

BOARD MANUAL

SUBJECT: Evaluation of Board, Committees, and Individual Performance	NO.: 2-D-40
SECTION: Board Process	
APPROVED BY: Board of Directors	DATE: February 4, 2026

Purpose

Evaluation of the Board and committee performance provides a means to:

- ensure the hospital is effectively and efficiently governed
- take action to improve Board and committee performance
- be guided by best practice
- ensure alignment with the hospital's Mission, Vision and Values
- identify continuing education and development needs

Policy

The Governance and Nominating Committee (GNC) shall establish and conduct the processes for evaluation.

The evaluation methods shall address the structure of the Board as a whole, its committees, leaders, Directors, and non-director committee members.

The evaluation process shall include:

- key indicators and evaluation tools through which Board and committee effectiveness and performance shall be measured
- tools and processes for individual assessment and for identifying future Board leadership candidates
- reports from the GNC to the Board on the results of evaluation, key issues and recommended action for improvement
- external resources as defined by the GNC as appropriate to help develop an effective process
- peer feedback to Directors to recognize Director contribution and opportunities for improvement
- confidential and respectful communication by the Board Chair or relevant committee Chair in giving feedback to individuals
- periodic review and revision of the evaluation tools to support the ongoing effectiveness and utility and alignment with the Board's goals and objectives

Assessments that may be conducted by the Governance Committee or committee Chairs are summarized in Table 1: Tools for Board Evaluation

DEVELOPED: November 24, 2010		REVISED/REVIEWED:
May 29, 2013	May 25, 2016	September 27, 2017
April 28, 2021	June 26, 2024	Click or tap to enter a date.
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Table 1

Tools for Board Evaluation¹

Type of Evaluation	Purpose	Frequency	Review of Results and Action
Orientation (Appendix A)	To plan effective orientation for new Directors and committee members	Survey completed after the orientation program (done for general orientation and committee orientation)	GNC shall review and provide recommendations to be incorporated into the next year's orientation program
Meeting (Appendix B)	To improve the effectiveness of Board/ committee meetings	At the end of each Board/ committee meeting	The Board/Board committee and GNC shall review the results and implement improvements when necessary
Board Education Sessions or Board Generative Sessions (Appendix C)	To improve educational or generative sessions	At the end of each session	The GNC shall review the results and consider for future sessions
Future Intentions of the Board members (Appendix D)	To plan for recruitment for the Board and committees	Annual – Sent October, Reviewed December	The GNC shall review and consider to aid in the development of the annual recruitment strategy
Future Intentions of the Committee members (Appendix E)	To plan for the leadership positions on the Board and committee preferences	Annual – Sent October, Reviewed December	The GNC shall review and consider to aid in the development of the annual recruitment strategy
Skills Matrix (Appendix F)	To identify skill gaps within the Board and committees to plan for recruitment	Annual – Sent October, Reviewed December	The GNC shall review and consider to aid in the development of the annual recruitment strategy

¹ Surveys may be amended by the Governance Committee from time to time.

Type of Evaluation	Purpose	Frequency	Review of Results and Action
Self Identification Survey – Optional Participation (Appendix G)	To support continued work to increasing diversity within the CMH Board and understanding Board demographics	Annual – Sent October, Reviewed December	The GNC shall review and consider to aid in the development of the annual recruitment strategy
Individual Director and Non-Director Committee Member Personal Assessment (Appendix H)	Self-Improvement, to plan for recruitment, renewal of term	Annual – Sent April, Reviewed May	<p>For Directors, the GNC and Board Chair shall review results. The Board Chair or delegate shall discuss the results with Directors as necessary. The Chair shall report results to the GNC (particularly in cases where the Director is being considered for term renewal)</p> <p>For non-director committee members, the GNC and relevant committee Chair shall review and, as necessary, committee Chairs shall discuss results with non-director committee members. Results shall be reported to the GNC Chair, as necessary.</p> <p>Individual results for Directors and non- director committee members shall be provided to individuals for review</p>
Director Peer Assessment (Appendix I)	Self-Improvement To plan for recruitment, renewal of term	Annual – Sent April, Reviewed May	<p>For Directors, results reviewed by Governance Committee and Board Chair. Board Chair or delegate discusses results with Directors as necessary. The Chair reports results to Governance Committee (particularly in cases where the Director is being considered for a renewal term)</p> <p>Individual results for Directors shall be provided to individuals for review</p>
Non-Director Feedback	Self-Improvement To plan for recruitment, renewal of term	Midyear (Feb/Mar)	For non-Directors, committee Chair of each Committee will reach out to non-Director committee members for a midpoint check-in to discuss the member's contributions to the committee so far, celebrating successes and addressing areas for improvement as needed

Type of Evaluation	Purpose	Frequency	Review of Results and Action
Board Chair/ Committee Chair Evaluation (Appendix J)	Self-improvement; renewal of term	Annual – Sent April, Reviewed May	The Chair of GNC shall review and discuss with Board Chair
	Self-improvement; Renewal of Chair term	Annual – Sent April, Reviewed May	The Chair of GNC or Board Chair shall review and discuss with the Committee Chair and consider results in reappointing. Individual results shall be shared with each Chair
Board (Annual) Committees (Annual) (Appendix K)	To improve Board performance	Annual – May	The Board and GNC shall review and make recommendations for improvement as necessary
	To improve committee performance	Annual – May	The relevant committee and GNC shall review and make recommendations for improvement as necessary
Appointees for non-Board Committees (PFAC, CMHVA, CMHF) (Appendix L, M, N)	Self-improvement ; renewal of term	Annual – Sent April, Reviewed May	The GNC shall review the results. The Board Chair or delegate shall discuss results with Directors as necessary. Individual results shall be provided to individuals for review
ABCDE Goals (Appendix O)	Self improvement , to improve Board performance	November/February /June Annual – Summer	The Board shall review progress at Board meetings The Board Chair and Director shall review progress of goals/ finalize future goals