

BOARD SELF-ASSESSMENT & INDIVIDUAL EVALUATION

One of the most important pillars of excellence in governance is conducting a board self-assessment; it is often seen as a hallmark of high-performing boards. Board self-assessments and individual board member evaluations provide an opportunity to reflect on performance, collect data on all areas of board oversight and allow board members to further understand the breadth of their role – individually and as a whole governing entity. These tools also help boards chart a course for improvement, refinement and progress for the future.

An effective board evaluation process should:

- Refresh board members' understanding of the board's role and responsibilities;
- Identify important areas of board operation that need attention or improvement;
- Measure progress toward existing plans, goals and objectives;
- Define/refine the criteria for an effective and successful board;
- Build trust, respect and communication among board members and the President/CEO;
- Enable individual board members to assess their own contributions and work more effectively as part of a team.

In order to be successful and to maximize effectiveness of the assessment and application of its results, boards must take the process seriously, answer honestly, and have a mindset of improvement. Though it may result in some difficult conversations, the board should review and discuss the results together, identify gaps and develop a plan for improvement.

BEST PRACTICES

- **Frequency:** Incorporate regular self-assessment into your board's activities and compare performance and effectiveness over time.
- **Benchmark:** Compare results with similar type and size governing boards at peer and national hospitals using benchmark data.
- **Engage:** Call on your board's Governance Committee to conduct your board self-assessment, and ensure anonymity when collecting responses.
- **Tools:** Consider utilizing the Montana Hospital Association's Online Board Self-Assessment toolkit, or engage a facilitator to compile and analyze the data collected.



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Ready to get started? A comprehensive board and individual self-assessment should address the understanding and evaluation of the following:

BOARD SELF-ASSESSMENT

THE BOARD'S FIDUCIARY ROLE

- The organization's core mission, strategy and stakeholders
- Board members' legal and compliance responsibilities

GOVERNANCE AND LEADERSHIP EFFECTIVENESS

- Board meetings, bylaws, succession planning, strategic planning
- Board committees, culture, composition and continuing education

FINANCIAL OVERSIGHT

- Budget and audit processes
- Performance metrics and regular financial review
- Resources to support the organization's growth and stability

QUALITY AND PATIENT SAFETY

- Regular quality review
- Improvement initiatives
- Transparent communication with medical staff

COMMUNITY ENGAGEMENT

- Representation of community on governing board
- Community health needs

RELATIONSHIP WITH THE CHIEF EXECUTIVE OFFICER

- Regular performance evaluation
- Succession planning
- CEO spending

PERSONAL EVALUATION

- New board member orientation was conducted, as applicable
- Understands major roles and responsibilities
- Follows and understands health care trends
- Knows and follows requirements for continuing education
- Effectively represents the organization in the community