Step-by-Step Guide
to a Successful Governance Practices Assessment

governWell™
Better governance. Better healthcare.

Contents

Governance Practices Assessment Overview

Trustees are accountable for ensuring that continuous quality improvement processes are in place throughout their organization. An effective board ensures that every hospital department has quality processes, systems and structures in place. But how do trustees ensure their own continuous quality improvement? How do they determine when they are under-performing as a leadership team? How can boards of trustees hold themselves to the same level of accountability for quality improvement to which they hold their hospitals?

Assessing Governance Performance

Governing performance self-assessment is an important preventive measure boards can take to ensure continual improvement in governing health and wellness. And it's one of the most reliable ways to identify and correct trouble spots before they get out of control.

A board self-assessment is an organized evaluation of board members' satisfaction with all aspects of board performance in fulfilling the board's governance responsibilities. Self-assessments generally use a combination of quantitative and qualitative measurements of board, committee and individual performance.

Successful self-assessments enable boards to identify "leadership gaps," or areas in which the board has the greatest potential for improvement. The board self-assessment process identifies these gaps, and facilitates the development and implementation of initiatives and strategies to improve leadership performance.

Through an effective, well-developed board self-assessment process growth opportunities can be realized, education can be pinpointed to unique governance needs, recruitment of new trustees can be undertaken with increased confidence, and long-range planning can be conducted within a consensus-based framework with everybody on the same page.

Using the Assessment to Improve Governance Effectiveness

A successful board self-assessment engages the board in a wide-ranging evaluation of its overall leadership performance. At the same time, it provides trustees with an opportunity to rate their personal performance as vital contributing members of the board of trustees. An excellent board self-assessment process will achieve several key outcomes:

- Define the board's most critical governance success factors;
- Secure anonymous, broad-based and insightful trustee input on the critical fundamentals of successful governing leadership;
- Create an opportunity to address major issues and ideas in a non-threatening, collaborative manner;
- Clearly demonstrate where the board is both in and out of alignment on leadership fundamentals and issues;
- Objectively assess the degree of common trustee understanding, expectations and direction for the board;
- Assess the deficiencies that may impact the board's ability to fulfill its fiduciary responsibilities;

governWell™

- Identify opportunities for meaningful leadership improvement; and

- Help administration better understand and respond to the board's leadership education and development needs.

Many hospital boards conduct a self-assessment prior to their annual retreat, at which they have ample time to discuss the assessment results and explore ways to improve leadership performance.

Goals of a Governance Practices Assessment

While organizations conduct board governance assessments for a variety of reasons, common goals of a board governance assessment include:

- Set measurable objectives for improving hospital performance;

- Gather information to assess board effectiveness in improving hospital performance;

- Use pre-established, objective process criteria to assess board effectiveness in improving hospital performance;

- Draw conclusions based on findings, and develop and implement improvement in governance activities; and

- Evaluate board performance to support sustained improvement.

How Often Should the Assessment be Conducted?

Ideally, the board should assess its performance annually. Some boards have the internal resources and knowledge to successfully design and conduct the self-assessment, compile and analyze the results and present the findings in a way that facilitates discussion and governance action planning. Others rely on outside consultants with experience using tested and proven tools, techniques and processes.

Putting Your Self-Assessment Results to Work

Conducting the board self-assessment is just the first step in improving governance leadership performance. The key to success of the full process is not simply the measurement of trustee viewpoints, but is instead the action that is taken as a result of a careful examination of trustee viewpoints.

The self-assessment results should be a catalyst to engage trustees in a wide-ranging discussion of findings that highlight performance gaps and areas where trustees lack consensus about the board's performance.

A full review of trustees' viewpoints should stimulate the board to discuss their opinions and ideas for improving board success, and result in the development of a governance improvement action plan with clearly defined responsibilities, time frames and projected outcomes (see our "governance gain planner" for more information). Boards should then monitor their progress to ensure that projected outcomes are achieved, and revise the governance improvement action plan when necessary.

