

POLICY NUMBER: GP - 16
ISSUING AUTHORITY: Board of Directors
DATE: Issued December 19, 2012
Reviewed December 3, 2024
Revised December 17, 2024



SUBJECT:

Governance Process

BOARD EDUCATION AND SELF EVALUATION

POLICY:

1. The Board recognizes that continual updating of skills and awareness of new issues are vital to a member's contribution to the Board. Therefore, it is expected that:

1.1. New Board members receive an orientation to ensure familiarity with health issues, the organization's structure and issues, and the Board's process of governance.

1.2. Board members have ongoing opportunity for continued training and education to enhance their governance capabilities.

1.2.1. Development includes but is not limited to the following types of Board approved events/activities:

- ❖ Attendance at Provincial & Regional Orientations
- ❖ Attendance at Conferences and Forums
- ❖ Organizing and attending Board Education and Workshop events, including virtual/on-line

Conferences are open for all Board members to express an interest in attending; however, the number of Board members approved to attend may be limited.

Where a limited number of attendees is identified and more than that number of Board members express an interest, names will be drawn by lot. Where Board members have already attended once within their current term, those members are ineligible unless there is a vacancy.

Where Board members' terms end prior to the event date, those Board members names would not be eligible.

1.2.2. All Board member(s) attending development events provide a written and/or verbal report to share the key messages/individual learning/reinforcement that occurred as a result of attending the event to share knowledge with the Board at the Board meeting following the event.

2. The Board establishes a process to facilitate evaluation of the Board and individual Board members.

2.1. The Board conducts a self-evaluation at least annually:

- 2.1.1. The Board may request senior management and/or an external party to assist it in making this self-evaluation.
 - 2.1.2. The Board evaluates itself primarily in relation to Governance Process (GP), Board CEO Linkage (BC) policies and Accreditation Canada standards.
 - 2.1.3. The Board discusses and interprets the outcome of the self-evaluation.
 - 2.1.4. The Board formulates a work plan, which will highlight specific goals and objectives for improvement of identified areas.
 - 2.1.5. The Board uses the current 'Annual Board Self-Assessment' questionnaire as a tool.
- 2.2. The Board evaluates Board performance at its regular monthly Board meetings by:
- 2.2.1. Completing the attached post-meeting evaluation form. Completed forms are given to the Recording Secretary for compilation. Compiled information is monitored by the Board at its next regular Board meeting.
 - 2.2.2. Board members may provide verbal feedback (Board Performance Evaluation) against Board policy at the 'Option to Move Into In-Camera' item of the main public meeting agenda.
 - 2.2.3. Board member or delegate tasked with monitoring policy and reviewing the monthly self-assessment is also tasked with generating a challenge question when reviewing the evaluation form from the previous Board meeting.
- 2.3. Each Board member completes an individual self-assessment annually:
- 2.3.1. Board members are provided with self-assessment forms in September and asked to complete them by the November Board meeting.
 - 2.3.2. Board Chair or designate will provide feedback to each Board member.
 - 2.3.3. All feedback meetings will be completed by April.

Board Assessment Tool

As an element on the spectrum of evaluation and assessment, the purpose of the Board Assessment Tool is to enable the Board to maintain and improve the quality of its governance performance and leadership skills. It should be noted that self-assessment is an integral and ethical process of governance, not a discretionary process.

This questionnaire is a tool intended to provide a summary analysis of the Board's performance – an opportunity to take a special moment every year to reflect on overall Board functioning. The tool is designed to allow individual Board members to give their assessment of the Board's effectiveness relating to Accreditation Canada governance standards. The results will be compiled in aggregate and provided in summary form for review by the full Board.

As well, the Board assessment tool is an instrument for the Board's quality improvement plan (QIP). It is designed to stimulate Board discussions focusing on issues needing the Board's attention.

As part of the annual assessment process, the Board determined it would also complete a governance skills matrix that sets out the appropriate combination of skills and personal attributes to enable the Board to form a view as to its effectiveness.

Process:

- Board members each receive a copy of the Board Assessment Tool and Governance Skills Matrix. (January)
- Board members complete document individually and return completed documents to the Recording Secretary at the next Board meeting. (February)
- Recording Secretary compiles information into one document.
- A copy of the compiled document to be shared/discussed at the next Board meeting. (March)

*based on the Accreditation Canada Governance Functioning Tool (version 2023)

Section A: Education & Feedback

In the past 12 months, have you participated in continuous learning on any of the following topics as a member of this governing body? If a statement does not apply to you, select “Not Applicable or Don’t Know.”

	YES	NO	Not Applicable or Don’t Know
1. How this organization is addressing systemic racism.			
2. The importance of cultural safety in the organization’s approach to address Indigenous-specific systemic racism.			
3. How to interpret quality and patient/resident/client safety performance information.			
4. How to be an effective member of this governing body.			
5. How the organization takes a people-centred care approach to providing care.			
6. Constructive feedback from your chair on your contributions as a governing body member.			

Section B: Your Organization and Its Governing Body

How much do you agree or disagree with the following statements about your organization and its governing body? If a statement does not apply to you select “Not Applicable or Don’t Know”.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	Not Applicable or Don’t Know
7. Our meetings are conducted in the spirit of open, constructive discussions.						
8. At our meetings, governing body members show respect to each other.						
9. We ensure that all governing body members participate in decision making.						
10. We have an effective quality committee.						
11. We ensure that the organization’s executive leader(s) who report to the governing body have						

accountability for the quality of care in their performance objectives.						
12. We actively engage internal and external stakeholders in assessing the organization's performance.						
13. We ensure that the organization's quality of care action plan is co-developed with internal and external stakeholders.						
14. We work with the organization's executive leader(s) to develop a strategy for improving cultural safety for Indigenous patients/clients/residents.						
15. We work with the organization's executive leader(s) on a strategy to address Indigenous specific racism.						
16. We work with the organization's executive leader(s) to publicly report the organization's quality and safety performance annually.						
17. We work with the organization to reduce its carbon footprint.						
18. We regularly review data documenting the experiences of patients/residents/clients and their families.						
19. We regularly review data from the organization's workforce documenting their health, safety, and overall work experiences.						
20. We regularly review data showing the organization's performance.						
21. We regularly evaluate how we can improve our effectiveness as a governing body.						
22. We do not become directly involved in the day-to-day operations of the organization.						
23. We have a collaborative relationship with the organization's senior leaders.						
24. We have a collaborative relationship with the organization's clinical management.						

