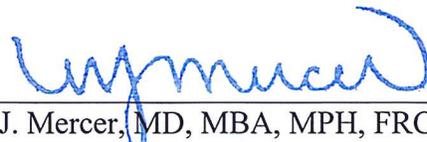


**Report to:** Board of Health  
**Submitted by:** Dr. Nicola Mercer, Medical Officer of Health & CEO  
**Prepared by:** Elizabeth Bowden, Interim Director Human Resources and Corporate Services  
**Approved by:** Nancy Sullivan, Vice-Chair, WDGPH Board of Health  
**Subject:** BOARD OF HEALTH/COMMITTEE SELF-EVALUATION QUESTIONNAIRE

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**RECOMMENDATION(S)**

- (a) That the Board of Health receives this report for information.
- (b) That the Board of Health accept the Board of Health Self-Evaluation **Policy**, as presented in Appendix “1” of this report.
- (c) That the Board of Health accept the Board of Health Self-Evaluation **Procedure**, as presented in Appendix “2” of this report.
- (d) That the Board of Health accept the Board Self-Assessment Questionnaire including Committee Self-Assessments, as presented in Appendix “3” of this report.



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Nicola J. Mercer, MD, MBA, MPH, FRCPC  
Medical Officer of Health & CEO

## **EXECUTIVE SUMMARY**

In 2015, the Wellington-Dufferin-Guelph Public Health Board of Health (BOH) revised its self-assessment process implementing a new policy, procedure and BOH self-assessment tool. At that time, the self-assessment process was focused at the BOH level and did not include Committees of the BOH. It was agreed that the BOH would implement the new tools in 2015, reviewing these tools after their first use, with the intention of refining and expanding the self-assessment process to include Committees. Based on the feedback received from the BOH by the Vice-Chair at the BOH meeting on April 6, 2016, the BOH self-assessment policy, procedure and questionnaire have been revised.

## **BACKGROUND**

The BOH recognizes that in order to be most effective in its governance role, it must continuously monitor and evaluate its own performance, processes, and practices. The BOH believes that regular self-evaluation is essential to improving leadership and support the attainment of the Agency's vision, mission, values, and goals.

The Vice-Chair of the BOH has overseen the revision of the BOH Self-Assessment Policy (Appendix "1"), Procedure (Appendix "2") and revised BOH self-evaluation process including the addition of Committee self-evaluations (Appendix "3").

## **ANALYSIS/RATIONALE**

The intention is to use the approved tool for the 2016 BOH and Committee self-evaluation to be conducted in the fourth quarter of the year. After this initial use, the BOH may reconvene a focus group for further review and process enhancement.

## **ONTARIO PUBLIC HEALTH ORGANIZATIONAL STANDARD**

### **4.3 Board of health self-evaluation**

The board of health shall have a self-evaluation process of its governance practices and outcomes that is implemented at least every other year and results in recommendations for improvements in board effectiveness and engagement. This may be supplemented by evaluation by key partners and/or stakeholders.

The self-evaluation process shall include consideration of whether:

- Decision-making is based on access to appropriate information with sufficient time for deliberations;
- Compliance with all federal and provincial regulatory requirements is achieved;
- Any material notice of wrongdoing or irregularities is responded to in a timely manner;
- Reporting systems provide the board with information that is timely and complete;

- Members remain abreast of major developments in governance and public health best practices, including emerging practices among peers; and
- The board as a governing body is achieving its strategic outcomes.<sup>1</sup>

## **WDGPH STRATEGIC COMMITMENT**

**Organizational Capacity** – We will improve our capacity to effectively deliver public health programs and services.

Goal: We will implement processes for continuous quality improvement (CQI) to improve organizational capacity.

## **HEALTH EQUITY**

N/A

## **APPENDICES**

*Appendix “1”* – CA.42.01.106 Board of Health Self-Assessment Policy

*Appendix “2”* - CA.42.02.106 Board of Health Self-Assessment Procedure

*Appendix “3”* – Board of Health Self-Assessment Questionnaire

## **REFERENCES**

<sup>1</sup> Ontario Public Health Organizational Standards. Ministry of Health and Long-term Care. Ministry of Health Promotion and Sport. February 2011 c Queens Printer for Ontario 2011. Available from:

[http://www.health.gov.on.ca/en/pro/programs/publichealth/orgstandards/docs/org\\_stds.pdf](http://www.health.gov.on.ca/en/pro/programs/publichealth/orgstandards/docs/org_stds.pdf)

**POLICY**

CATEGORY:	Board of Health	NUMBER:	CA.42.01.106
SUBJECT:	<b>Board of Health Self-Assessment</b>	EFFECTIVE:	June 1, 2016
DIVISION:	N/A	PAGE(S):	1 of 2
REPLACES:	N/A		

**POLICY STATEMENT:**

The Board of Health for Wellington-Dufferin-Guelph Public Health (BOH) recognizes that in order to be effective in its governance role, it must continuously monitor and evaluate its own performance, processes, and practices. The BOH believes that regular self-assessment is essential to improving leadership, and supports the attainment of the Agency’s vision, mission, values, and goals. To this end, the BOH shall complete Board and Committee formal self-assessments with the development of action plans as needed, on an annual basis.

