



CAMPBELLFORD
MEMORIAL HOSPITAL

Board of Directors
Policy Manual

Subject: **INDIVIDUAL DIRECTOR SELF REFLECTION POLICY & TOOL**

Policy # 5-230

Approved by: Board of Directors

Issue Date: Apr 2000

Revised (R) / Reconfirmed (RC) Dates

Oct 2004 (r); Apr 2007 (r); Nov 2010 (r); Feb 2019 (r)

POLICY

Annually (April), all Directors will be asked to complete the Individual Board Member Self Reflection Tool and reflect on the results. It will be mandatory for a Director to complete the Tool in years one, three and six of his or her directorship.

PURPOSE

The self reflection tool complements the Board assessment process and is designed to help the Board member review his/her contributions and identify personal development goals, thereby enhancing both the member's contribution to the Board and his/her positive experience.

PROCEDURE

Directors will complete the Individual Board Member Self Reflection Tool and reflect on the results. The Tool will be used to facilitate discussion at the meeting between an individual Director and the Board Chair which occurs after years one, three and six. In the case of a year one Director, the Director's Mentor will participate in the meeting.

Individual Director Self Reflection Tool

Please rate each statement on a scale of 1 to 5.

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	NA / Don't Know
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Governance Role

1.	I am familiar with the board's by-laws and policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I maintain confidentiality and comply with conflict of interest policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I support board decisions once they are made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I understand the distinction between the board's role to set direction and provide oversight and management's role to lead and direct operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I understand the board's role and process in overseeing the CEO's annual performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I commit the time required to fulfill my governance responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge of the Organization and the Environment

7.	I understand the organization's strategic plan, including mission, vision and values statements, and take these into account when making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am comfortable with my level of knowledge about the organization's programs and role within the local environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	While not necessarily an expert, I have a good understanding of the organization's: a) Financial performance and condition b) Quality performance and measures c) Key areas of risk and associated risk mitigation strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I understand and take into account the organization's accountability to funders and key stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I keep current on sector issues and trends that may have an impact on the organization or the needs of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	NA / Don't Know
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12.	I effectively apply my knowledge, experience and expertise to matters before the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I ask questions or request information to help me make informed decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I exercise sound and balanced judgment considering all sides of issues before the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I bring a strategic focus in assessing situations and reaching conclusions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I am satisfied with my level of contribution as a director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Effective Behaviour and Relationships

17.	I read materials in advance and come prepared for meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	I listen well and respect other's ideas and perspectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	I communicate effectively with my fellow directors at board and committee meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	I am comfortable and constructive when expressing a minority opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	I develop and maintain sound relationships as a team player with fellow directors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	I respect the contributions of board committees, being careful at board meetings to build on, not re-do, the work already done by committees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	While maintaining my independence as a director, I interact respectfully, cooperatively and appropriately with the CEO and senior staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	I take advantage of board education opportunities to increase my effectiveness as a director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Development Questions

1. In terms of furthering your professional development as a director and contributing more to the board, please identify two or three areas that you would like to personally focus on next year.

2. Looking ahead, are there other committees or board officer positions that you are interested in, or other ways you might like to contribute?

3. What support or educational opportunities would be beneficial to your development?