

Board of Trustees Evaluation Questionnaire Board Governance 2020

SECTION I - Board Roles and Responsibilities					
<i>(i)</i>	Strategic Directions	Yes	Some of the Time	No	Not Sure
	<i>How do you rate the Board's performance as it relates to the following statements?</i>				
1	The Board of Trustees approves the vision, mission and core values of the Hospital. <i>Note: The vision, mission and values were approved by the Board of Trustees on April 19, 2017</i>				
2	The Board contributes to the development of and approval of the strategic plan for the Hospital. <i>Note: The Board of Trustees approved the current strategic plan No Boundaries 2017-22 on April 19, 2017</i>				
3	The Board ensures that key goals are formulated as part of the annual operating plan that help the Hospital accomplish its mission and actualize its vision, in accordance with the strategic plan. <i>Note: Operating Plan comes to the March meeting of the Board of Trustees and is reviewed in February by the Business & Audit and Quality Committee of the Board</i>				
4	The Board monitors the Hospital's performance against the approved operating plan.				
	Comments: (Your comments are welcome, in particular if you answered "some of the time" or "no", please provide specific comments to support your feedback.)				
<i>(ii)</i>	Provide for Excellent CEO Leadership	Yes	Some of the Time	No	Not Sure
	<i>How do you rate the Board's performance as it relates to the following statements?</i>				
5	The Performance & Compensation Committee of the Board ensures that measureable performance expectations are set by the President and CEO and that an evaluation of the CEO's performance is conducted on an annual basis.				
6	The President & CEO's Performance & Compensation Committee recommends to the Board Pay at Risk for the President & CEO based on the outcome of the President & CEO's performance review in accordance with goals agreed upon by the Board.				
7	The Board ensures there is a plan in place for providing CEO succession.				
	Comments: (Your comments are welcome, in particular if you answered "some of the time" or "no", please provide specific comments to support your feedback.)				

(iii)	Ensure Program Quality and Patient Safety	Yes	Some of the Time	No	Not Sure
<i>How do you rate the Board's performance as it relates to the following statements?</i>					
8	The Board supports and monitors patient safety, quality of service and risk management related to care through the Quality Committee of the Board.				
9	The Board actively engages in the Hospital's efforts to meet Accreditation Canada standards including those for patient safety and infection control, and responds to recommendations for improvement as appropriate. <i>Note: The Hospital received accreditation with Exemplary Standing and 100% in 2017.</i>				
10	The Board ensures that the Hospital meets government standards for public reporting of patient safety indicators, e.g. C. difficile, MRSA <i>Note: See "Tracking Patient Safety Indicators" http://hollandbloorview.ca/AboutUs/PublicReporting/Patientsafetyindicatorsandinfectionrates</i>				
11	The Board grants privileges to the medical/dental staff following recommendations of the Medical Advisory Committee according to the credentialing process outlined in the Hospital By-law.				
Comments: (Your comments are welcome, in particular if you answered "some of the time" or "no", please provide specific comments to support your feedback.)					
(iv)	Ensuring Holland Bloorview's Operational Effectiveness	Yes	Some of the Time	No	Not Sure
<i>How do you rate the Board's performance as it relates to the following statements?</i>					
12	The Board approves the annual operating and capital plan. <i>Note: Operating and Capital Plan come to the March meeting of the Board of Trustees and is reviewed in February by the Business & Audit and Quality Committee of the Board</i>				
13	The Board monitors performance, particularly as relates to commitments in the Accountability Agreement ("HSAA") with the Toronto Central-Local Health Integration Network, and makes certain that the Hospital operates within its resource envelope. <i>Note: The components of the HSAA are reflected in the scorecard that is reviewed by the Board on a quarterly basis.</i>				
14	The Board ensures that effective risk management procedures are in place for the Hospital.				
15	The Board ensures that the Hospital has in place a well developed Talent Management Program for its leadership team. <i>Note: Annually the Board receives a presentation on the Hospital talent management program by the VP, Human Resources</i>				

16	The Board, through the Business & Audit Committee, ensures that the Hospital undertakes the necessary long range financial planning activities to facilitate effective allocation of resources and avoid financial risk. <i>Note: The long range financial plan is completed on the same cycle as the strategic plan and was most recently presented to the Business & Audit Committee at its November meeting.</i>				
17	The Board, through the Investment Sub-Committee of the Business & Audit Committee, establishes and monitors an effective, appropriate investment policy.				
18	The Board, through the Business & Audit Committee, undertakes an annual financial audit and addresses any (material) recommendations from the auditors related to internal controls and management of risk.				
19	The Board understands its role in supporting the Foundation.				
	Comments: (Your comments are welcome, in particular if you answered "some of the time" or "no", please provide specific comments to support your feedback.)				