This commitment is consistent with the requirements of the Ontario Public Health Organizational Standards (OPHOS):

**4.3 Board of health self-evaluation**

The board of health shall have a self-evaluation process of its governance practices and outcomes that is implemented at least every other year and results in recommendations for improvements in board effectiveness and engagement. This may be supplemented by evaluation by key partners and/or stakeholders.

The self-evaluation process shall include consideration of whether:

- Decision-making is based on access to appropriate information with sufficient time for deliberations;
- Compliance with all federal and provincial regulatory requirements is achieved;
- Any material notice of wrongdoing or irregularities is responded to in a timely manner;
- Reporting systems provide the board with information that is timely and complete;
- Members remain abreast of major developments in governance and public health best practices, including emerging practices among peers; and
- The board as a governing body is achieving its strategic outcomes.

**Purpose:**

The purpose of the BOH self-assessment is to give all BOH members an opportunity to evaluate and discuss the BOH’s performance with candor and from multiple perspectives.

Self-assessment is helpful when the BOH is functioning well as a way to ensure continuous improvement in the way the BOH conducts its business. The assessment is particularly valuable when the BOH is not functioning at an optimal level, providing a mechanism for identification and development of action plans for areas requiring improvement.

The BOH believes the assessment will lead to a closer working relationship among BOH members, greater efficiency in the use of the BOH’s time, and increased effectiveness of the BOH as a governing body.

The self-assessment process will provide insight into overall BOH member engagement in the performance of the BOH.

**SCOPE:**

This policy applies to all members of the BOH for Wellington-Dufferin-Guelph Public Health.

**REFERENCES AND RELATED POLICIES AND PROCEDURES:**

**Corresponding Procedure:** CA.42.02.106 *Board of Health Self-Assessment*

Contact for inquiries: Chair of the Board of Health

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*Original document signed by:* Chair of the Board of Health \_\_\_\_\_

Dates Revised: Oct 1, 2015, Jun 1, 2016

Dates Reviewed:

**PROCEDURE**

CATEGORY:	Board of Health	NUMBER:	CA.42.02.106
SUBJECT:	<b>Board of Health Self-Assessment</b>	EFFECTIVE:	June 1, 2016
DIVISION:	N/A	PAGE(S):	1 of 2
REPLACES:	N/A		

**PROCEDURE:**

1. All Board of Health (BOH) members will have input into the development of the self-assessment questionnaires (Board and Committee).
2. All BOH members will be expected to complete the full BOH and any Committee or individual self-assessment forms.
3. There is no requirement for identification of individuals and confidentiality shall be respected.
4. The Recording Secretary to the BOH (Recording Secretary) shall be responsible for the implementation of the self-assessment process.
5. The self-assessment process shall be completed in the third quarter of the calendar year.
6. The raw data results of the all self-assessments will be provided to the BOH Chair, Vice-Chair, and Medical Officer of Health by the Recording Secretary.
7. The raw data results of each Committee self-assessment also will be provided to the Committee Chair for discussion with the Committee and follow-up as appropriate.
8. The Recording Secretary will retain in confidence the individual results of the annual self-assessment.
9. The BOH Chair will ensure the development of a summary of the BOH self-assessment results and presentation to the entire BOH.
10. A summary of the results of the BOH self-assessment will be presented to the BOH in closed session, at the BOH’s first meeting after the results have been tabulated and analyzed, but not later than the first quarter of the following calendar year.
11. The self-assessment results will be used to:
  - Summarize facts and opinions;
  - Encourage BOH discussion on improvements that may be required;
  - Recognize BOH strengths; and
  - Develop improvement strategies.
12. The BOH will use the results to prioritize actions necessary to enhance the BOH’s performance.
13. An Ad-hoc working group consisting of the Executive Committee, and up to two other members of the BOH shall participate in the development of the action plan resulting from the self-assessment. The BOH Vice-Chair will convene the first meeting of the Ad-hoc working group. A Chair will be elected at the first working group

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meeting. The working group will determine if additional members are required; e.g. additional BOH members, advisors or consultants.

14. The action plan will be presented to the BOH, in open session, not later than the second quarter of the calendar year.
15. Reports on progress on the action plan will be made to the BOH quarterly bi-annually by the Chair of the Ad-hoc working group.

