



Board Self-Evaluation Questionnaire

This questionnaire is completed by each Board Director on an annual basis. Results are compiled, shared, and discussed by the Board. *Indicate the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5). Please provide comments for any question that you rated “Strongly Disagree” “Disagree” or “Maybe or Not Sure” at the bottom of each page. Other comments are also welcome.*

A. Board Performance

1. Name: _____

2. Our organization has a three to five-year strategic plan that provides a clear set of relevant and realistic goals and strategic directions 1 2 3 4 5

3. The board is adequately involved in the process of developing the Strategic Plan 1 2 3 4 5

4. The board encourages the identification and assessment of initiatives to create a more integrated local health services system 1 2 3 4 5

5. The board makes decisions using the ethical framework and evidence-informed criteria to guide decisions; with consideration and/or impact on the quality, safety, risks and benefits 1 2 3 4 5

6. The board regularly monitors and evaluates progress towards Strategic goals and directions 1 2 3 4 5

7. The board ensures that the organization’s accomplishments and challenges are communicated to members and stakeholders. 1 2 3 4 5

8. The board provides meaningful direction to program/service quality in its Strategic Plan and annual goals and priorities 1 2 3 4 5

Comments:

B. Overall Board Functioning

Indicate the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5). **Please provide comments for any question that you rated "Strongly Disagree" "Disagree" or "Maybe or Not Sure" at the bottom of each page. Other comments are also welcome.**

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| 9. Our board has a supportive and friendly atmosphere. | 1 | 2 | 3 | 4 | 5 |
| 10. Directors work well together, seeking consensus, and treat each other with respect and courtesy. | 1 | 2 | 3 | 4 | 5 |
| 11. Directors ask constructive questions and express their views in a respectful manner. | 1 | 2 | 3 | 4 | 5 |
| 12. Once decisions are taken by the board, all members support the position. | 1 | 2 | 3 | 4 | 5 |
| 13. Directors declare conflicts of interest, where appropriate. | 1 | 2 | 3 | 4 | 5 |
| 14. The board has sufficient opportunities to go into adequate depth on critical issues from time to time (retreats or 'deep dives' at regular meetings). | 1 | 2 | 3 | 4 | 5 |
| 15. The board has effective evaluation tools to help it make modifications in its governance processes. | 1 | 2 | 3 | 4 | 5 |
| 16. The board takes leadership for recruiting new Board Directors. | 1 | 2 | 3 | 4 | 5 |
| 17. The board balances its time well between considering future issues and dealing with current governance matters. | 1 | 2 | 3 | 4 | 5 |
| 18. The board addresses important issues and decisions at a sufficiently early stage. | 1 | 2 | 3 | 4 | 5 |

Comments:

C. Monitoring Financial Viability and Quality Performance

Indicate the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5). **Please provide comments for any question that you rated “Strongly Disagree” “Disagree” or “Maybe or Not Sure” at the bottom of each page. Other comments are also welcome.**

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| 19. The board effectively oversees the development of the annual budget and financial plans for the organization. | 1 | 2 | 3 | 4 | 5 |
| 20. The performance measures and other information received by the board permit directors to monitor results and identify areas of strength and areas of concern. | 1 | 2 | 3 | 4 | 5 |
| 21. When there are significant financial and/or quality performance variances, management provides the board with acceptable explanations and plans for dealing with those variances. | 1 | 2 | 3 | 4 | 5 |
| 22. The board is informed about significant risk issues in a timely manner. | 1 | 2 | 3 | 4 | 5 |

D. Overseeing the ED/CEO

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|---|---|---|---|---|---|
| 23. There is an effective process for establishing the CEO/ED’s annual goals. | 1 | 2 | 3 | 4 | 5 |
| 24. There is an effective process for measuring the ED/CEO’s performance, largely based on accomplishment of the organization’s strategic goals and priorities and adherence to policy. | 1 | 2 | 3 | 4 | 5 |
| 25. The executive committee of the Board, has formally evaluated the Executive Director within the past 12 months. | 1 | 2 | 3 | 4 | 5 |
| 26. There is a clear understanding of where the Board’s role ends and the Executive Director/CEO’s role begins. | 1 | 2 | 3 | 4 | 5 |
| 27. The board trusts the judgement of the Executive Director/CEO. | 1 | 2 | 3 | 4 | 5 |
| 28. The board has a sound plan for the ED/CEO’s development and succession. | 1 | 2 | 3 | 4 | 5 |

Comments:

E. Individual Director's Function

Indicate the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5). **Please provide comments for any question that you rated "Strongly Disagree" "Disagree" or "Maybe or Not Sure" at the bottom of each page. Other comments are also welcome.**

29. I am aware of what is expected of me as a Board Director.	1	2	3	4	5
30. I have a good record of meeting attendance.	1	2	3	4	5
31. I read the minutes, reports and other materials in advance of our Board meetings.	1	2	3	4	5
32. I have a good understanding of the difference between the board's governance role and the role of the ED/CEO and management.	1	2	3	4	5
33. I have a good understanding of the organization's strategic plans, activities and operations.	1	2	3	4	5
34. I have a good understanding of the challenges in the external environment affecting the organization.	1	2	3	4	5
35. I feel good about my level of contribution to the board's deliberations.	1	2	3	4	5
36. I promote the work of our organization in the community whenever I have a chance to do so.	1	2	3	4	5
37. I maintain the confidentiality of all Board decisions.	1	2	3	4	5
38. When I have a different opinion than the majority, I raise it.	1	2	3	4	5
39. I support Board decisions once they are made even if I do not agree with them.	1	2	3	4	5
40. I stay informed about issues relevant to our mission and bring information to the attention of the Board.	1	2	3	4	5
41. I adhere to the organization's values and the Ethics Framework.	1	2	3	4	5

Comments:

F. Overseeing Stakeholder Relations

Indicate the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5). **Please provide comments for any question that you rated “Strongly Disagree” “Disagree” or “Maybe or Not Sure” at the bottom of each page. Other comments are also welcome.**

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| 42. The board ensures that the organization communicates its performance and plans to its key stakeholders in an effective and transparent fashion. | 1 | 2 | 3 | 4 | 5 |
| 43. The board speaks with ‘one voice’ in all communications with stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 44. The board ensures that the organization engages relevant stakeholders when considering strategic planning and service integration opportunities. | 1 | 2 | 3 | 4 | 5 |

G. Board Role and Management Relationship

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| 45. The board understands and performs its governance role and does not become overly involved in operational issues. | 1 | 2 | 3 | 4 | 5 |
| 46. The board members are adequately informed about the programs, services, operations and administration of the organization in making governance decision. | 1 | 2 | 3 | 4 | 5 |
| 47. The board’s goals, expectations and concerns are openly communicated to the CEO/ED and management. | 1 | 2 | 3 | 4 | 5 |
| 48. The ED/CEO communicates with the board in an open, candid, respectful and timely manner. | 1 | 2 | 3 | 4 | 5 |

H. Board Quality, Structure and Meeting Processes

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| 49. The board is the right size. It is small enough for effective board discussions, yet large enough to have an appropriate breadth of skills and experience and the ability to carry the committee workload. | 1 | 2 | 3 | 4 | 5 |
| 50. The board membership is sufficiently independent to ensure good governance of the organization. | 1 | 2 | 3 | 4 | 5 |

Board Quality, Structure and Meeting Processes (con'd)

- | | | | | | |
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| 51. New board members receive adequate orientation to prepare them to contribute effectively to the board. | 1 | 2 | 3 | 4 | 5 |
| 52. The organization provides in-depth, ongoing continuing education to its board members. | 1 | 2 | 3 | 4 | 5 |
| 53. The board has clear and transparent recruitment practices for new directors. | 1 | 2 | 3 | 4 | 5 |
| 54. The board has the appropriate number of committees to support the work of the board. | 1 | 2 | 3 | 4 | 5 |
| 55. Committee meetings involving board members and staff are constructive and there is open communication. | 1 | 2 | 3 | 4 | 5 |
| 56. Committee reports are effective in providing the necessary information to the board. | 1 | 2 | 3 | 4 | 5 |
| 56. Board meetings are well organized and the Chair manages them to allow sufficient time for discussion of major issues and to ensure appropriate participation by all. | 1 | 2 | 3 | 4 | 5 |
| 57. The board has a well-conceived and realistic annual work plan. | 1 | 2 | 3 | 4 | 5 |
| 58. Board materials are sufficiently informative so that board members can participate in discussion and make decisions. | 1 | 2 | 3 | 4 | 5 |
| 59. Board materials arrive sufficiently in advance to allow for board members to prepare properly for the meetings. | 1 | 2 | 3 | 4 | 5 |
| 60. The board uses in-camera sessions appropriately. | 1 | 2 | 3 | 4 | 5 |
| 61. Minutes accurately reflect board discussions and decisions. | 1 | 2 | 3 | 4 | 5 |

Comments:

62. List up to three things the board could do to improve the understanding and performance of its role:
