



Board of Directors Evaluation

Survey Results



September 2011

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Overview

In accordance with Bluewater Health Board Policy 5.86 – Board Evaluation, which requires the Board to regularly evaluate its performance, a Board self-evaluation survey was administered in June 2011 using the Survey Monkey web-based application. The survey tool was based on material provided by Graham Scott, Facilitator for Bluewater Health's Governance Renewal process, and was designed to evaluate the Board's performance in fulfilling its three roles and six responsibilities within the Modified Pointer-Orlikoff governance model. The tool also provided an opportunity for Board members to evaluate Board skills and knowledge, structures and processes, individual Director participation, teamwork and management of change.

This report is structured to provide the percentage of total responses along the rating scale and the average score for each question, along with the overall rating and comments for each area of Board responsibility and the skills/knowledge and Board functioning sections.

The report highlights strengths and opportunities for improvement that will form the basis for Board development and improvement efforts. The timing of the survey was linked to the annual Board cycle so as to inform the development of Board and committee goals and work plans and ensure that these included actions to address the identified improvement opportunities.

Strengths and Opportunities for Improvement

The table below summarizes the strengths and opportunities for improvement as identified from the average score for each question and the responses to the open-ended questions in Section III. For reference, Appendix I provides a listing of all questions and their average score ranked from highest to lowest.

Section	Strengths	Opportunities for Improvement
I Board Roles and Responsibilities		
Establish Strategic Direction	<ul style="list-style-type: none"> • Establishing and periodically reviewing the mission, vision and values (M/V/V) • Developing & reviewing Strategic Plan and ensuring alignment with MOHLTC policy, LHIN IHSP and other health service provider plans • Decision-making which is consistent with M/V/V and Strategic Plan • Monitoring corporate performance regularly against the approved strategic plan and performance indicators. • Working very well together and unified through the strategic plan. • Focus on accomplishing - very focused on ensuring the well being of BWH and in BWH achieving its strategic goals. 	<ul style="list-style-type: none"> • Engaging with the LHIN, other health service providers and the communities served when developing plans and setting priorities. • More focus on the future of health care for rural area. • Connecting Board decision making to BWH values and strategic priorities.
Provide for Excellent Management	<ul style="list-style-type: none"> • Selection, appointment and performance management process for President/CEO and COPS • Appointment process for medical directors and other medical leadership positions through the COPS • Delegation of responsibility and authority to the COPS for supervision of the Professional Staff and ensuring accountability to the Board • Contingency planning for CEO and COPS succession • Process for establishing and monitoring policy implementation 	<ul style="list-style-type: none"> • Reviewing annually the succession plan for senior management (and other BWH leaders) and Professional Staff and the human resource plan.
Ensure Program Quality	<ul style="list-style-type: none"> • Process for monitoring indicators of quality of 	<ul style="list-style-type: none"> • Review & approval of appointments,

Section	Strengths	Opportunities for Improvement
and Effectiveness	<p>care, patient safety, resource utilization and organizational risk</p> <ul style="list-style-type: none"> • Ensuring that the credentialing process is effective and fair. • Ensuring that management has plans in place to address variances from performance standards, including management of complaints, and oversees implementation of the remediation plans • The Board works together for the betterment of health care services in Sarnia and Lambton County. 	<p>reappointments & privileges for medical & dental staff, midwives & extended class nurses as recommended by MAC, <i>in consideration of BWH's resources and community's needs</i> .</p> <ul style="list-style-type: none"> • Policy-making related to the framework for addressing ethical issues arising from clinical care, education and research at BWH.
Ensure Financial Viability	<ul style="list-style-type: none"> • Process for ensuring financial information accuracy through review of financial reports and approval of annual audited statements • Investment policy approval and compliance monitoring • Process for approval of annual operating and capital budget and monitoring financial performance against the budget and performance indicators in the Hospital Services Accountability Agreement (H-SAA). • Ensuring that management operates within acceptable levels of risk. 	<ul style="list-style-type: none"> • Ensuring that management undertakes multi-year financial planning. • Ensuring that business continuity plans are in place.
Ensure Board Effectiveness	<ul style="list-style-type: none"> • Establishing and periodically reviewing governance/Board policy • Establishing annual goals and work plans for the Board and its committees • Establishing and periodically reviewing policies concerning governance structures and processes to maximize the effective functioning of the Board. • Director recruitment and succession planning • Process for ensuring that the Board receives timely, appropriate information to support informed policy formulation, decision-making and oversight. 	<ul style="list-style-type: none"> • Comprehensiveness of Board orientation and ongoing Board education program • Evaluating the performance of the Board as a whole <i>and of individual Directors that fosters continuous improvement.</i>
Foster Relationships	<ul style="list-style-type: none"> • Developing and approving BWH's Community 	<ul style="list-style-type: none"> • Ensuring/providing oversight for BWH's

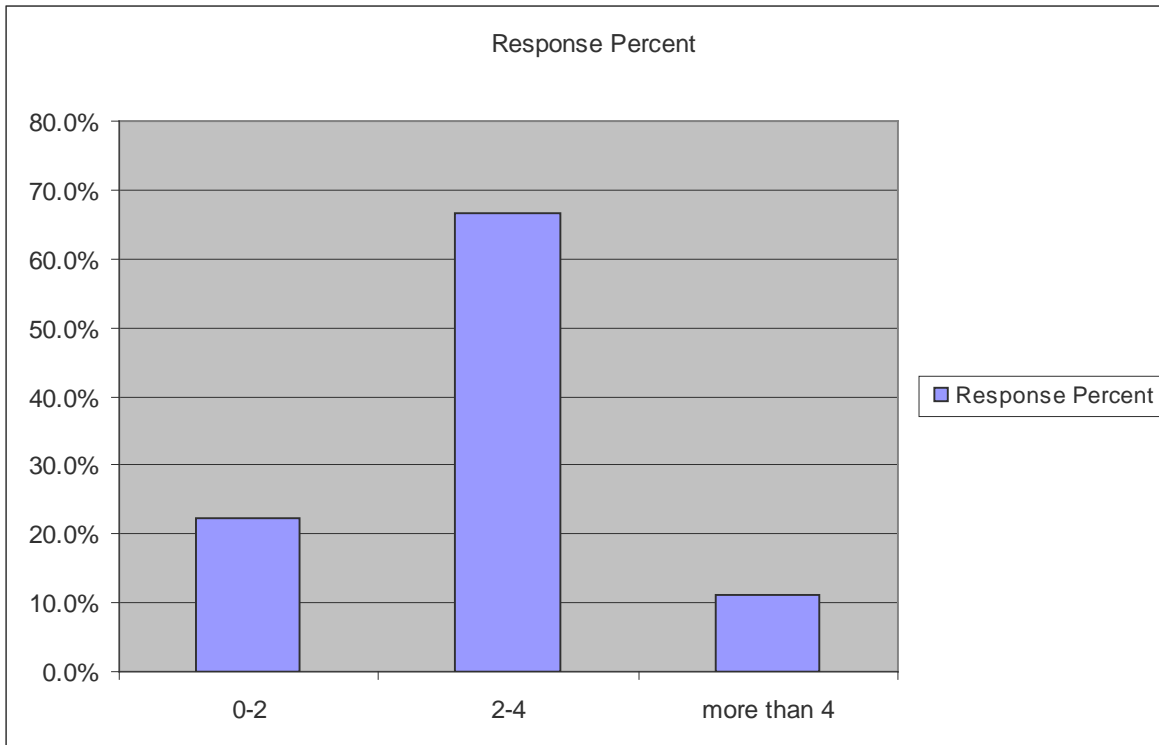
Section	Strengths	Opportunities for Improvement
	<p>Engagement Strategy and Operational Plan.</p> <ul style="list-style-type: none"> • Strengthening of relationships and partnerships with a variety of internal and external stakeholders through CE strategy implementation. 	<p>activities and efforts to:</p> <ol style="list-style-type: none"> 1) build and maintain good relationships with internal and external stakeholders. 2) foster effective coordination of patient care and positive working relationships with other community health care provider organizations within the LHIN region. 3) build and maintain good relationships with the ESC St. Clair LHIN in fulfilling BWH's HSAA and with the MOHTLC in fulfilling BWH's obligations under provincial policies.

Section	Strengths	Opportunities for Improvement
II Board Functioning		
Skills and Knowledge	<ul style="list-style-type: none"> • Providing ongoing education opportunities • Skills and knowledge capacity of Board to fulfill responsibilities • Director selection process based on established criteria and guidelines • Providing sufficient information to support informed decision-making and debate • Diversity of backgrounds and the skill sets of the Board Members. • Mix of highly skilled Directors. 	<ul style="list-style-type: none"> • Sufficiency of orientation and education program to fulfill Director responsibilities
Board Structure and Process	<ul style="list-style-type: none"> • Minute recording, review and approval process for Board and committees • Board size which optimizes functioning • Value-added discussion of Standing Committee recommendations to support Board decision-making • Board meeting effectiveness – important issues being addressed, sense of moving forward and accomplishing things • Board meetings efficiency: - start and end on time, complete the agenda with an appropriate allocation of time to agenda items. • Board Chair effectiveness in: (1) ensuring receipt of information to support policy development, decision-making and oversight (2) conducting meetings 3) liaising with individual Directors to facilitate effective participation in the work of the Board and its committees. • Clarity of Board and management roles 	<ul style="list-style-type: none"> • Some concerns expressed: <ul style="list-style-type: none"> - Timely access to material for meetings - Board meetings tending to be long with too much time sometimes spent on operational matters or matters that are outside of Board's control. - Board's passivity at times (e.g. receiving reports rather than setting direction).
Participation and Team	<ul style="list-style-type: none"> • Welcoming to new Board members • Board ownership of committee work • Opportunity for all to participate at meetings and offer honest opinions • Whole Board determining priorities and how 	None identified through average scores for items and in general comments.

Section	Strengths	Opportunities for Improvement
	<p>business done</p> <ul style="list-style-type: none"> • Working well at solving problems together • Support and participation from CEO and Executive leadership • Conflict resolution • Board members making meetings a priority and actively participating at meetings • Providing opportunity for full briefing of Board members and adequate discussion before the making a decision. • Active and committed group. • Mix of motivated Directors 	
Managing Change	<ul style="list-style-type: none"> • Board reacting appropriately to significant health system changes. • Board, Senior Management and Professional Staff leadership are in sync with respect to how they view priorities for BWH. 	<ul style="list-style-type: none"> • Spending equal amounts of time at meetings on planning for the future, as on the past and present.

Demographics

- 9 of 16 or 56% of the Board members responded to the survey
- The following chart shows the number of years the Board members who responded to the survey have served on the Board.

