


## Manual: Board of Directors

<b>Title:</b>	EVALUATION FRAMEWORK		No.: CA-410
<b>Section:</b>	Evaluation process	<b>Effective date:</b>	<b>2022-06-21</b>
<b>Issuing Authority:</b>	Board of Directors	<b>Date of last revision:</b>	2022-03-15
<b>Approver:</b>	Board of Directors Denis M. Pelletier, Acting Chairperson 	<b>Approved on:</b>	2022-06-21
<b>Facility(ies)/program(s):</b>			

### PURPOSE

1. Ensure continuous improvement of the Board, its committees/working groups, and members;
2. Obtain feedback for Board and Executive succession planning and members' reappointment;
3. Identify education and development needs;
4. Offer an opportunity to provide feedback on the effectiveness of the meetings of the Board and its committees.

### POLICY

1. The Board of Directors (the "Board") will use an annual evaluation protocol. The evaluation protocol will deal with the processes and structure of the Board and its committees/working groups and include a self-evaluation of each administrator.
2. The Governance and Nomination Committee will implement an annual evaluation process for the Board, its committees and officers based on the following policies:
  - Terms of Reference of the Board of Directors and Governance Structure (CA-120);
  - Board of Directors' Committees (CA-300);
  - Duties of the Chairperson of the Board of Directors (CA-140);
  - Duties of the Vice-Chairperson of the Board of Directors (CA-150);
  - Duties of the Treasurer of the Board of Directors (CA-160);

**Policy/Procedure No.: CA-410**

---

- Duties of the Secretary of the Board of Directors (CA-170).

2.1 This process will include:

- 2.1.1 The main indicators identified by the Board to measure its effectiveness and performance;
- 2.1.2 External resources as appropriate to ensure an effective process;
- 2.1.3 The Board evaluation using one or several tools to solicit comments, for instance a written survey or group session;
- 2.1.4 The self-evaluation tools and processes for Board members, including opportunities to identify education and development needs and whether a member wishes to be considered for an administrator position;
- 2.1.5 A Board report on the results of evaluation issues and key actions to be solved to ensure the ongoing improvement of the entire Board and its administrators.

2.2 The various Board evaluation forms are appended:

- Member Self-Evaluation Questionnaire – Appendix CA-410 (1);
- Board of Directors' Chairperson Evaluation Questionnaire – Appendix CA-410 (2);
- Committee Chairperson Evaluation Questionnaire – Appendix CA-410 (3);
- Peer Evaluation Questionnaire – Appendix CA-410 (4);
- Evaluation Form – In Camera Meetings and Public Meetings of the Board of Directors – Appendix CA-410 (5).
- Evaluation Form – Annual General Meeting – Appendix CA-410 (6).

2.3 An annual evaluation protocol is in place. However, ongoing feedback is encouraged.

2.4 The evaluations are conducted on an electronic survey site.

2.5 The survey results are only communicated to the member in question and to the Chairperson of the Board of Directors.

2.6 The results remain anonymous.

<b>Supersedes:</b> Zone 1: _____	Zone 5: _____
Zone 4: _____	Zone 6: _____

## Member Self-Evaluation Questionnaire

\_\_\_\_\_ (member's name)

This questionnaire is designed to allow you to evaluate your individual performance on the Board of Directors.

Please rank yourself on a scale from 1 to 6 (**6 – strongly agree; 5 – agree; 4 – neither agree nor disagree; 3 – disagree; 2 – strongly disagree; 1 – not applicable [N/A]**). If the scale does not apply or if your evaluation is below what you consider acceptable, space is available for you to note the measures that you should take to improve your performance.

<i>How do you evaluate your performance for each of the following statements?</i>	<i>Evaluation</i>					
	6	5	4	3	2	1
<b>1. Defining the strategy</b> I have a clear understanding of the Network's main area of activity and I participate in defining related strategic objectives.						
<b>2. Guaranteeing performance</b> I help guarantee that financial and human resources are available, so the Network can achieve its objectives.						
<b>1. Defining and applying values</b> I endorse the Network's mission, vision and values.						
<b>2. Courage and integrity</b> When discussing ethical issues, I am prepared to defend my opinions and to constructively consider others' viewpoints.						
<b>5. Satisfactory preparation</b> I prepare for Board of Directors meetings.						
<b>6. Active participation</b> I actively participate in lengthy and critical discussions during Board of Directors meetings.						
<b>7. Personal responsibility</b> I demonstrate that I feel personally responsible for contributing to the Network's success.						
<b>8. Risks and controls</b> With respect to risk analysis for the organization, I adopt a sincere and analytical approach.						
<b>9. Reacting to bad news</b> I encourage open and transparent communication.						
<b>10. Individual contribution</b> I am aware of my role.						
<b>11. Competencies of Board of Directors members</b> I have the competencies and experience required to perform my duties.						
<b>12. Understanding the organization's operations</b> I make the effort to familiarize myself with the Network and its operations.						
<b>13. Devoting sufficient time to my duties</b> I have enough time available to devote to my duties.						
<b>14. Flexibility</b> I anticipate and assimilate changes and underline the positive aspects of these changes to others.						
<b>15. Projecting influence</b> I communicate effectively. I strive to understand others' points of view and to negotiate/utilize my influence properly.						
<b>16. Keen business sense</b> I make sound decisions and show good judgment during discussion of agenda items.						
<b>17. Professional development</b> I contribute to my professional development.						
<b>18. Relations with the CEO</b> I strive to maintain open communication with the CEO and other stakeholders.						
Comments:						
An evaluation will be conducted on an electronic survey site. The survey results will be communicated to the member in question only and to the Chairperson of the Board of Directors. The results will remain anonymous.						

