

Policy Title: Board Evaluation	Policy Number: 002-JBG	Pages 8
Date: September 29 th 2022	Supersedes: September 27, 2018	
Cross Reference:	Issuing Authority: St. Joseph's Hamilton Joint Boards of Governors (JBG)	
Policy Sponsor: SJHH Office of the President	Policy Author: Senior Manager Office of the President	

1.0 Preamble

The JBG has existing relationships and shared accountabilities associated with SJHH, SJVD and SJHC, namely: the community we serve, St. Joseph's Health System, Niagara Health System, the Faculty of Health Sciences, McMaster University and Mohawk College of Applied Arts and Technology for research and education; the Ontario Ministry of Long-Term Care, Ontario Health West and regulatory bodies for efficiency, effectiveness, accessibility and quality of care.

2.0 Purpose

Accordingly, for the purposes of continuous improvement the JBG and Committees of the JBG will complete a formal evaluation on an annual basis in order to assist the JBG and Committees of the JBG in meeting its responsibilities as stated in the JBG Terms of Reference and the Committees of the JBG Terms of Reference. The JBG Evaluation addresses areas, including but not limited to: specifics pertaining to governance, quality, succession planning, financial oversight.

3.0 Application

This policy applies to all JBG and Committees of the JBG members.

4.0 Evaluation Procedure

- 4.1** One of the mechanisms by which we demonstrate this accountability is through the completion of an annual evaluation survey by all trustees to obtain feedback on collective JBG and Committees of the JBG performance (attached in Appendix A).

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- 4.2** The components of this survey include:
- Performing Board Roles
 - Board Role and Management Relationship
 - Board Quality
 - Board Structure
 - Meeting Processes
 - Overall Board Functioning
 - Individual Director Functioning
 - Board Functioning in Relation to Organizational Mission (supplementary survey)
- 4.3** In addition, following each monthly JBG and Committee of the JBG meeting, a written evaluation of that meeting is conducted by attendees.

5.0 Process – Annual JBG and Committees of the JBG Evaluation

- 5.1** The Ontario Health Association Board Self-Assessment Tool as well as the supplementary Mission survey (Appendix A) will be provided to all members in June electronically.
- 5.2** The results of the evaluation and recommendations for improvements (if required) will be presented at the September meeting of the JBG and Committees of the JBG for discussion and approval.
- 5.3** Results will be collated and reviewed by the JBG and Committees of the JBG and appropriate recommendations for action will be formulated. Follow-up plans will be determined in collaboration with the Committee Chair and the Executive Lead.
- 5.4** The follow-up action plans will be developed and will be incorporated in the JBG and Committees of the JBG objectives for the upcoming year.
- 5.5** Updates on progress in completing the action plans will be provided to the JBG and Committees of the JBG on a quarterly basis (September, November, February, April).

6.0 Policy History

September 24th 2015; September 27th 2018; September 29th 2022

7.0 Next Scheduled Review Date: September 2025

Appendix A

SAMPLE: BOARD SELF-ASSESSMENT TOOL PREVIEW

Based on your experience and involvement with the board, rate the degree to which you agree that the statement is true for your board. In considering each statement, interpret it flexibly, recognizing that organizations use different words for the same thing. For example, some use ‘performance indicators’, while others use ‘measures’.