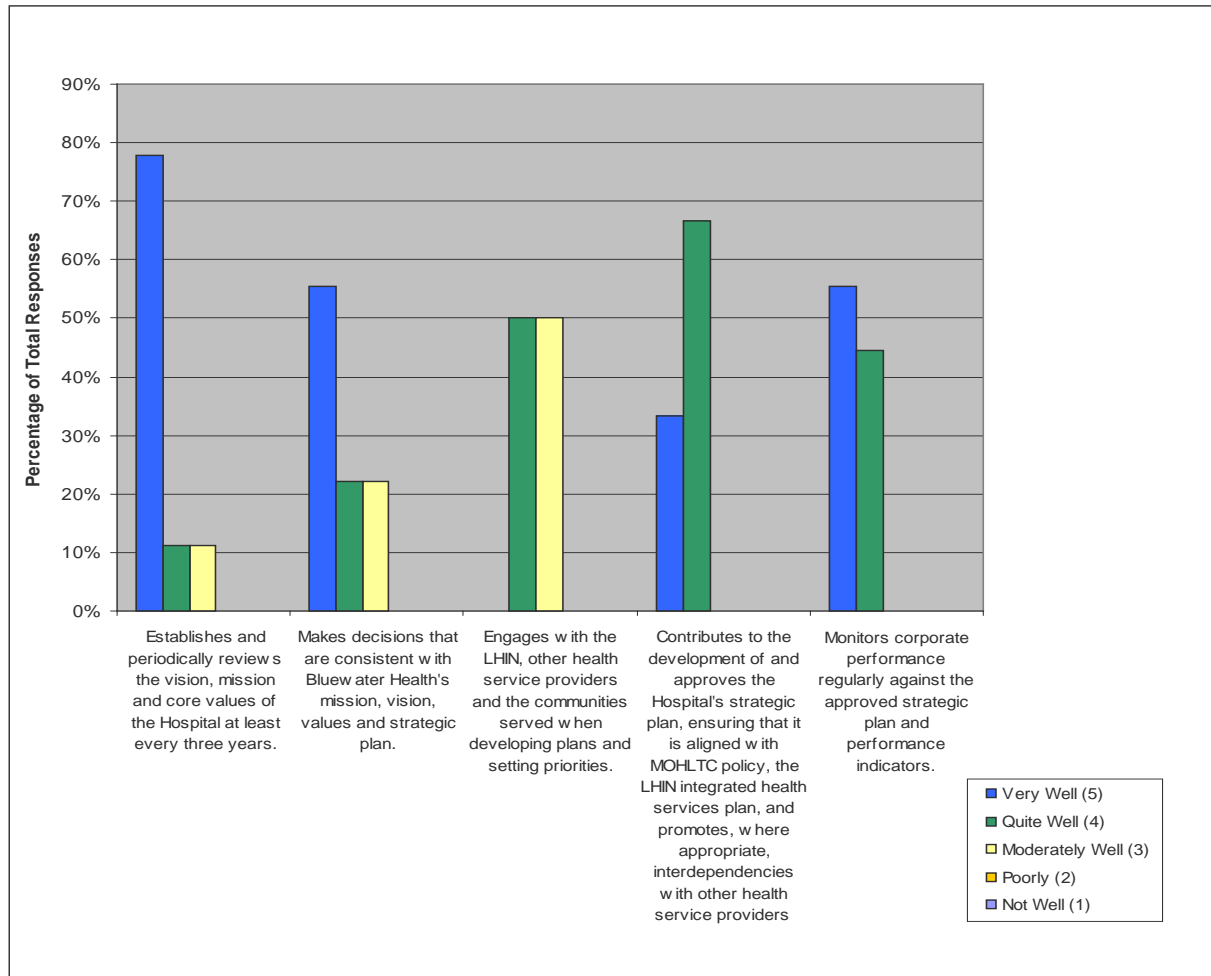


Note:

Number of Respondents by years served

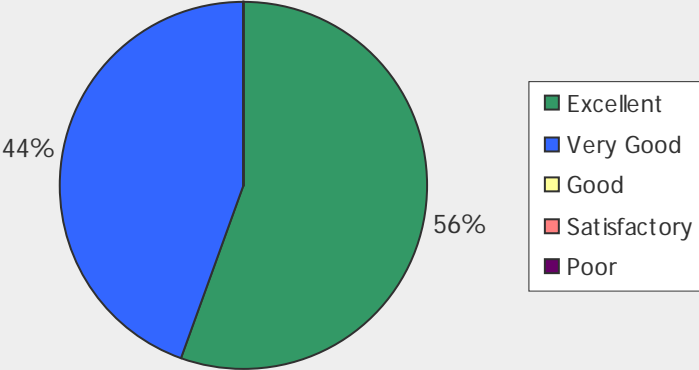
2 members	0-2 years
6 members	2-4 years
1 member	more than 4 years

Section 1 – Board Roles and Responsibilities – Establish Strategic Directions – Question 2



Questions	Average Rating
Establishes and reviews the vision, mission and core values of the Hospital at least every three years.	4.67
Makes decisions that are consistent with Bluewater Health's mission, vision, values and strategic plan.	4.33
Engages with the LHIN, other health service providers and the communities served when developing plans and setting priorities.	3.50
Contributes to development of and approves Hospital's strategic plan, ensuring that it is aligned with MOHLTC policy, the LHIN integrated HSP, and promotes, where appropriate, interdependencies with other health service providers and conducts a review of the strategic plan as part of a regular annual planning cycle.	4.33
Monitors corporate performance regularly against the approved strategic plan and performance indicators.	4.56

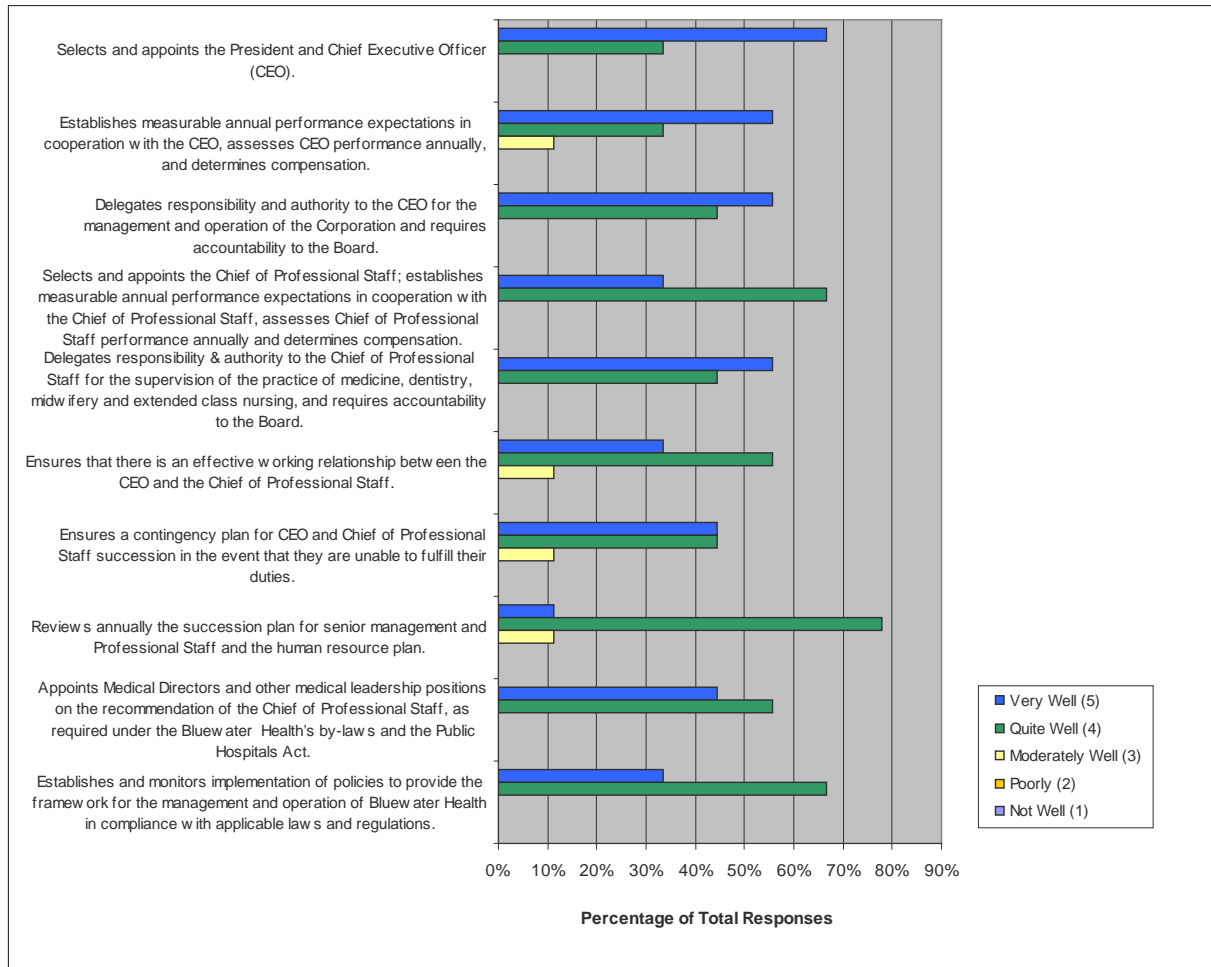
Establish Strategic Directions - My overall rating is:



Comments:

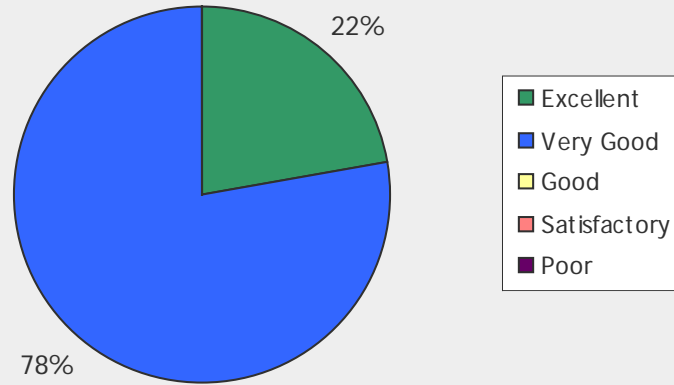
- Perhaps when decisions are being made, specific focus could be put on which value or component of our plan it connects to?