#### **REFERENCES AND RELATED FORMS, POLICIES AND PROCEDURES:**

**Corresponding Policy CA.42.01.106 *Board of Health Self-Assessment***

Contact for inquiries: Chair of the Board of Health

*Original document signed by:* Chair of the Board of Health \_\_\_\_\_

Dates Revised: Oct 1, 2015, Apr 6, 2016, Jun 1, 2016

Dates Reviewed:

**Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.**

**Board Self-Assessment Questionnaire**

BOH Member Name: \_\_\_\_\_  
(Optional)

In keeping with the Ontario Public Health Organizational Standards (OPHOS) that -require that the Board of Health shall have a self-evaluation process of its governance practices and outcomes that is implemented at least every other year and results in recommendations for improvements in board effectiveness and engagement, WDGPH BOH shall complete Board and Committee annual self-assessments.

*For each statement, please check the response that best describes your opinion.*

Statement				
<b>Board Responsibilities</b>	Agree	Disagree	Strongly Disagree	Not Applicable/ Prefer Not to Respond
Board members have adequate knowledge of the Board's responsibilities.				
The Board has an appropriate planning cycle.				
The Board effectively fulfills its responsibilities in:				
a. Strategic Planning				
b. Fiscal Oversight				
c. Compliance with HPPA, OPHS & OPHOS				
Board members demonstrate a clear understanding of the roles of:				
a. The Board				
b. The MOH/CEO				
c. Senior Staff (Directors)				
The Board ensures the Health Unit's strategic plan is being implemented and strategic outcomes achieved.				
The Board assesses the MOH/CEO's performance in a systematic way, in accordance with established policy.				
The Board exercises oversight and does not become involved in routine activities.				
Reporting systems provide the Board with information that is timely and complete.*				
a. The Board receives timely and complete information on Health Unit compliance with all Federal and Provincial regulatory requirements.*				
Any and all material notices of wrongdoing or irregularities in the past year are responded to in a timely manner. *				
The Board as a governing board is achieving its strategic outcomes.* (Why did you answer this way?)				
The Health Unit has appropriate policies and procedures in place to manage risk.				
The Board is adequately prepared to oversee an emergency situation.				

**Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.**

The Board has appropriate input into the development of the meeting agenda.				
The Board receives timely and complete information.*				
a. The Board has adequate background information about agenda items.				
b. The Board has adequate information to approve the annual budget.				
The Board uses sound decision-making processes.				
a. There is sufficient time allocated for the full discussion of issues at Board meetings.*				
b. Board members have adequate opportunities to ask questions at Board meetings.				
The Board's decisions are in alignment with the Health Units strategic plan, mission, vision and values.				
The Board has the committees needed to maximize board efficiency and effectiveness.				
The Board is appropriately balanced and diverse.				
The Board chair manages the time and activities of the Board effectively.				
Board members have an opportunity to contribute.				
A climate of mutual trust and respect exists:				
a. Among Board members.				
b. Between the Board and MOH/CEO.				
c. Between the Board and Senior Staff.				

\* Ontario Public Health Organizational Standards Part II subsection 4.3 requirement.

**Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.**

**Open Ended Questions:**

Our greatest strengths as a Board are: (List up to three) (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Our greatest challenges as a Board are: (List up to three) (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Do you have any specific suggestions to offer the Board Chair, eg. things to start, stop or continue? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Please list up to five areas where you believe the board should focus its attention in the next year. Be as specific as possible in identifying these.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How could the Board's organization or performance be improved in the next year or two?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Are there any other areas about which you would like to comment, not already covered in this evaluation?

\_\_\_\_\_

Are you interested in further discussion on your reflections from this evaluation, with the Board Chair?

**YES NO**

Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.

Statement				
Complete only if you were a member of the Audit Committee this year.	Agree	Disagree	Strongly Disagree	Not Applicable/ Prefer Not to Respond
<b>Audit Committee Responsibilities</b>				
The committee has clear and appropriate terms of reference. (Why did you answer this way?)				
The committee has the right number of members. (Why did you answer this way?)				
The committee has members with the right level and balance of expertise. (Why did you answer this way?)				
The committee meets at a convenient time of day.				
The committee orientation was helpful for me.				
Information received for meetings is appropriate and complete.				
Information is received in a timely manner.				
The committee is working effectively. (Why did you answer this way?)				
The committee completed its annual responsibilities. (Why did you answer this way?)				
The chair is prepared and briefed for meetings.				
The chair keeps the meeting on track.				
The chair reports accurately to the Board.				
The chair encourages participation and discussion.				

**Open Ended Questions**

1. Do you have any specific suggestions to offer the Committee Chair, eg. things to start, stop or continue? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

2. Do you have any additional comments or suggestions to offer with respect to your experience on this committee or to your fellow committee members? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.