SECTION II – Governance

(v)	Ensuring the Effectiveness of the Governing Body	Yes	Some of the Time	No	Not Sure
	<i>How do you rate the Board's performance as it relates to the following?</i>				
20	The Board as a whole determines its priorities and how its business will be done through the approval of an annual Board of Trustees Work Plan. <i>Note: The Board work plan is approved annually at the September Board meeting.</i>				
21	The Board, through the Governance Committee, measures its own effectiveness and efficiency through the Board's own quality indicators.				
22	The Board provides for succession planning for officers and members of the Board of Trustees through the Governance Committee.				
23	Through its By-law and policies, the Board ensures ethical behaviour in compliance with laws and regulations, audit and accounting principles, Accreditation requirements, and legislation on quality.				
24	Trustees understand their fiduciary responsibilities, for example: to act in the best interests of the Hospital, to avoid conflict, to speak with one voice, to follow Board governance policies, to foster unity, to respect confidentiality, and to act in good faith with honesty and loyalty.				
25	Our current committee structure, i.e., Executive, Governance, Business & Audit, Quality and Research, Teaching and Learning Committees, is appropriate for the relevant responsibilities of the Board of Trustees.				
26	Committees establish annual goals which align with and are included in the Board of Trustees' Work Plan.				
27	Committee reports to the Board are effective in providing necessary information to the Board.				

28	The Board, through its President & CEO and Executive Team, ensures that appropriate system-wide relationships are developed and maintained at the national, provincial, regional and local levels.				
29	The Board is kept apprised that there is effective communication and engagement with its stakeholders through media relations' programs and other means, e.g. web-site, annual reports, etc.				
30	The Board provides an orientation program for all new Trustees. <i>Note: The most recent new trustee orientation took place in September 2019</i>				
31	Through Board education, Trustees are kept informed about activities, issues, and key strategic trends in the healthcare field.				
32	Minutes accurately reflect Board discussions and processes.				
33	The Board meets the right number of times each year.				
34	The Board meets at the right time of day.				
35	The Board, as a whole, has the background, skills, diversity and knowledge to carry out its roles and responsibilities.				
(vi)	Ensuring Academic Governance	Yes	Some of the Time	No	Not sure
36	The Board, through the Research, Teaching and Learning Committee, reviews the performance of the Bloorview Research Institute and the Teaching & Learning Institute.				
37	The Board, through the Research, Teaching and Learning Committee, approves the respective strategic plans of the Bloorview Research Institute and the Teaching & Learning Institute, and monitors progress towards their realization.				
38	The Board, through the Research, Teaching and Learning Committee, oversees the Research Ethics Board of Holland Bloorview.				
39	The Board, through the Research, Teaching and Learning Committee, monitors the commercialization of Holland Bloorview intellectual property.				
(vii)	Evaluating the Board Chair	Yes	Some of the Time	No	Not Sure
40	The Board Chair ensures that Board meetings are effective and deliberate upon the appropriate issues.				
41	The Board Chair ensures that Board meetings start and end on time, complete the Agenda, and allocate time appropriately to Agenda items.				
42	The Board Chair ensures that Board meeting materials provide sufficient information in a timely fashion to prepare the Board for debate and decision-making.				
43	The Board Chair allows adequate time for debate.				
44	The Board Chair ensures that all Trustees are given the opportunity to participate equally in Board meetings.				
45	The Board Chair guides the Board in establishing consensus on key decisions while allowing for full and open debate.				
46	The Board Chair ensures that key decisions are made once the matter has been discussed.				
47	The Board Chair ensures Board meeting agendas reflect the business of the Board as it relates to the Board-approved Work Plan, by-laws, policies, legislative responsibilities and strategic plan				
48	The Board Chair ensures that the Board is welcoming to new Trustees.				
49	The Board Chair ensures that the Board respects the work of its Committees and does not re-do Committee work.				
50	The Board Chair ensures that there is clarity between Board and management roles.				

51	The Board Chair invests time in building relationships with the President and CEO, members of the Board and committee chairs.				
52	The Board Chair represents and speaks on behalf of the Board.				
53	The Board Chair provides strong ethical leadership for the Board.				
	Comments: (Your comments are welcome, in particular if you answered "some of the time" or "no", please provide specific comments to support your feedback.)				

Date Completed: _____