Section 1 – Board Roles and Responsibilities – Provide for Excellent Management – Question 3



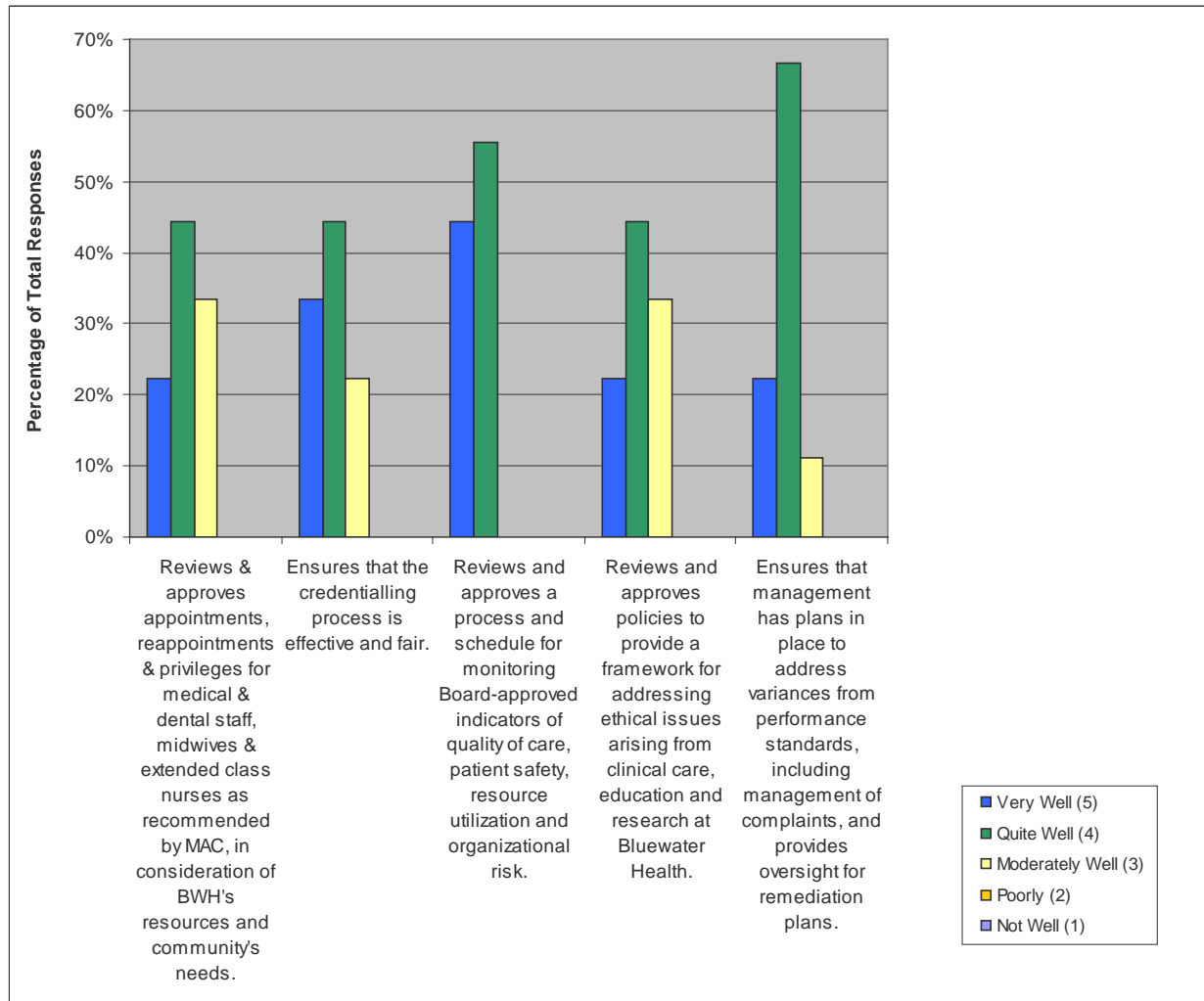
Questions	Average Rating
Selects and appoints the President and Chief Executive Officer (CEO).	4.67
Establishes measurable annual performance expectations in cooperation with the CEO, assesses CEO performance annually, and determines compensation.	4.44
Delegates responsibility and authority to the CEO for the management and operation of the Corporation and requires accountability to the Board.	4.56
Selects and appoints the Chief of Professional Staff; establishes measurable annual performance expectations in cooperation with the Chief of Professional Staff, assesses Chief of Professional Staff performance annually and determines compensation.	4.33
Delegates responsibility & authority to the Chief of Professional Staff for the supervision of the practice of medicine, dentistry, midwifery and extended class nursing, and requires accountability to the Board.	4.56
Ensures that there is an effective working relationship between the CEO and the Chief of Professional Staff.	4.22
Ensures a contingency plan for CEO and Chief of Professional Staff succession in the event that they are unable to fulfill their duties.	4.33
Reviews annually the succession plan for senior management and Professional Staff and the human resource plan.	4.00
Appoints Medical Directors and other medical leadership positions on the recommendation of the Chief of Professional Staff, as required under the Bluewater Health's by-laws and the Public Hospitals Act.	4.44
Establishes and monitors implementation of policies to provide the framework for the management and operation of Bluewater Health in compliance with applicable laws and regulations.	4.33

Provide for Excellent Management - My overall rating is:

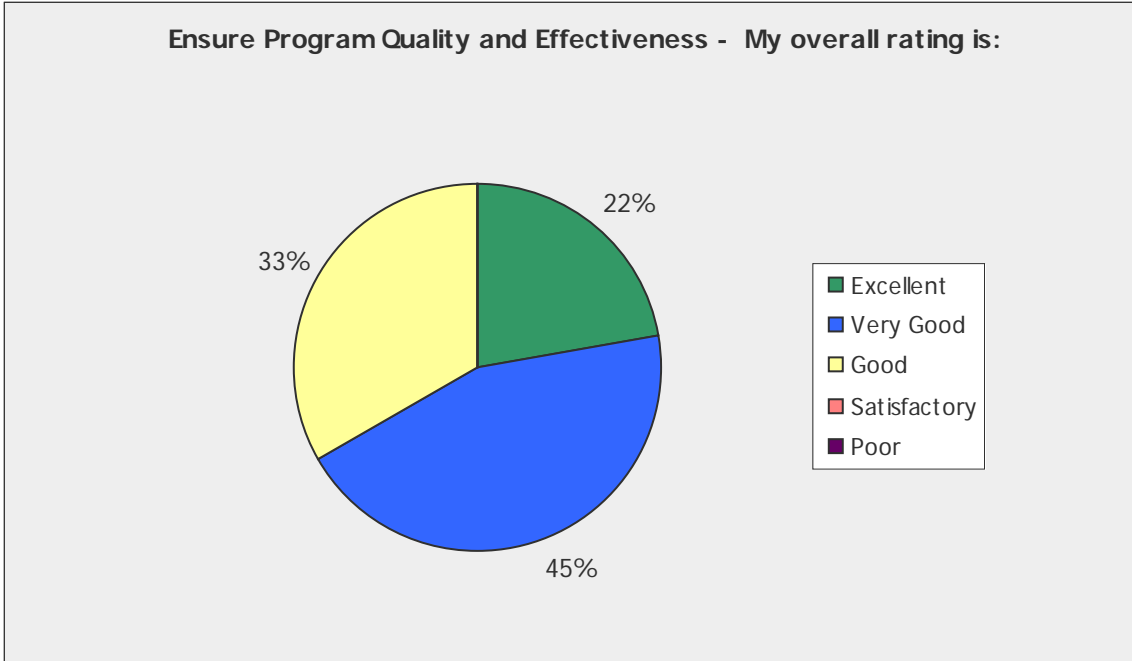


Comments: Nil

Section 1 – Board Roles and Responsibilities – Ensure Program Quality & Effectiveness – Question 4



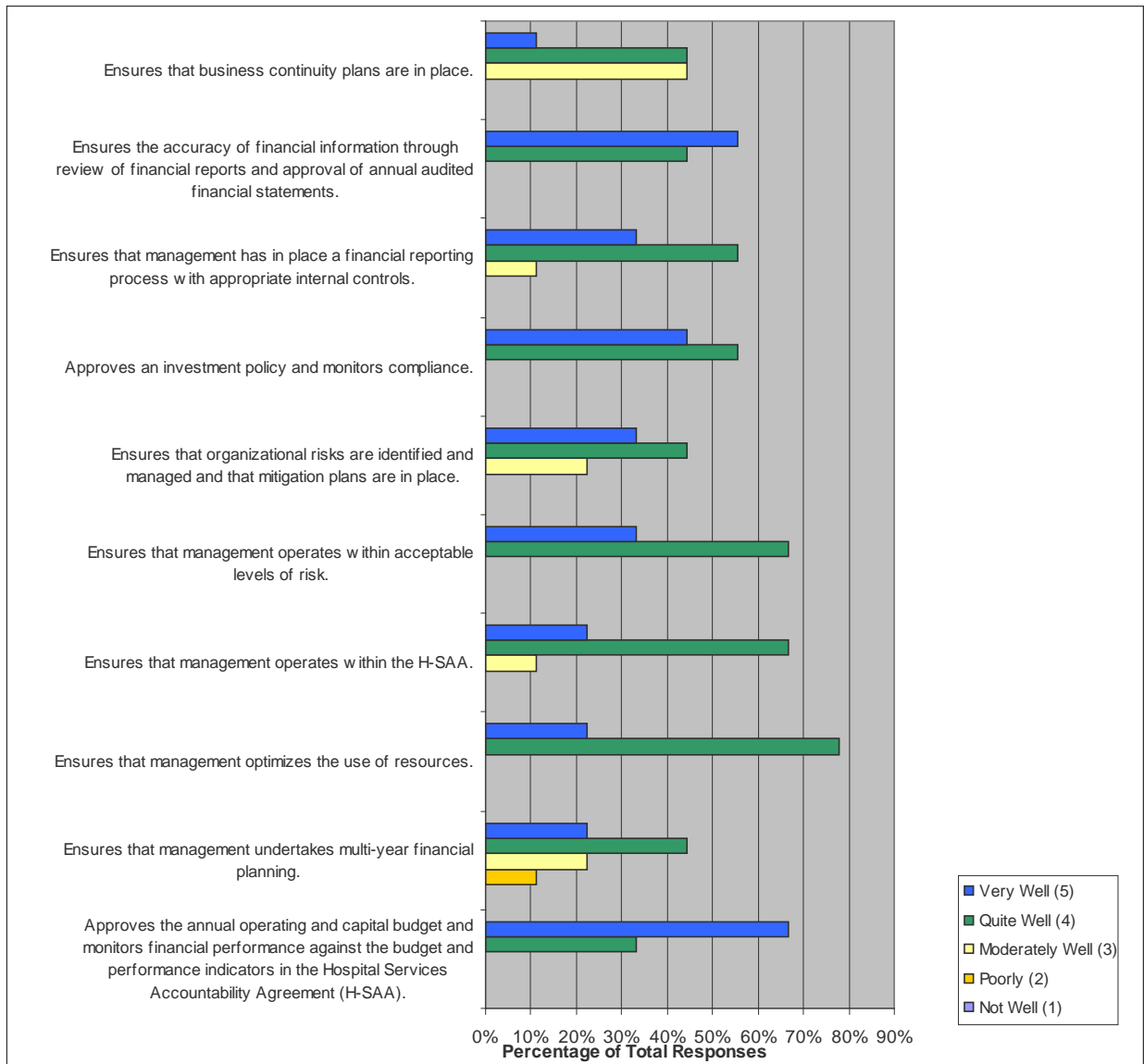
Questions	Average Rating
Reviews and approves appointments, reappointments and privileges for medical and dental staff, midwives and extended class nurses as recommended by MAC, in consideration of BWH's resources and community's needs.	3.89
Ensures that the credentialing process is effective and fair.	4.11
Reviews and approves a process and schedule for monitoring Board-approved indicators of quality of care, patient safety, resource utilization and organizational risk.	4.44
Reviews and approves policies to provide a framework for addressing ethical issues arising from clinical care, education and research at Bluewater Health.	3.89
Ensures that management has plans in place to address variances from performance standards, including management of complaints, and provides oversight for remediation plans.	4.11