## Board of Directors' Chairperson Evaluation Questionnaire

(member's name)

Scale: 6 – strongly agree; 5 – agree; 4 – neither agree nor disagree; 3 – disagree; 2 – strongly disagree; 1 – not applicable (N/A)

<i>How do you evaluate the performance of the Board of Directors' Chairperson?</i>	<i>Evaluation</i>					
	6	5	4	3	2	1
1. As Chairperson of the Board of Directors, the incumbent advises and counsels the President and CEO, particularly by helping to define problems, review the strategy and maintain accountability.						
2. The Chairperson provides the Board/committees with strong leadership by helping follow up on Vitalité Health Network's vision, mission, values, strategy and plans, achieve the organization's objectives and advance the Board's work.						
3. The Chairperson ensures that the Board's meetings are managed effectively and that the Board has the information or advice needed to make decisions.						
4. The Chairperson ensures that enough time is allocated for discussions and that all aspects of an issue or problem are examined.						
5. The Chairperson periodically evaluates the effectiveness of the Board and its members and examines the results with individual members, if applicable, and with the entire Board.						
6. The Board Chairperson and the Board understand the role of the Chairperson as spokesperson for the Board.						
7. The Board Chairperson represents the Board and Vitalité Health Network in the community and helps build strong relationships with the main stakeholders.						
8. I feel comfortable raising certain issues with the Chairperson.						
Comments:						
<p>The Chairperson of the Board devotes time to building relationships with the:</p> <ul style="list-style-type: none"> <li>o President and Chief Executive Officer;</li> <li>o Chief of Staff;</li> <li>o Chairperson of the Professional Advisory Committee;</li> <li>o Board members;</li> <li>o Committee chairpersons;</li> <li>o Leadership Team.</li> </ul> <p>An evaluation will be conducted on an electronic survey site.</p> <p>The results will be communicated to the Chairperson of the Board of Directors only.</p> <p>The results will remain anonymous.</p>						

## Committee Chairperson Evaluation Questionnaire

(name of member and committee)

Scale: 6 – strongly agree; 5 – agree; 4 – neither agree nor disagree; 3 – disagree; 2 – strongly disagree; 1 – not applicable (N/A)

<i>How do you evaluate the performance of the above Committee Chairperson?</i>	<i>Evaluation</i>					
	6	5	4	3	2	1
1. The Chairperson advises and counsels the Board of Directors, particularly by helping to define problems, review the strategy and maintain accountability.						
2. The Chairperson provides the committee with strong leadership by helping follow up on Vitalité Health Network’s vision, mission, values, strategy and plans, achieve the organization’s objectives and advance the Board’s work.						
3. The Chairperson ensures that the committee’s meetings are managed effectively and that the committee has the information or advice needed to make decisions.						
4. The Chairperson ensures that enough time is allocated for discussions and that all aspects of an issue or problem are examined.						
5. The Chairperson periodically evaluates the effectiveness of the committee and its members and examines the results with individual members, if applicable, and with the entire committee.						
6. The Chairperson and the Board/committee understand the role of the Chairperson as spokesperson for the committee.						
7. The Chairperson represents the committee to the Board and helps build strong relationships with the main stakeholders.						
8. I feel comfortable raising certain issues with the Chairperson.						
Comments:						
<p>An evaluation will be conducted on an electronic survey site.</p> <p>The survey results will be communicated to the member in question only and to the Chairperson of the Board of Directors.</p> <p>The results will remain anonymous.</p>						

- The Committee Chairperson devotes time to building relationships with the:
  - o Chairperson of the Board of Directors;
  - o President and Chief Executive Officer;
  - o Committee members;
  - o Liaison vice-president for the committee.