Whatever you do well at the board level cascades throughout the organization. Governance assessment, when done right, may have profound implications throughout the organization.

governWell™

Governance Assessment Components

The Basic Board Governance Assessment. Board governance assessment criteria should be divided into sub-categories, or "leadership dimensions." Before finalizing the criteria to be used, the board should review the assessment to ensure full board understanding of the meaning of the criteria, and ensure the assessment meets the organization's unique governance needs. With that understanding and buy-in a governance assessment can be implemented that may be used year-after-year.

Our suggested governWell^{TM} board assessment includes the following leadership dimensions for consideration in measuring governance effectiveness:

1) Mission, values and vision

2) Strategic leadership

3) Quality and patient safety

4) Financial leadership

5) Relationship with the CEO

6) Community relationships

7) Board roles, responsibilities and knowledge

8) Board meetings

The Governance Committee Assessment. In addition to rating overall board performance, the effectiveness of governance committees should also be evaluated. Typically, committee performance is assessed using the committee charters as a foundation. Committee performance criteria should be based on the duties and responsibilities of each committee, and performance should only be rated by individuals that serve on the committee being evaluated.

The Personal Leadership Performance Assessment. A critical piece of a quality governance assessment process is the individual performance assessment. Trustees may have one view of the overall board's performance, and have an entirely different view of their own individual governing performance. An introspective personal look at individual leadership enables trustees to focus on the essentials of good leadership and their personal impressions of their individual performance.

The Peer Assessment. A more comprehensive way to measure individual governing performance is through a peer assessment. This process enables trustees to constructively evaluate both their own performance and the performance of each of their board colleagues, using a short and concise list of leadership criteria. In addition, each trustee should answer one simple question after rating each individual board member: "What suggestions do you have for ways this trustee colleague may improve his or her governing performance?"

The peer feedback allows boards to focus on the critical individual skills and assets required for effective trusteeship. Confidentiality of individual trustee responses is critical. If a peer assessment is undertaken the ratings of individual trustees should be compiled in a confidential report and be reviewed in a private meeting with the board chair.

Action Agenda: Five Steps to Governance Practices Assessment Success

In order to receive maximum benefit from a governance practices assessment, the following steps should be taken to ensure success:

- Define your board's performance criteria by identifying the areas to be measured, ensuring appropriateness to your leadership needs;

- Measure board performance by determining a uniform measurement method, such as the Level 1– Level 5 rating scale recommended in these materials;

- Report findings and potential improvement areas resulting from thought-provoking ratings and comments about important issues and priorities facing your board;

- Develop a governing performance improvement plan; and

- Continually assess and improve governing leadership effectiveness.

After the Assessment: Developing a Performance Improvement Action Plan

Once the assessment has been completed and the data and qualitative input have been analyzed, the board should identify the lower-performing areas and the areas that lack consensus, and develop ideas for specific actions to improve leadership under-performance.