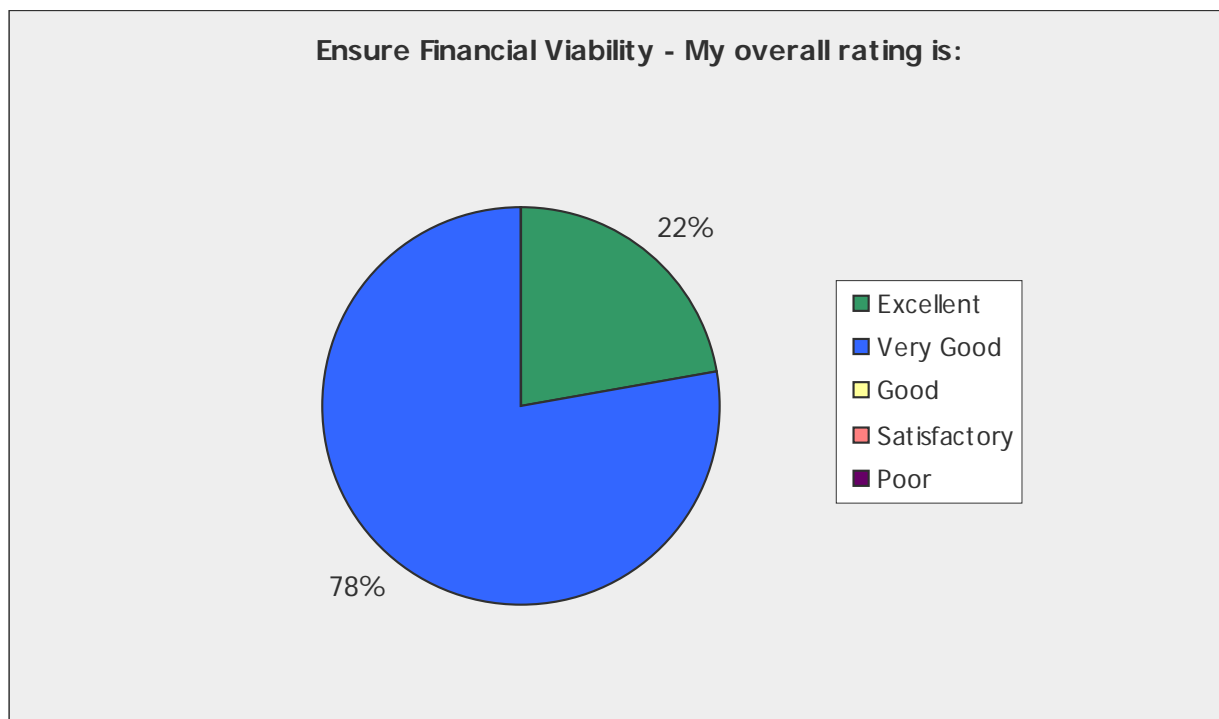
Comments:

- More education about credentialing would help. It seems that we hand the primary responsibility off to MAC.

Section 1 – Board Roles and Responsibilities – Ensure Financial Viability – Question 5



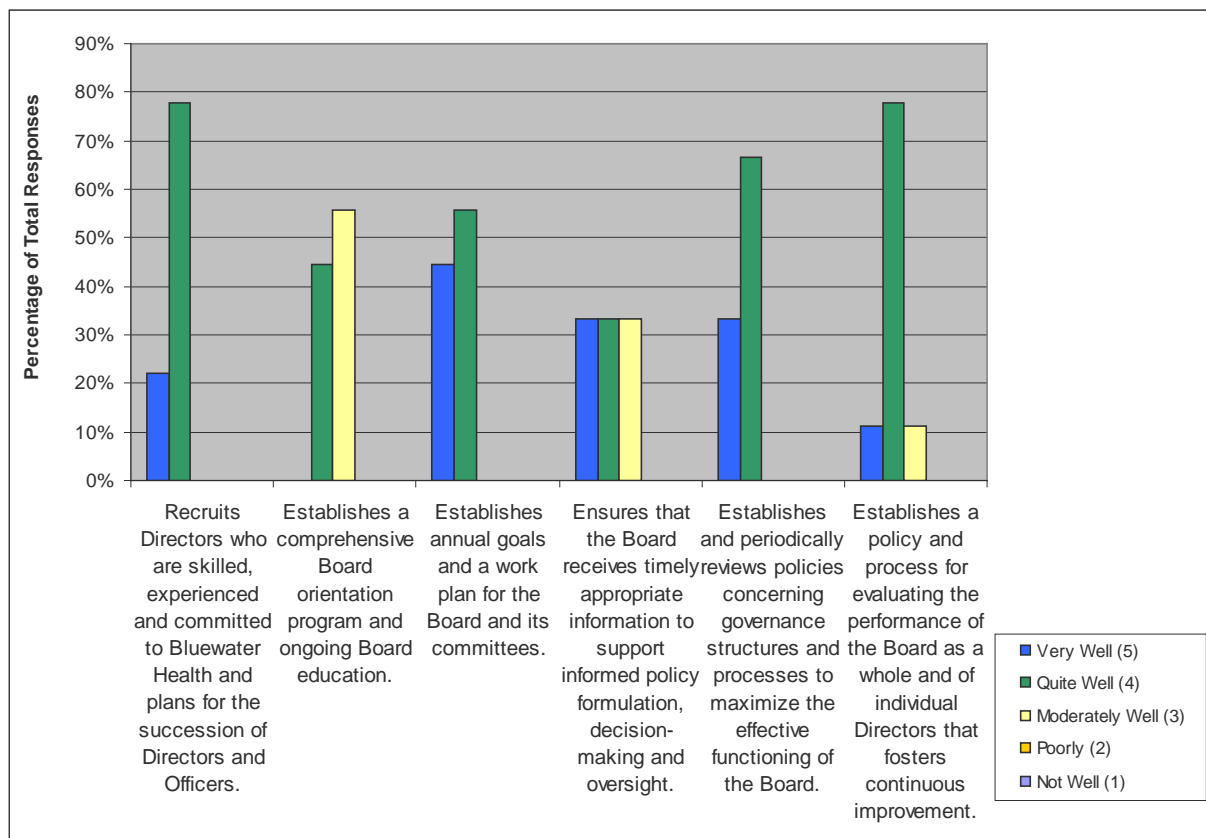
Questions	Average Rating
Approves the annual operating and capital budget and monitors financial performance against the budget and performance indicators in the Hospital Services Accountability Agreement (H-SAA).	4.67
Ensures that management undertakes multi-year financial planning.	3.78
Ensures that management optimizes the use of resources.	4.22
Ensures that management operates within the H-SAA.	4.11
Ensures that management operates within acceptable levels of risk.	4.33
Ensures that organizational risks are identified and managed and that mitigation plans are in place.	4.11
Approves an investment policy and monitors compliance.	4.44
Ensures that management has in place a financial reporting process with appropriate internal controls.	4.22
Ensures the accuracy of financial information through review of financial reports and approval of annual audited financial statements.	4.56
Ensures that business continuity plans are in place.	3.67



Comments:

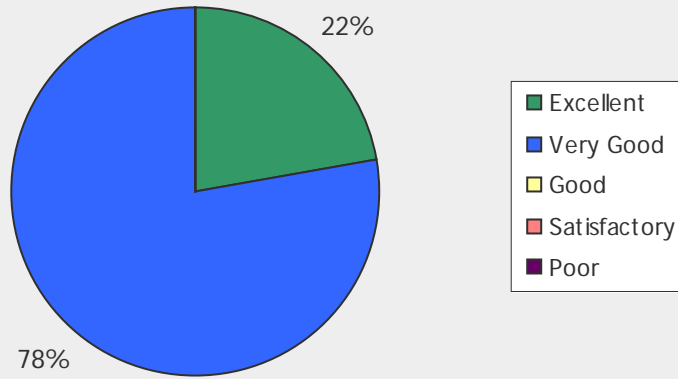
- Multi year financial planning is not possible it seems.

