

Board Evaluation Process Overview

Note: The following is intended to be an example that boards should adapt to meet their individual needs.

Evaluation Tool	Purpose	Completed By	Frequency of Completion	Results Evaluated By	Action and Timeline
Orientation Evaluation	To assess and improve board orientation program	Attendees at orientation	After new directors have attended two or three board meetings	Board Governance Committee	Review and revise orientation program prior to next year's orientation.
Board Retreat	To assess and improve board retreat	Attendees at retreat	At the end of each board retreat	Retreat Planning Committee	Provide input into the next board retreat.
Board Meeting	Improve meeting performance	Directors	At the end of each meeting (depending on the number of meetings – not more than quarterly)	Chair/CEO/ Board Secretary	Periodic review of results reported to board and taken into account in agenda development and meeting processes.
Board	Improve board performance	Board	Annually	Governance Committee	Governance Committee makes report and recommendations to the board.
Individual Director	Self-improvement; renewal of term	Director and peers on the board	Annually	Board Chair/ Vice Chair	Chair communicates to board member. Reports results to committee responsible for board nominations if director is being considered for a renewal term.
Committee Member	Self-improvement; renewal of term	Committee member and peers on the Committee	Annually	Governance Committee and reported to Board Chair.	Board chair provides results to committee member. Governance Committee considers results in recommending committee members.
Chair	Self-improvement; renewal of term	Chair and directors	Annually	Governance Committee	Chair of governance committee meets with board chair.

Evaluation Tool	Purpose	Completed By	Frequency of Completion	Results Evaluated By	Action and Timeline
Committee Chair	Self-improvement; renewal of term	Committee Chair; Committee Members	Annually	Chair of Governance Committee or Board Chair	Governance Committee chair or board chair meets with the committee chair; considered by Governance Committee in making recommendations for committee chairs.
Committee	Improve, revise or reconfirm existing committees. To evaluate and recommend new or continuing committee member	Board	Annually	Board Chair/Board Governance Committee	Considered by Governance Committee in making recommendations regarding existing committee work and membership

1. These evaluation tools can be combined. Completion of all of the potential evaluation tools can lead to “evaluation fatigue.”
2. There is a risk that evaluations that are done too frequently can lose their effectiveness. For example, it may be more appropriate to conduct periodic evaluations of board or committee meetings.
3. Results should be evaluated by the person or committee charged with making decisions that are relevant to the results of the evaluation. Where the purpose is self-improvement the results should be confidential and communicated respectfully by the board chair.
4. In cases where there is a significant board behavior issue, an outside evaluation could also be considered. Some hospitals have had an independent consultant or other outside resource observe board proceedings and present a report to the board or give confidential feedback to individual board members.