In order to address specific performance problems, the board must first identify the causes of the under-performance, and then develop a measurable, accountable action plan to ensure board performance improvement. Following implementation of the action plan, boards should regularly reassess their performance to ensure progress is being made.
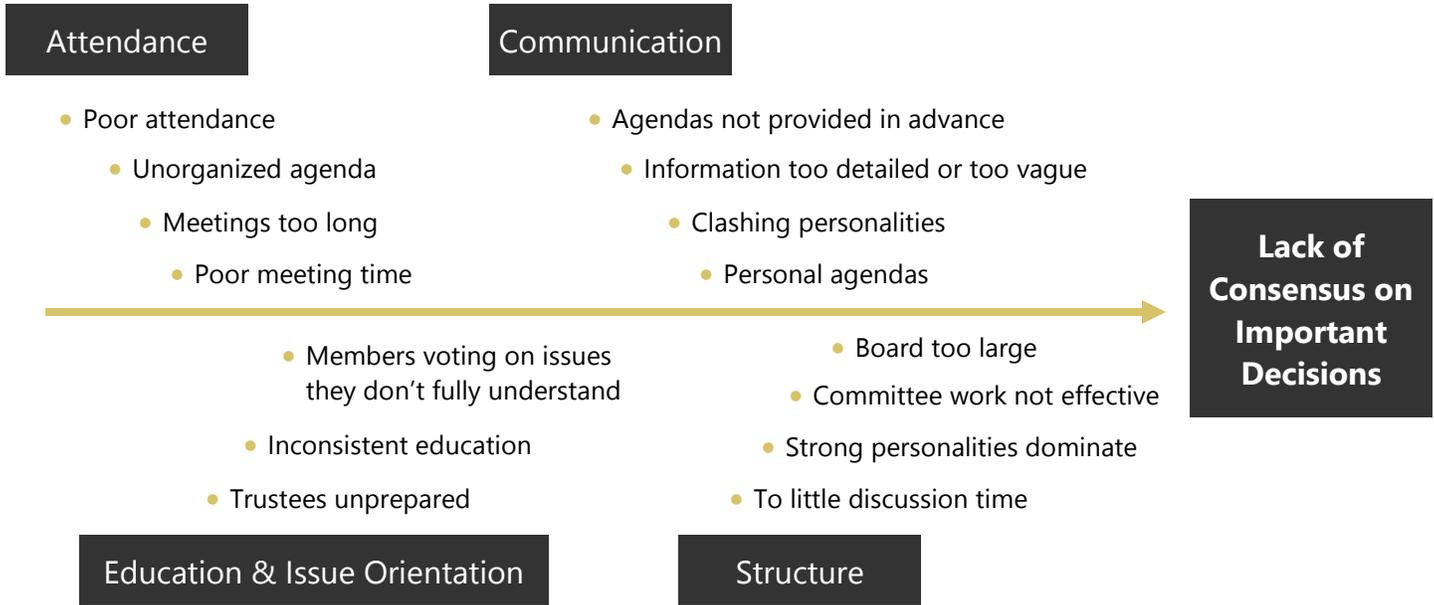
Conducting a Root-Cause Analysis

In some cases, boards may want to take a deep and detailed look at the causes and effects of board under-performance in certain areas. A cause and effect diagram can help the board team better understand the factors related to improving board performance in targeted areas.

Creating a cause and effect diagram is a good approach to take. A committee of trustees may identify a few major factors shaping performance in the problem area. A board committee, or the entire board team, may then brainstorm the barriers impeding high performance in each of the areas.

The "Cause and Effect" diagram on the following page demonstrates potential causes leading to the inability of a board to build the consensus necessary to ensure effective leadership.

Sample Cause and Effect Diagram

| Attendance | Communication |

- Poor attendance
  - Unorganized agenda
    - Meetings too long
      - Poor meeting time

- Agendas not provided in advance
  - Information too detailed or too vague
    - Clashing personalities
      - Personal agendas

Lack of Consensus on Important Decisions

- Members voting on issues they don't fully understand
  - Inconsistent education
    - Trustees unprepared

- Board too large
  - Committee work not effective
    - Strong personalities dominate
      - To little discussion time

| Education & Issue Orientation | Structure |

Building a Governance Practices Assessment Action Plan

Once problem performance areas and their potential root causes have been identified, the board should develop a robust action plan for improving governing performance.

AssessWell™ includes a document entitled "101 Governance Best Practices" (in the "Planning for Governance Gain" folder). Boards can use this document as a starting point for targeted ideas to improve the board's effectiveness and impact.
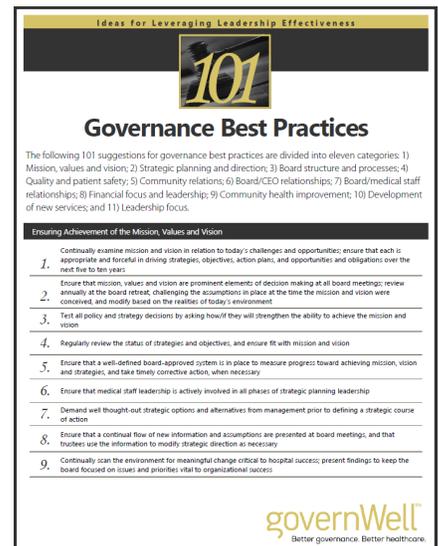
Using The Governance Practices Assessment Toolkit

T he Governance Practices Assessment Toolkit includes resources to implement a highly-accountable board governance assessment. It includes tools for creating the assessment questionnaire, correspondence to be used in implementation of the assessment, information and resources for compilation of the results, ideas and samples of ways to analyze and present assessment findings, and tools for building "governance gain."