Section 1 – Roles and Responsibilities – Ensure Board Effectiveness – Question 6



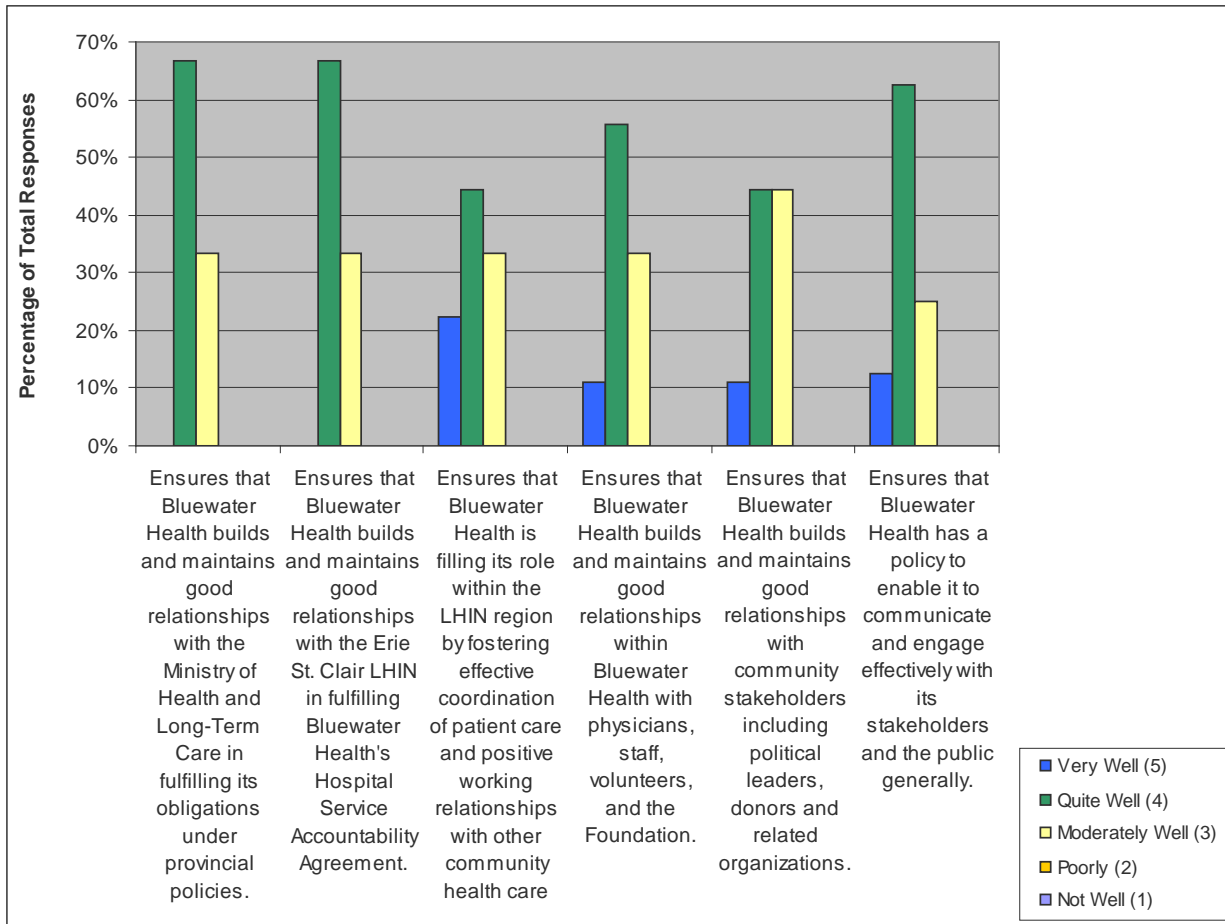
Questions	Average Rating
Recruits Directors who are skilled, experienced and committed to Bluewater Health and plans for the succession of Directors and Officers.	4.22
Establishes a comprehensive Board orientation program and ongoing Board education.	3.44
Establishes annual goals and a work plan for the Board and its committees.	4.44
Ensures that the Board receives timely appropriate information to support informed policy formulation, decision-making and oversight.	4.00
Establishes and periodically reviews policies concerning governance structures and processes to maximize the effective functioning of the Board.	4.33
Establishes a policy and process for evaluating the performance of the Board as a whole and of individual Directors that fosters continuous improvement.	4.00

Ensure Board Effectiveness - My overall rating is:

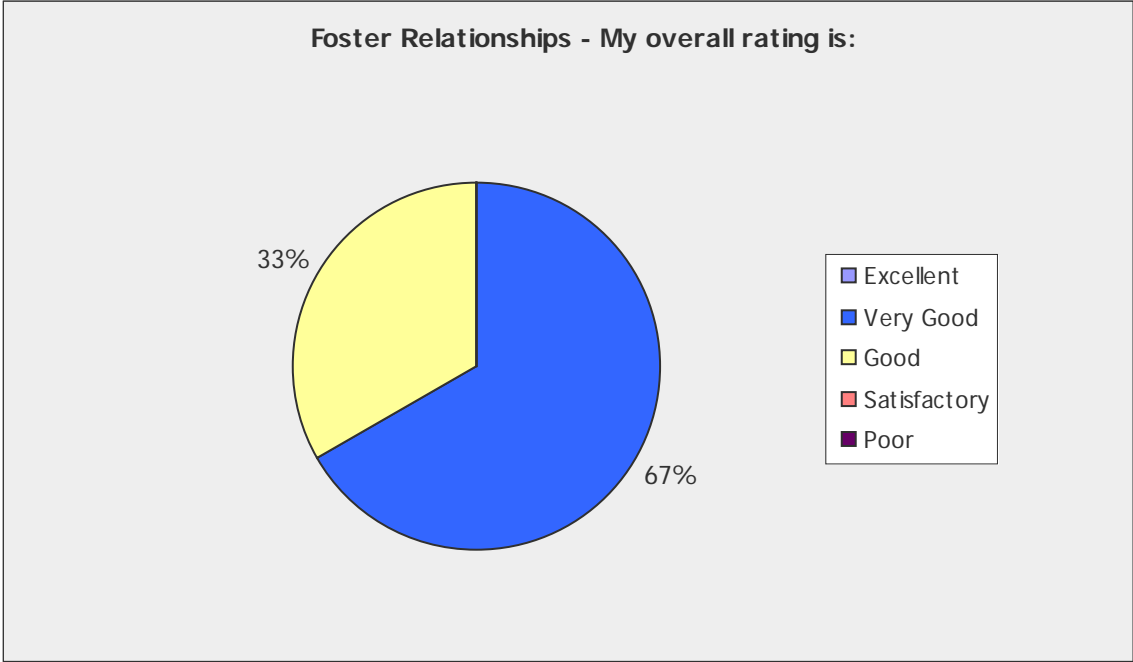


Comments: Nil

Section I – Board Roles and Responsibilities – Foster Relationships – Question 7

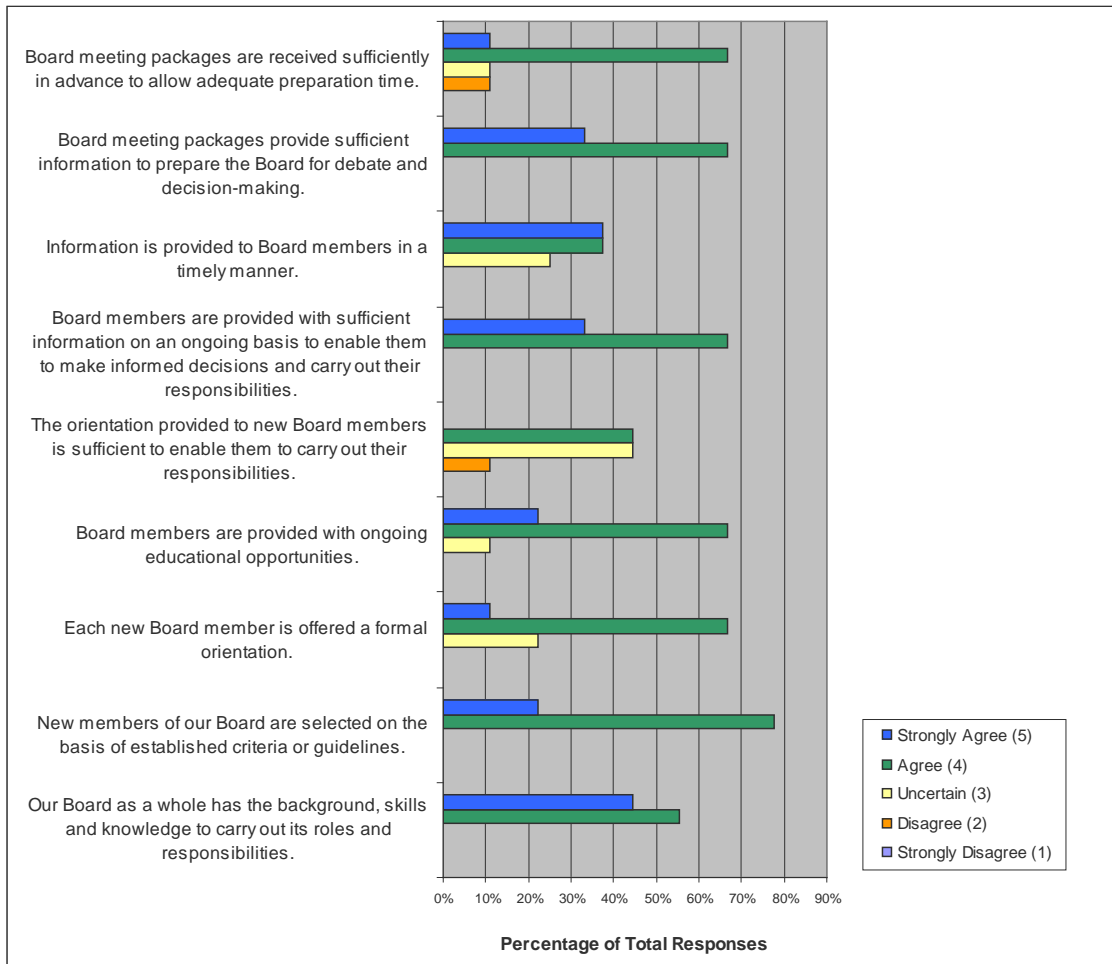


Questions	Average Rating
Ensures that Bluewater Health builds and maintains good relationships with the Ministry of Health and Long-Term Care in fulfilling its obligations under provincial policies.	3.67
Ensures that Bluewater Health builds and maintains good relationship with the Erie St. Clair LHIN in fulfilling Bluewater Health's Hospital Service Accountability Agreement.	3.67
Ensures that Bluewater Health is filling its role within the LHIN region by fostering effective coordination of patient care and positive working relationships with other community health care provider organizations.	3.89
Ensures that Bluewater Health builds and maintains good relationships within Bluewater Health with physicians, staff, volunteers, the Foundation.	3.78
Ensures that Bluewater Health builds and maintains good relationships with community stakeholders including political leaders, donors and related organizations.	3.67
Ensures that Bluewater Health has a policy to enable it to communicate effectively with its stakeholders and the public generally.	3.88