Section C: Your Team

These questions ask for your assessment of the governing body over the past 12 months. If a statement does not apply to you or you don't have the information you need to answer it, select "Not Applicable or Don't Know".

	Never	In a few meetings	In most meetings	In every meeting	Not Applicable or Don't Know
25. How frequently was the organization's quality performance on the governing body's agenda?					

	10% or less	10-20%	21-30%	31-40%	More than 40%	Not Applicable or Don't Know
26. What percentage of the governing body's total meeting time was spent on issues of quality performance?						

Section D: Overall Assessment

How would you rate the governing body's impact on the following? If a statement does not apply to you or you don't have the information you need to answer it, select "Not Applicable or Don't Know".

	Poor	Fair	Good	Very Good	Excellent	Not Applicable or Don't Know
27. Improving the quality of care?						
28. Improving patient/resident/client safety?						
29. Improving occupation health and safety?						
30. Addressing systemic racism in the organization?						
31. Addressing Indigenous-specific racism in the organization?						
32. Ensuring the security of the organization's information management systems?						
33. Improving the sharing of patient/resident/client information with them and their care providers?						

Section E: Board Chair Assessment

As per Accreditation Canada Governance Standard 4.2.2 The governing body regularly evaluates the performance of its chair to provide them with feedback based on the results. How would you rate the Board Chair's effectiveness in relation the criteria set out in Governance Process 5: Role of Board Chair?

	Poor	Fair	Good	Very Good	Excellent	Not Applicable or Don't Know
34. Being the overall spokesperson for the Board of Directors?						
35. Ensuring that the Board operates according to its own policies, by-laws, and legislation?						
36. Chairing board meetings using commonly accepted authority (ie ruling, recognizing, agenda-setting)?						
37. Ensuring that he/she does not alter Board decisions or make decisions about policies created by the Board?						
38. Being available to the CEO as needed and taking the lead in conducting search and selection for new CEO if necessary?						
39. Providing the Board with information that is timely, accurate, complete?						
40. Recommending Board Committee members, approving Committee Chairs and advising the Board of Committee membership?						
41. Being ex-officio to all Board Committees?						
42. Providing feedback annually with individual board members to review self-assessments?						

Section F: Additional Components

1. At each of its regular meetings, the governing body engages in a Sacred Moment. Please indicate how this practice impacts on governance functioning.
2. Our greatest strength as a governing body is:
3. Our greatest challenge or area that needs improvement is:
4. What has been the highlight for you this past year as board member?



Board of Directors Skills Matrix & Inventory

Appendix A

		Knowledge, Skills and Experience																	Other								
		Please indicate your knowledge, skills and experience for each category: Advanced = 3 Good = 2 Fair = 1 None = 0																									
Board Member Name	Leadership experience & skills	Interpersonal skills	Public Affairs & Communications	Patient & Health Care Advocacy	Quality & Performance Mgmt	Ethics , Integrity	Political Acumen	Strategic Planning , project Mgmt	Governance & fiduciary response	Analytical, critical thinking skills	Reasoning & Decision making skills	Community engagement skills	Knowledge /experience in policy	Health Care knowledge/experience	Diversity awareness	Time & Commitment to organization	Finance, Business judgement	Education, teaching, development	Computers, Information Technology	Understanding Organizational culture	Legal, Risk mgmt. – Anticipate, recognize and manage situations	Understanding team processes	Able to think globally, regionally	Languages spoken in addition to English			

Additional information/comments:

LEGEND: Languages spoken in addition to English
 F – French G- German Low- G – Low German
 O – Ojibwe P – Polish S – Spanish
 Ukr – Ukrainian
 flu – fluent gd – good sm - some



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Additional information/comments:

Languages spoken in addition to English - Legend:

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Board of Directors Board Member Self Evaluation Form

Name: _____ Evaluation Period: _____

Rating Scale: on a scale of 1 to 4, with 4 being Excellent and 1 being Poor, please indicate your perceptions and evaluations of your work performance, based on the following criteria:

4 = Excellent 3 = Good 2 = Fair 1 = Poor

	Numerical Rating
I am aware of what is expected of me as a board member.	
I have a good record of meeting attendance.	
I read the minutes, reports and other material in advance to board meetings.	
I am familiar with the organizations by-laws and governing policies.	
I am a good listener at board meetings.	
When I have a different opinion than the majority, I raise it. However, I respect and abide by board decisions.	
I maintain confidentiality of all board decisions.	
I work positively and cooperatively with the Board.	
I am collegial and respectful of other board members.	
I understand the difference between governance and management of the organization.	
I represent the interests of the whole health region rather than the specific interests of any constituency, association of corporation.	
I communicate with the Chair in advance of the meeting when planning to introduce significant or new information or material at a board meeting.	
I appropriately represent the Board of Directors when attending community groups by actively listening and learning.	
I provide a written or verbal report with key messages and learnings as a result of attending an event or workshop.	
I participate in continued training and education to enhance my governance capabilities.	
Board Member Comments:	
Chair Comments:	