Organizations may utilize the toolkit in two ways: 1) Conduct the entire governance assessment process independently, following this instruction guide and utilizing the documents included on the toolkit; or 2) Utilize this instruction guide to understand the process and determine the steps you prefer to complete internally, and those steps you may prefer to engage an outside consulting company to assist you with.

Regardless of which approach is best for your organization, the content included on the toolkit can play a critical role in ensuring your success. Each of the documents included on the toolkit are numbered to guide you through the order in which the documents may be used. The toolkit includes all documents necessary to complete a thorough, "best practices" board governance assessment.

The "Full Board Assessment" Includes:

1. **A Governance Practices Assessment Planner** for organizations to use to develop an advanced and highly-customized board governance assessment. The planner enables organizations to select from a broad range of criteria and determine those that best fit the organization's unique assessment needs.

2. **Sample Correspondence**, including templates for an email or letter to accompany the board governance assessment; a first reminder notification about the upcoming governance assessment deadline; a second reminder notification about the upcoming assessment deadline; and a notification of the survey extension, if more time is needed.

3. **Sample of a Completed Microsoft PowerPoint® Governance Assessment Report**, including introductory information, an overview, and sample results from a section of a board governance assessment. This sample report helps organizations to visualize how to develop a PowerPoint® report, and provides a format for organizations to use.

4. **A Sample of a Completed Written Governance Assessment Report**, including an overview of the process and results from a section of a sample board governance assessment report. This report helps organizations to visualize how to develop a written report, and provides a format for organizations to use.

governWell™

5. **A Sample of a Completed Open-Ended Comments Summary Report**, showing what a complete analysis of open-ended comments looks like, with sample key themes and verbatim survey responses that support each key theme.

6. **A Sample Board Assessment Announcement**, with suggested copy to use when notifying employees, physicians, volunteers, members of the community and others about the board's completion of a self-assessment and its commitment to providing high-quality leadership to the hospital and the community it serves.

The "Committees Assessment" Includes:

1. **A Governance Committee Assessment Organizer** for organizations to use to develop advanced and highly-customized committee assessments. The organizer enables organizations to select from a broad range of criteria and determine those that best fit the organization's unique governance committee assessment needs. *The questions selected from the governance committee assessment organizer will supplement the questions in your full board governance assessment. Some organizations prefer to combine the full board assessment and committee assessment into one survey, while others separate the full board assessment and the committee assessment into two separate surveys.*

2. **Sample Correspondence**, including templates for developing a letter to accompany the committee assessment; a first reminder notification about the upcoming assessment deadline; and a second reminder notification about the upcoming assessment deadline.

3. **A Sample Committee Assessment Survey Questionnaire Format**, which may be modified to reflect the committee criteria selected using the governance committee assessment organizer. While we recommend using an online survey tool of your choice to implement the survey criteria selected, organizations may use this document if they prefer to implement the committee assessment in a written format.

The "Peer Assessment" Includes:

1. **Peer Assessment Criteria** for your consideration in your governing board peer assessment. This document includes a comprehensive list of potential criteria. We recommend you select no more than 10-12 criteria for your peer assessment to ensure that the assessment focuses on the most critical areas to your board, and can be completed in a reasonable amount of time.

2. **The Peer Assessment Survey Format** is for organizations that choose to implement a peer assessment in addition to their full board governance assessment. It may be easily customized using the Microsoft Word® template provided, or be modified using an online survey tool. The peer assessment enables a thorough evaluation of each individual trustee's performance and development of individualized personal governance improvement action plans. The peer assessment supplements the board governance assessment for governing boards prepared for a more in-depth analysis of their performance.

3. **A Format for Compiling Peer Assessment Results**, a simple, easy-to-use format to display peer assessment results for each individual trustee.

