; renewal of term	Annual – Sent April, Reviewed May	Chair of Governance Committee reviews and discusses with Board Chair
	Self-improvement; Renewal of Chair term	Annual – Sent April, Reviewed May	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
Board (Annual) Committees (Annual) (Appendix K)	To improve Board performance	Annual – May	Reviewed by the Governance Committee and Board. The Board and Governance Committee review and makes recommendations for improvement
	To improve committee performance	Annual – May	Reviewed by the Governance Committee and relevant committee. The relevant committee and Governance Committee review and make recommendations
Appointees for non- Board Committees (PFAC, CMHVA, CMHF) (Appendix L, M, N)	Self-improvement; renewal of term	Annual – Sent April, Reviewed May	Governance Committee and Board Chair. Board Chair or delegate discuss results with Directors as necessary, individual results provide to individuals for review
ABCDE Goals (Appendix O)	Self improvement, to improve Board performance	November/February/ June	Progress reviewed by at the Board meetings
		Annual – Summer	Board Chair and Director review progress of goals/ finalize future goals