Statement	Agree	Disagree	Strongly Disagree	Not Applicable/ Prefer Not to Respond
<b>Complete only if you were a member of the Executive Committee this year.</b>				
<b>Executive Committee Responsibilities</b>				
The committee has clear and appropriate terms of reference. (Why did you answer this way?)				
The committee has the right number of members. (Why did you answer this way?)				
The committee has members with the right level and balance of expertise. (Why did you answer this way?)				
The committee meets at a convenient time of day.				
The committee orientation was helpful for me.				
Information received for meetings is appropriate and complete.				
Information is received in a timely manner.				
The committee is working effectively. (Why did you answer this way?)				
The committee completed its annual responsibilities. (Why did you answer this way?)				
The chair is prepared and briefed for meetings.				
The chair keeps the meeting on track.				
The chair reports accurately to the Board.				
The chair encourages participation and discussion.				

**Open Ended Questions**

1. Do you have any specific suggestions to offer the Committee Chair, eg. things to start, stop or continue? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

2. Do you have any additional comments or suggestions to offer with respect to your experience on this committee or to your fellow committee members? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.**

Statement	Agree	Disagree	Strongly Disagree	Not Applicable/ Prefer Not to Respond
<b>Complete only if you were a member of the Facilities Committee this year.</b>				
<b>Facilities Committee Responsibilities</b>				
The committee has clear and appropriate terms of reference. (Why did you answer this way?)				
The committee has the right number of members. (Why did you answer this way?)				
The committee has members with the right level and balance of expertise. (Why did you answer this way?)				
The committee meets at a convenient time of day.				
The committee orientation was helpful for me.				
Information received for meetings is appropriate and complete.				
Information is received in a timely manner.				
The committee is working effectively. (Why did you answer this way?)				
The committee completed its annual responsibilities. (Why did you answer this way?)				
The chair is prepared and briefed for meetings.				
The chair keeps the meeting on track.				
The chair reports accurately to the Board.				
The chair encourages participation and discussion.				

**Open Ended Questions**

**1.** Do you have any specific suggestions to offer the Committee Chair, eg. things to start, stop or continue? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**2.** Do you have any additional comments or suggestions to offer with respect to your experience on this committee or to your fellow committee members? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.

Statement	Agree	Disagree	Strongly Disagree	Not Applicable/ Prefer Not to Respond
<b>Complete only if you were a member of the Finance Committee this year.</b>				
<b>Finance Committee Responsibilities</b>				
The committee has clear and appropriate terms of reference. (Why did you answer this way?)				
The committee has the right number of members. (Why did you answer this way?)				
The committee has members with the right level and balance of expertise. (Why did you answer this way?)				
The committee meets at a convenient time of day.				
The committee orientation was helpful for me.				
Information received for meetings is appropriate and complete.				
Information is received in a timely manner.				
The committee is working effectively. (Why did you answer this way?)				
The committee completed its annual responsibilities. (Why did you answer this way?)				
The chair is prepared and briefed for meetings.				
The chair keeps the meeting on track.				
The chair reports accurately to the Board.				
The chair encourages participation and discussion.				

**Open Ended Questions**

1. Do you have any specific suggestions to offer the Committee Chair, eg. things to start, stop or continue? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

2. Do you have any additional comments or suggestions to offer with respect to your experience on this committee or to your fellow committee members? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**Note: This format is for review and approval purposes only – the actual survey will be completed on-line with appropriate spacing for comments etc. as needed.**

Statement				
<p><b>Complete only if you participated on the Human Resources Committee this year.</b></p> <p><b>Human Resources Committee Responsibilities</b></p>	Agree	Disagree	Strongly Disagree	Not Applicable/ Prefer Not to Respond
The committee has clear and appropriate terms of reference. (Why did you answer this way?)				
The committee has the right number of members. (Why did you answer this way?)				
The committee has members with the right level and balance of expertise. (Why did you answer this way?)				
The committee meets at a convenient time of day.				
The committee orientation was helpful for me.				
Information received for meetings is appropriate and complete.				
Information is received in a timely manner.				
The committee is working effectively. (Why did you answer this way?)				
The committee completed its annual responsibilities. (Why did you answer this way?)				
The chair is prepared and briefed for meetings.				
The chair keeps the meeting on track.				
The chair reports accurately to the Board.				
The chair encourages participation and discussion.				

**Open Ended Questions**

**1.** Do you have any specific suggestions to offer the Committee Chair, eg. things to start, stop or continue? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**2.** Do you have any additional comments or suggestions to offer with respect to your experience on this committee or to your fellow committee members? (Why did you answer this way?)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_