4. **Sample Correspondence**, including templates for developing a letter to accompany the peer assessment; a first reminder notification about the upcoming peer assessment deadline; and a second reminder notification about the upcoming peer assessment deadline.

The "Planning for Governance Gain" Materials Include:

1. **A Governance Gain Planner Instruction Guide**, which includes detailed instructions for using the Governance Gain Planner, such as prioritizing governance gain initiatives and sorting those initiatives in a variety of ways.

2. **A Governance Gain Microsoft Excel® Spreadsheet** to use to itemize ideas for governance improvement, prioritize the initiatives and assign times frames and roles and responsibilities. Governance improvement initiatives are automatically color-coded based upon their priority, and may be sorted or organized by a variety of factors (such as priority, time frame, or responsibility).

3. ***101 Governance Best Practices**,* a list of 101 specific ideas for ways to improve governing performance. These best practices may be used as a guide for the development of action initiatives to improve board performance, which may be included in the "Governance Gain" spreadsheet.

governWell™

Step-by-Step Guide: Conducting the Full Board Assessment

The following steps offer a general guideline for conducting a full board governance assessment using this assessWell^{TM} Toolkit.

Step 1: Determine a Governance Assessment Administrator
Determine who will be primarily responsible for administering the survey. The individual appointed for this position (either someone such as an administrative assistant or an outside party) will be responsible for setting up an online survey, or receiving the assessments and entering data. He/she must be highly organized, accessible, and have an eye for detail. In addition, this person must be trusted to respect the anonymity guarantee.

Step 2: Determine the Criteria to Include in Your Governance Assessment
Review the list of suggested criteria included in the *Governance Assessment Planner* (*Document 1 of the Full Board Assessment*), and select the criteria best suited for your board. Some organizations use all the criteria, while others select just a few in each section.

Once the criteria are selected, the survey administrator will be responsible for entering the selected criteria into an online survey format. This can be done using any online survey tool.

Step 3: Determine if Your Organization Will Conduct a Peer Assessment
Determine whether your organization will conduct a peer assessment in addition to the full board governance assessment. If this is your board's first assessment, you may consider utilizing only the full board governance assessment in the first year, and add the peer assessment in subsequent years. *This part of the step-by-step guide focuses on the basic board self assessment. For a detailed guide to conducting the peer assessment, see "Value-Added Assessment Options," page 16.*

Step 4: Determine if Your Organization Will Conduct an Advanced Governance Committee Assessment
Determine whether your organization will conduct an advanced governance committee assessment in addition to the full board governance assessment. Conducting an advanced governance committee assessment will provide insight into the current performance of each committee, and determine potential areas improvement. *This part of the step-by-step guide focuses on the basic board self assessment. For a detailed guide to conducting the peer assessment, see "Value-Added Assessment Options," page 16.*

Step 5: Determine the Timeline and Methodology for Submitting Responses
Determine the appropriate amount of time you will allow for board members to complete the assessment. Once the time frame is established, determine the most appropriate method for responses to be submitted in a manner that ensures board member anonymity. Most organizations prefer to use an online survey with a link sent via email.

governWell™

Step 6: Inform and Discuss the Governance Assessment Process With the Board
The board's assessment should be discussed at a board meeting prior to implementation to ensure board member understanding of the criteria, and board-wide commitment to completing the assessment and supporting next steps to address assessment results with meaningful actions that improve board performance. Board members should be prepared to respond to the self-assessment survey when they receive it.

Step 7: Prepare the Board Assessment
Once the survey criteria has been selected from the *Governance Assessment Planner*, enter the criteria into an online survey tool of your choice (such as Survey Monkey, Survey Planet, Zoho Survey, etc.).

Next, open the sample correspondence document titled *"Email and Letter Correspondence" (Document 2 of the Full Board Assessment)*. Replace the text in [brackets] with your organization's specific information, insert the link to the survey email, and save the document to your computer. Send the email to yourself to make sure the survey link works properly.

Step 8: Email the Board Assessment Survey Link
Email the board assessment letter and link to the full board (make sure you send a test email to yourself first to confirm the link works). Remember, the email should *not* be the first time the board has heard of the assessment. It should be discussed at a board meeting prior to the email being sent.