1. Performing Board Roles (Guide Chapter 4)

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA / Don't Know
<i>Providing Strategic Direction</i>							
1.1	The current Strategic Plan for your organization provides a clear set of relevant and realistic goals and strategic directions to the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	The board is adequately involved in the process of developing the Strategic Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	The board encourages the identification and assessment of initiatives to create a more integrated local health services system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	The board regularly monitors and evaluates progress towards strategic goals and directions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	The board provides meaningful direction to program/ service quality in its Strategic Plan and annual goals and priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Monitoring Financial Viability and Quality Performance</i>							
1.6	The board effectively oversees the development of the annual budget and financial plans for the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7	The performance measurement system is helpful to board members and uses contemporary methods (e.g., dashboards and balanced scorecards).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.8	The performance measures and other information received by the board permit directors to monitor results and identify areas of concern.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.9	When there are significant financial and/or quality performance variances, management provides the board with acceptable explanations and plans for dealing with those variances.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.10	The board is informed about significant risk issues in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Overseeing the CEO (and Chief of Staff if applicable)</i>							
1.11	There is an effective process for establishing the CEO's annual goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.12	There is an effective process for measuring the CEO's performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Board Role and Management Relationship (Guide Chapter 3)

2.1	The board understands and performs its governance role and does not become overly involved in operational issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	The board members are adequately informed about the programs, services, operations and administration of the organization in making governance decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	The board's goals, expectations and concerns are openly communicated to the CEO and management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	The CEO communicates with the board in an open, candid, respectful and timely manner. (*Select N/A for this question if you are the CEO)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Board Quality (Guide Chapter 7)

3.1	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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	The membership of the board has sufficient diversity of skills, experience and backgrounds for good governance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	The board membership is sufficiently independent to ensure good governance of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA / Don't Know
3.4	New board members receive adequate orientation to prepare them to contribute effectively to the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5	The board provides in-depth, ongoing continuing education to its board members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Board Structure (Guide Chapter 8)

4.1	The board has the appropriate number of committees to support the work of the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Committee meetings involving board members and staff are constructive and there is open communication, meaningful participation, critical questioning and timely resolution of issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	The board respects the work of its committees and does not redo committee work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	Committee reports are effective in providing the necessary information to the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	The Finance Committee or equivalent (Resources, Stewardship) effectively performs its role and fulfills the responsibilities of its terms of reference.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6	The Quality Committee effectively performs its role and fulfills the responsibilities of its terms of reference.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7	The Governance Committee (or equivalent) effectively performs its role and fulfills the responsibilities of its terms of reference.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Meeting Processes (Guide Chapter 8)

5.1	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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	The board has a well-conceived and realistic annual work plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	Board materials are sufficiently informative so that board members can participate in discussions and make decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Board materials arrive sufficiently in advance to allow for board members to prepare properly for the meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	The board uses in-camera sessions appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	The board uses a consent agenda practice that conserves board time without compromising board oversight.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA / Don't Know
5.7	Minutes accurately reflect board discussions and decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.8	The board's 'meetings without management' focus on the governance process and support from management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Overall Board Functioning (Guide Chapters 6 to 8)

6.1	Directors work well together, seeking consensus, and treat each other with respect and courtesy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2	Directors ask constructive questions and express their views in a respectful manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3	Once decisions are taken by the board, all members support the position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4	Directors respect the confidentiality of board in-camera discussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5	Directors declare conflicts of interest, where appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6	The board has sufficient opportunities to go into adequate depth on critical issues from time to time (retreats or 'deep dives' at regular meetings).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.7	The board has effective evaluation tools to help it make modifications in its governance processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.8	The board balances its time well between considering future issues and dealing with current governance matters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.9	The board addresses important issues and decisions at a sufficiently early stage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.10	On balance, the board allocates its time effectively between important issues and those of lesser importance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Individual Director's Functioning

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7.1	I have a good understanding of the difference between the board's governance role and the role of the CEO and management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.2	I have a good understanding of the organization's strategic plans, activities and operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.3	I have a good understanding of the challenges in the external environment affecting the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.4	I feel good about my level of contribution to the board's deliberations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Supplementary Mission Survey Questions

To be administered by each SJHS member organization using member organization survey software

Board Functioning in Relation to Organizational Mission

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA/ Don't Know
1	All Board Members understand and make decisions within the Mission, Vision and Values and priorities of the SJHS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The Board is able to communicate the Mission of the organization to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The Board understands and embraces the organization's Mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>