## Peer Evaluation Questionnaire

(name of member and committee)

Scale: 6 – strongly agree; 5 – agree; 4 – neither agree nor disagree; 3 – disagree; 2 – strongly disagree; 1 – not applicable (N/A)

<b>How do you evaluate the performance of the Board member for each of the following statements?</b>	<b>Evaluation</b>					
	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1. The Board member attends meetings well-prepared to evaluate and/or add value to the agenda items.						
2. The Board member demonstrates the knowledge, competencies and experience needed to be a valuable resource and to fulfill their responsibilities.						
3. The Board member brings forward information and external points of view that advance the deliberations.						
4. The Board member participates and is engaged in meetings.						
5. The Board member demonstrates understanding and awareness of fiduciary, ethical and legal responsibilities.						
6. The Board member always demonstrates integrity and upholds high ethical standards.						
7. The Board member complies with the conflict of interest policy.						
8. The Board member respects confidentiality.						
9. The Board member is an independent thinker and can express ideas contrary to those of the group.						
10. The Board member actively listens to other members' ideas and points of view and encourages them to contribute.						
11. The Board member demonstrates sound and balanced judgment toward all stakeholders.						
12. The Board member contributes in an informed and constructive way to the discussions, is prepared to take a position or express a point of view and provides a vision and strategic orientation.						
13. The Board member demonstrates solid interpersonal skills.						
14. The Board member represents the Board of Directors appropriately when interacting with the public.						
15. The Board member supports the Board of Directors' decisions.						
16. The Board member remains focused on policies rather than operations.						
17. Overall, the Board member makes a valuable contribution to the Board's operations.						
Comments:						
<p>An evaluation will be conducted on an electronic survey site.</p> <p>The survey results will be communicated to the member in question only and to the Chairperson of the Board of Directors.</p> <p>The results will remain anonymous.</p>						

## Evaluation Form

### In Camera Meetings and Public Meetings of the Board of Directors

The purpose of this form is to evaluate the overall effectiveness of the Board of Directors' in camera meeting and public meeting process. Please evaluate each statement based on the following scale : Scale: 6 = strongly agree; 5 = agree; 4 = neither agree nor disagree; 3 = disagree; 2 = strongly disagree; 1 = not applicable (NA). This evaluation will serve as a guide to determine where changes can be made to increase productivity.

	6	5	4	3	2	1
1) The time allocated to each item on the agenda was respected.						
2) The President and CEO's information was relevant.						
2) The documentation explained the issues and supported decision-making.						
3) The Board members were prepared and participated in discussions.						
4) The members fulfill the Board governance role and do not get involved in management issues.						
5) The Board works strategically in the following areas: <ul style="list-style-type: none"> <li>• Strategic planning;</li> <li>• Financial monitoring;</li> <li>• Quality monitoring;</li> <li>• Risk identification and management.</li> </ul>						
6) Decision-making was guided by the mission, vision and values and by reliable data.						
7) Discussions / differences of opinion were managed effectively.						
8) Conflicts of interest were identified and managed.						
9) The topics were appropriate under the By-Laws.						
10) The members used the consent agenda satisfactorily.						

Please use this space to add comments:

---



---



---



---

Please suggest ideas for training or for productive discussions (future discussion topics):

---



---



---



---

Thank you!

## Evaluation Form

### Annual General Meeting of the Board of Directors

The purpose of this form is to evaluate the overall effectiveness of the Board of Directors' Annual General Meeting. Please evaluate each statement on the following scale: Scale: 6 – strongly agree; 5 – agree; 4 – neither agree nor disagree; 3 – disagree; 2 – strongly disagree; 1 – not applicable [N.A.]. This evaluation will serve as a guide to determine where changes can be made to increase productivity.

I am a:  Member of the public <input type="checkbox"/> , Member of the Board of Directors <input type="checkbox"/> , Elected representative <input type="checkbox"/>  Civil servant <input type="checkbox"/> , Employee of Vitalité Health Network <input type="checkbox"/> or Other <input type="checkbox"/>	<u>Evaluation</u>					
	<u>6</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>
1. <u>General relevance of the Annual General Meeting to you.</u>						
2. <u>The information supplied by the Chairperson of the Board of Directors was relevant.</u>						
3. <u>The information supplied by the Chairperson of the Board of Directors effectively summarized the work performed by the Network over the past year.</u>						
4. <u>The information supplied by the President and CEO was relevant.</u>						
5. <u>The information supplied by the President and CEO effectively summarized the work performed by the Network over the past year.</u>						
6. <u>The information supplied by the committee chairpersons was relevant.</u>						
7. <u>The information supplied by the committee chairpersons effectively summarized the work performed by the Network over the past year.</u>						
8. <u>The information supplied by the Treasurer of the Board of Directors was relevant.</u>						
9. <u>The information supplied by the Treasurer of the Board of Directors effectively summarized the work performed by the Network over the past year.</u>						
10. <u>The information supplied by the external auditors was relevant.</u>						
11. <u>The information supplied by the external auditors effectively summarized the external audit process examining the Network's financial performance over the past year.</u>						
12. <u>In general, the pace of the information presentations was good.</u>						
13. <u>Would you agree to attend one of our future Annual General Meetings?</u>	<u>Yes</u> <input type="checkbox"/>		<u>No</u> <input type="checkbox"/>			

Please use this space to add comments:

---



---

Thank you for the time you have devoted to helping us improve our future AGMs!