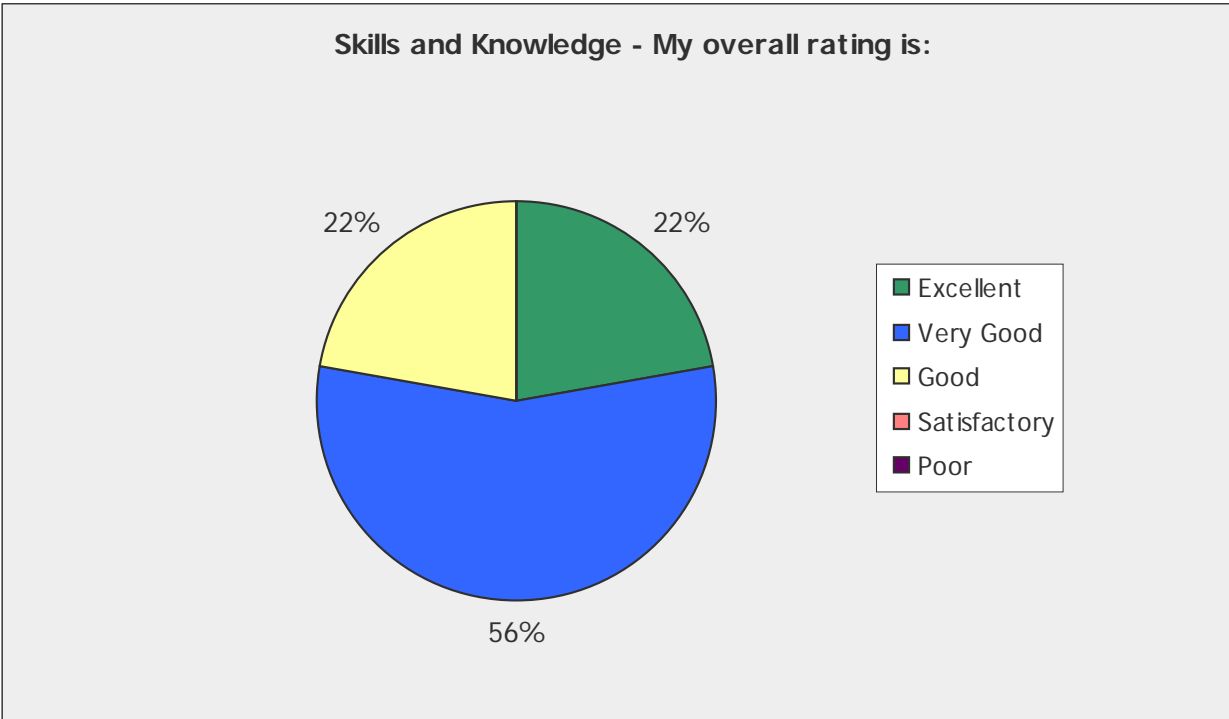


Comments: Nil

Section II – Board Functioning – Skills and Knowledge – Question 8



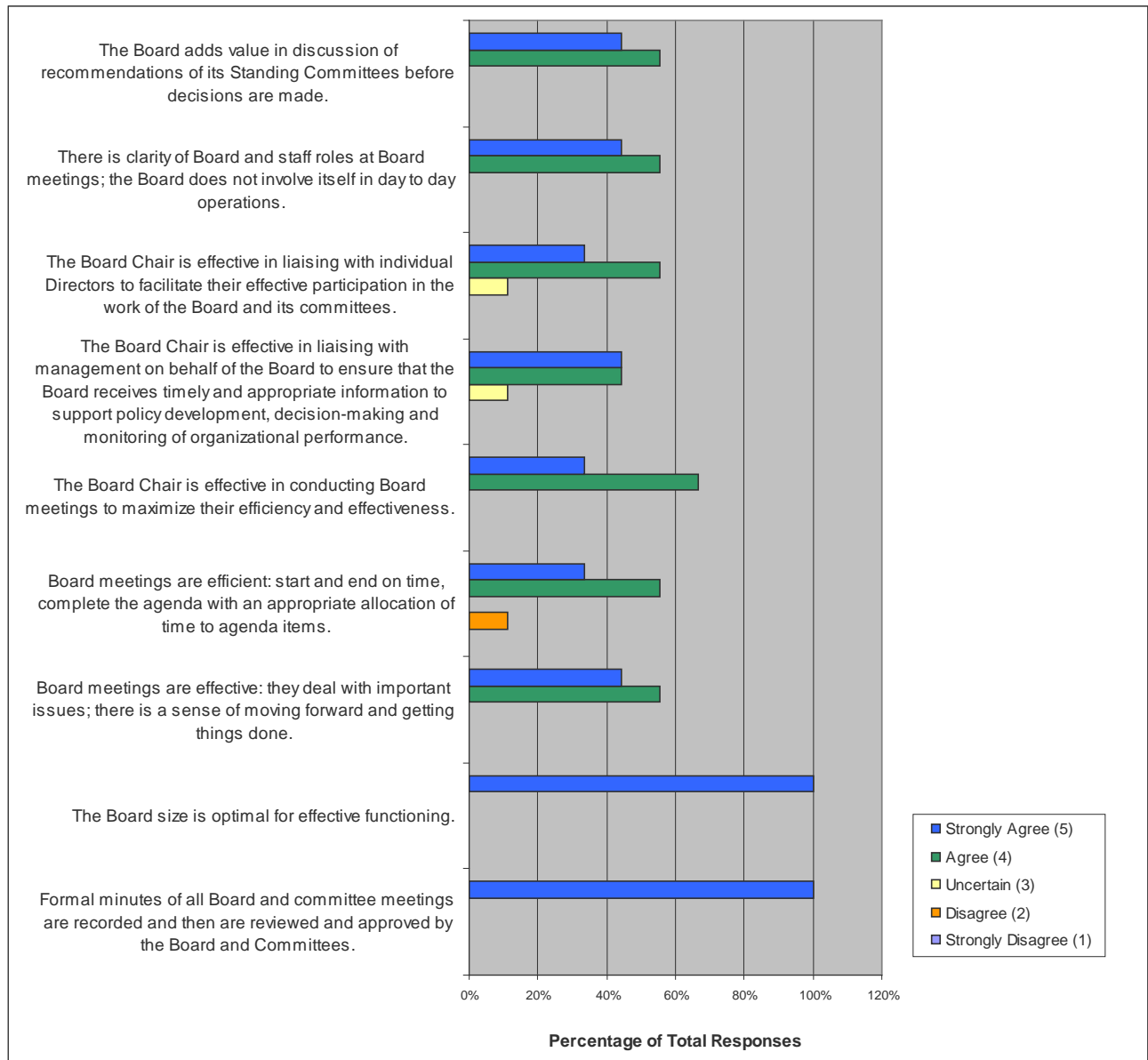
Questions	Average Rating
Our Board as a whole has the background, skills and knowledge to carry out its roles and responsibilities.	4.44
New members of our Board are selected on the basis of established criteria or guidelines.	4.22
Each new Board member is offered a formal orientation.	3.89
Board members are provided with ongoing educational opportunities.	4.11
The orientation provided to new Board members is sufficient to enable them to carry out their responsibilities.	3.33
Board members are provided with sufficient information on an ongoing basis to enable them to make informed decisions and carry out their responsibilities.	4.33
Information is provided to Board members in a timely manner.	4.13
Board meeting packages provide sufficient information to prepare the Board for debate and decision-making.	4.33
Board meeting packages are received sufficiently in advance to allow adequate preparation time.	3.78



Comments:

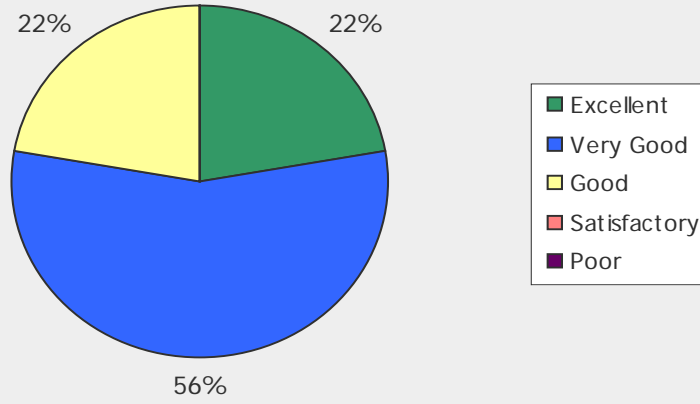
- Real time governance means reports are often received the same day as the meeting.

Section II – Board Functioning – Board Structure and Process – Question 9



Questions	Average Rating
Formal minutes of all Board and committee meetings are recorded and then are reviewed and approved by the Board and Committees.	5.00
The Board size is optimal for effective functioning.	5.00
Board meetings are effective: they deal with important issues; there is a sense of moving forward and getting things done.	4.44
Board meetings are efficient: start and end on time, complete the agenda with an appropriate allocation of time to agenda items.	4.11
The Board Chair is effective in conducting Board meetings to maximize their efficiency and effectiveness.	4.33
The Board Chair is effective in liaising with management on behalf of the Board to ensure that the Board receives timely and appropriate information to support policy development, decision-making and monitoring of organizational performance.	4.33
The Board Chair is effective in liaising with individual Directors to facilitate their effective participation in the work of the Board and its committees.	4.22
There is clarity of Board and staff roles at Board meetings; the Board does not involve itself in day to day operations.	4.44
The Board adds value in discussion of recommendations of its Standing Committees before decisions are made.	4.44

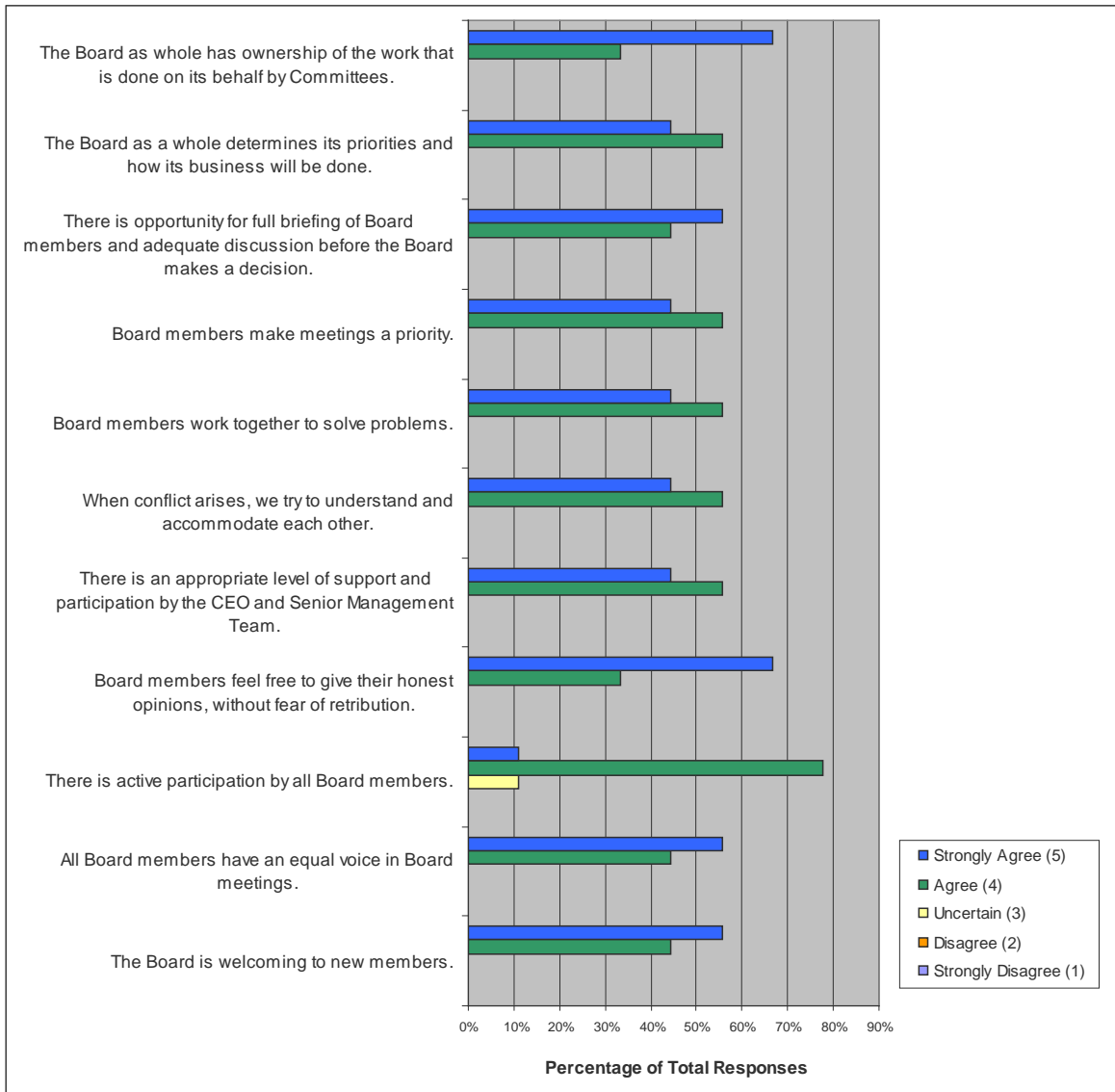
Board Structure and Process - My overall rating is:



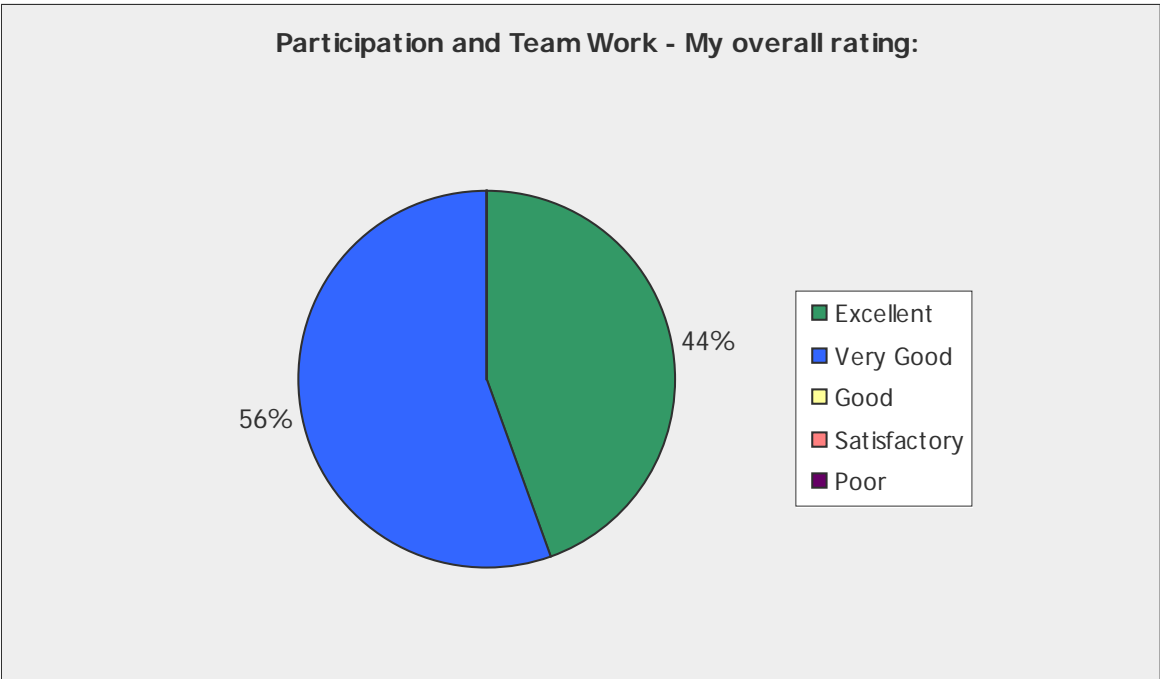
Comments:

- Some discussions are operational in nature and some discussions go on far too long.

Section II – Board Functioning – Participation and Team – Question 10

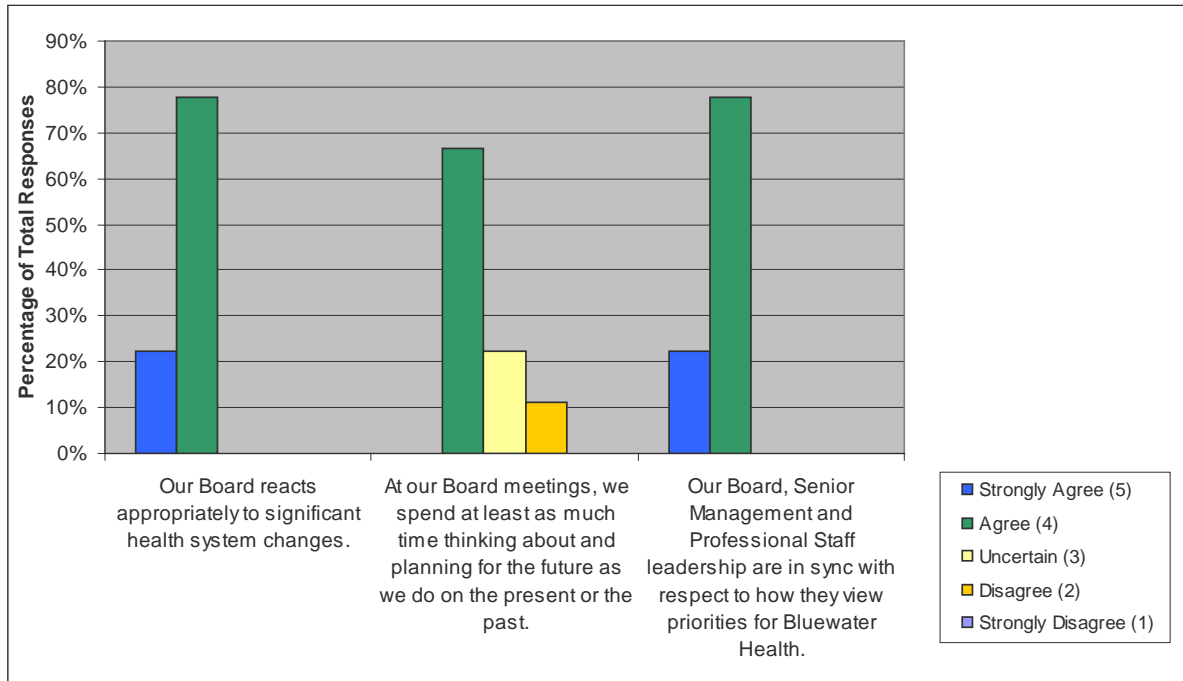


Questions	Average Rating
The Board is welcoming to new members.	4.56
All Board members have an equal voice in Board meetings.	4.56
There is active participation by all Board members.	4.00
Board members feel free to give their honest opinions, without fear of retribution.	4.67
There is an appropriate level of support and participation by the CEO and Senior Management Team.	4.44
When conflict arises, we try to understand and accommodate each other.	4.44
Board members work together to solve problems.	4.44
Board members make meetings a priority.	4.44
There is opportunity for full briefing of Board members and adequate discussion before the Board makes a decision.	4.56
The Board as a whole determines its priorities and how its business will be done.	4.44
The Board as whole has ownership of the work that is done on its behalf by Committees.	4.67



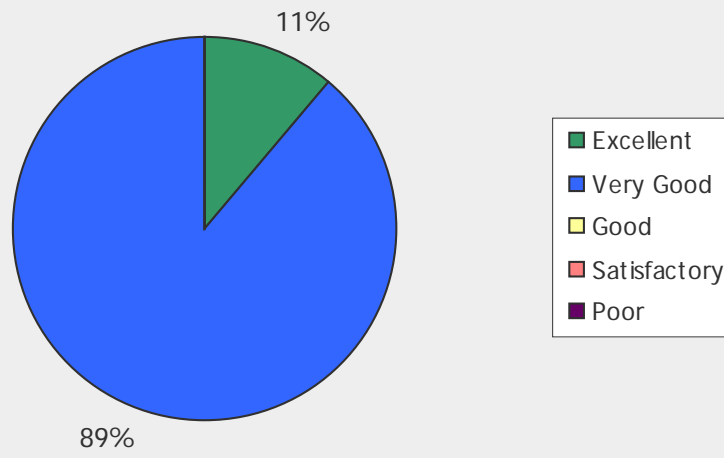
Comments: Nil

Section II – Board Functioning – Managing Change – Question 11



Questions	Average Rating
Our Board reacts appropriately to significant health system changes.	4.22
At our Board meetings, we spend at least as much time thinking about and planning for the future as we do on the present or the past.	3.56
Our Board, Senior Management and Professional Staff leadership are in sync with respect to how they view priorities for Bluewater Health.	4.22

Managing Change - My overall rating is:



Comments: Nil

Section III – Other Comments –

Question 1 – What do you feel is the single most important strength of this Board?

- The Board works together for the betterment of health care services in Sarnia and Lambton County.
- The diversity of backgrounds and the skill sets of the Board Members.
- Good representation; active and committed group.
- Work very well together and are unified through the strategic plan.
- Mix of motivated, highly skilled Directors.
- Focus on accomplishing. I think this board is very focused on ensuring the well being of Bluewater Health and in Bluewater Health achieving its strategic goals.

Section III – Other Comments –

Question 2 – List what you feel are the major areas for improvement in Board performance.

- More focus on the future of health care for rural area and more specifically CEEH.
- Building relationships with physicians, community service providers and staff.
- Timely access to material for meetings.
- New member orientation.
- Joint education sessions, perhaps at Board meetings, so all Directors are on the same page.
- Many Board meetings are too long and too much time is spent on matters that are outside of our control (e.g. funding).
- Some times it feels as if the Board is passive and only receives reports rather than setting direction.

Section III – Other Comments –

Question 3 – Please identify any educational topics that you think will strengthen the Board's performance.

- High Reliability and Performance.
- Quality indicators
- Overview of the funding rules/regulation
- Explanation of the month to month financial statements (a one-time line-by-line explanation)

Section III – Other Comments –

Question 4 – Do you have any other comments you would like to make?

- The Board should advocate for overall health care leadership from politicians to ensure there is a strong direction for the future of health care.
- Board members should be supportive of the BWH and CEEH Foundations events and events recognizing major milestones such as 100th anniversary or grand openings etc. Only a few, if any, Directors attend these functions.

Appendix I - Board Evaluation Survey Results – Sorted by Average Score

Section	Question No.	Question(s)	Average Score
Board Structure and Process	9	Formal minutes of all Board and committee meetings are recorded and then are reviewed and approved by the Board and Committees.	5.00
Board Structure and Process	9	The Board size is optimal for effective functioning.	5.00
Establish Strategic Directions	2	Establishes and periodically reviews the vision, mission and core values of the Hospital.	4.67
Provide for Excellent Management	3	Selects and appoints the President and Chief Executive Officer (CEO).	4.67
Ensure Financial Viability	5	Approves the annual operating and capital budget and monitors financial performance against the budget and performance indicators in the Hospital Services Accountability Agreement (H-SAA).	4.67
Participation and Team	10	Board members feel free to give their honest opinions, without fear of retribution.	4.67
Establish Strategic Directions	2	Monitors corporate performance regularly against the approved strategic plan and performance indicators.	4.56
Provide for Excellent Management	3	Delegates responsibility & authority to the Chief of Professional Staff for the supervision of the practice of medicine, dentistry, midwifery and extended class nursing, and requires accountability to the Board.	4.56
Provide for Excellent Management	3	Delegates responsibility and authority to the CEO for the management and operation of the Corporation and requires accountability to the Board.	4.56
Ensure Financial Viability	5	Ensures the accuracy of financial information through review of financial reports and approval of annual audited financial statements.	4.56
Participation and Team	10	The Board is welcoming to new members.	4.56
Participation and Team	10	All Board members have an equal voice in Board meetings.	4.56
Participation and Team	10	There is opportunity for full briefing of Board members and adequate discussion before the Board makes a decision.	4.56
Provide for Excellent Management	3	Appoints Medical Directors and other medical leadership positions on the recommendation of the Chief of Professional Staff, as required under the Bluewater Health's by-laws and the Public Hospitals Act.	4.44

Section	Question No.	Question(s)	Average Score
Ensure Program Quality & Effectiveness	4	Reviews and approves a process and schedule for monitoring Board-approved indicators of quality of care, patient safety, resource utilization and organizational risk.	4.44
Ensure Financial Viability	5	Approves an investment policy and monitors compliance.	4.44
Ensure Board Effectiveness	6	Establishes annual goals and a work plan for the Board and its committees	4.44
Skills and Knowledge	8	Our Board as a whole has the background, skills and knowledge to carry out its roles and responsibilities.	4.44
Board Structure and Process	9	The Board adds value in discussion of recommendations of its Standing Committees before decisions are made.	4.44
Board Structure and Process	9	Board meetings are effective: they deal with important issues; there is a sense of moving forward and getting things done.	4.44
Board Structure and Process	9	There is clarity of Board and staff roles at Board meetings; the Board does not involve itself in day to day operations.	4.44
Board Structure Process	9	Board meetings are efficient: start and end on time, complete the agenda with an appropriate allocation of time to agenda items.	4.44
Participation and Team	10	The Board as whole has ownership of the work that is done on its behalf by Committees.	4.44
Participation and Team	10	The Board as a whole determines its priorities and how its business will be done.	4.44
Participation and Team	10	Board members make meetings a priority.	4.44
Participation and Team	10	Board members work together to solve problems.	4.44
Participation and Team	10	There is an appropriate level of support and participation by the CEO and Senior Management Team.	4.44
Participation and Team	10	When conflict arises, we try to understand and accommodate each other.	4.44
Provide for Excellent Management	3	Establishes measurable annual performance expectations in cooperation with the CEO, assesses CEO performance annually, and determines compensation.	4.44
Establish Strategic Directions	2	Contributes to development of and approves Hospital's SP, ensuring it aligns with MOHLTC policy, the LHIN integrated HSP, promotes interdependencies with other health service providers and conducts a review of the SP annually.	4.33

Section	Question No.	Question(s)	Average Score
Establish Strategic Direction	2	Makes decisions that are consistent with Bluewater Health's mission, vision, values and strategic plan.	4.33
Provide for Excellent Management	3	Establishes and monitors implementation of policies to provide the framework for the management and operation of Bluewater Health in compliance with applicable laws and regulations.	4.33
Provide for Excellent Management	3	Selects and appoints the Chief of Professional Staff; establishes measurable annual performance expectations in cooperation with the Chief of Professional Staff, assesses Chief of Professional Staff performance annually and determines compensation.	4.33
Provide for Excellent Management	3	Ensures a contingency plan for CEO and Chief of Professional Staff succession in the event that they are unable to fulfill their duties.	4.33
Ensure Financial Viability	5	Ensures that management operates within acceptable levels of risk.	4.33
Ensure Board Effectiveness	6	Establishes and periodically reviews policies concerning governance structures and processes to maximize the effective functioning of the Board.	4.33
Skills and Knowledge	8	Board members are provided with sufficient information on an ongoing basis to enable them to make informed decisions and carry out their responsibilities.	4.33
Skills and Knowledge	8	Board meeting packages provide sufficient information to prepare the Board for debate and decision-making.	4.33
Skills and Knowledge	8	Board meeting packages are received sufficiently in advance to allow adequate preparation time.	4.33
Board Structure and Process	9	The Board Chair is effective in liaising with management on behalf of the Board to ensure that the Board receives timely and appropriate information to support policy development, decision-making and monitoring of organizational performance.	4.33
Board Structure and Process	9	The Board Chair is effective in conducting Board meetings to maximize their efficiency and effectiveness.	4.33
Provide for Excellent Management	3	Ensures that there is an effective working relationship between the CEO and the Chief of Professional Staff.	4.22
Ensure Financial Viability	5	Ensures that management has in place a financial reporting process with appropriate internal controls.	4.22
Ensure Financial Viability	5	Ensures that management operates within the H.SAA.	4.22
Ensure Board Effectiveness	6	Recruits Directors who are skilled, experienced and committed to Bluewater Health and plans for the succession of Directors and Officers.	4.22

Section	Question No.	Question(s)	Average Score
Skills and Knowledge	8	New members of our Board are selected on the basis of established criteria or guidelines.	4.22
Board Structure and Process	9	The Board Chair is effective in liaising with individual Directors to facilitate their effective participation in the work of the Board and its committees.	4.22
Managing Change	11	Our Board reacts appropriately to significant health system changes.	4.22
Managing Change	11	Our Board, Senior Management and Professional Staff leadership are in sync with respect to how they view priorities for Bluewater Health.	4.22
Skills and Knowledge	8	Information is provided to Board members in a timely manner.	4.13
Ensure Program Quality & Effectiveness	4	Ensures that the credentialing process is effective and fair.	4.11
Ensure Program Quality & Effectiveness	4	Ensures that management has plans in place to address variances from performance standards, including management of complaints, and oversees implementation of the remediation plans.	4.11
Ensure Financial Viability	5	Ensures that organizational risks are identified and managed and that mitigation plans are in place.	4.11
Skills and Knowledge	8	Board members are provided with ongoing educational opportunities.	4.11
Ensure Board Effectiveness	6	Ensures that the Board receives timely appropriate information to support informed policy formulation, decision-making and oversight.	4.00
Participation and Team	10	There is active participation by all Board members.	4.00
Provide for Excellent Management	3	Reviews annually the succession plan for senior management and Professional Staff and the human resource plan.	4.00
Ensure Program Quality & Effectiveness	4	Reviews & approves appointments, reappointments & privileges for medical & dental staff, midwives & extended class nurses as recommended by MAC, in consideration of BWH's resources and community's needs.	3.89
Foster Relationships	7	Ensures that Bluewater Health is filling its role within the LHIN region by fostering effective coordination of patient care and positive working relationships with other community health care provider organizations.	3.89
Skills and Knowledge	8	Each new Board member is offered a formal orientation.	3.89

Section	Question No.	Question(s)	Average Score
Ensure Program Quality & Effectiveness	4	Reviews and approves policies to provide a framework for addressing ethical issues arising from clinical care, education and research at Bluewater Health.	3.89
Foster Relationships	7	Ensures that Bluewater Health has a policy to enable it to communicate effectively with its stakeholders and the public generally.	3.88
Ensure Financial Viability	5	Ensures that management undertakes multi-year financial planning,	3.78
Foster Relationships	7	Ensures that Bluewater Health builds and maintains good relationships within Bluewater Health with physicians, staff, volunteers, the Foundation.	3.78
Ensure Board Effectiveness	6	Establishes a policy and process for evaluating the performance of the Board as a whole and of individual Directors that fosters continuous improvement.	3.75
Ensure Financial Viability	5	Ensures that business continuity plans are in place.	3.67
Foster Relationships	7	Ensures that Bluewater Health builds and maintains good relationship with the Erie St. Clair LHIN in fulfilling Bluewater Health's Hospital Service Accountability Agreement.	3.67
Foster Relationships	7	Ensures that Bluewater Health builds and maintains good relationships with the Ministry of Health and Long-Term Care in fulfilling its obligations under provincial policies.	3.67
Foster Relationships	7	Ensures that Bluewater Health builds and maintains good relationships within community stakeholders including political leaders, donors and related organizations.	3.67
Managing Change	11	At our Board meetings, we spend at least as much time thinking about and planning for the future as we do on the present or the past.	3.56
Establish Strategic Direction	2	Engages with the LHIN, other health service providers and the communities served when developing plans and setting priorities.	3.50
Ensure Board Effectiveness	6	Establishes a comprehensive Board orientation program and ongoing Board education.	3.44
Skills and Knowledge	8	The orientation provided to new Board members is sufficient to enable them to carry out their responsibilities.	3.33

Note:

Rating scale for questions 2-7 was:

Not well (1)
 Poorly (2)
 Moderately well (3)
 Quite well (4)
 Very well (5)

Rating scale for questions 8 – 11 was:

Strongly Disagree (1)
 Disagree (2)
 Uncertain (3)
 Agree (4)
 Strongly Agree (5)