Step 9: Prepare and Send the First Survey Reminder
As the survey deadline approaches, if you have not received a response from every board member, distribute the first survey reminder. Use the reminder copy from *"Email and Letter Correspondence" (Document 2 of the Full Board Assessment)* as a starting point, replacing the text in [brackets] with your organization-specific information. Distribute the notification via email by placing the text of the text in the body of the email message, not as an attachment. ***The first reminder should be sent approximately five days prior to the assessment due date to ensure appropriate time for board members to respond.***

Step 10: Prepare and Send the Final Survey Reminder
If you have not received responses from all board members by the day prior to the survey deadline, distribute the final survey reminder. Use the reminder copy from *"Email and Letter Correspondence" (Document 2 of the Full Board Assessment)* as a starting point, replacing the text in [brackets] with your organization-specific information. Distribute the final reminder via email by placing the text of the text in the body of the email message, not as an attachment. ***You may want to supplement the final reminder with a personal call from the CEO or board chair to encourage responses. If necessary, extend the survey deadline to ensure the greatest response rate.***

governWell™

Step 11: Analyze the Assessment Responses

Once all the assessments have been received, the survey administrator should download the data into a spreadsheet and compile the results into a document that can be used for meaningful analysis.

After the rating responses have been compiled and graphs have been created, the open-ended comments must be organized in a meaningful manner. The Full Board Assessment document titled "*Sample of Completed Open-Ended Comments Summary Report.doc*" provides an example of how to organize the open-ended comments. To do this:

- Create subheadings for each open-ended question asked in the assessment.

- Copy and paste each of the open-ended comments that board members write under the appropriate section in the document.

- Review the comments pasted into the document, and determine the key themes that emerge from the comments. For example, if several board members indicated that they think the mission and vision statements should be more prominent at board meetings when making decisions, create a key theme titled "*Increase Prominence of Mission and Vision at Board Meetings,*" and copy the bullet points supporting this theme under the title.

- Organize the open-ended comments under each section in as many key theme areas as possible. If there are several comments that do not appear to fit into a theme, create a new theme called *"Other"* and copy those comments underneath the *"Other"* category.

Step 12: Create a PowerPoint or Written Report Based on the Assessment Results

Create a PowerPoint or a written report that will be used to present the assessment results to the board. The report format may vary based upon your preferences, but should include a bar graph of the criteria in each section, in order from highest to lowest rated, and the key themes determined from board members' open-ended responses. Document 3 of the Full Board Assessment, "*Completed PowerPoint Governance Assessment Report.ppt*" provides a sample of a completed presentation. Document 4, "*Completed Written Governance Assessment Report.pdf*" provides a sample of a completed written report.

If you create a written report, you may also want to include the key themes and supporting bullet points from the open-ended comments in an appendix to the report. This can be as simple as copying your completed key themes document at the end of your completed written report.

If you create a PowerPoint presentation, you may want to print your completed summary of key themes and provide it as a handout for board members to review as a supplement to the presentation. Providing this information helps assure board members that the key themes developed are an accurate representation of the assessment results.

governWell™

Step 13: Present Assessment Findings to the Board for Full Discussion

After the results from the assessment are compiled, the findings should be presented to the full board at a workshop or special meeting with ample time to discuss the results, strategic implications and next steps. The ideal meeting or workshop would include the following components:

- A presentation of the key themes and findings from the assessment;

- Discussion of the board's reaction to the assessment results; and

- Determination of next steps, such as deeper analysis of the lowest scores, or, if the lowest rated areas are clear, development of specific initiatives and action items the board may implement to improve its governing performance.

If you need assistance implementing your board assessment...

governWell™ can implement your board assessment for you. governWell™ creates your online survey for you, provides recommended emails to send to the board, and develops a comprehensive summary report that includes recommendations for board improvement. If you would like governWell™ to conduct your board assessment for you, please contact us directly at 630-613-7580 or barb@governwell.net. You can also find us online at www.governwell.net.

governWell™

Step-by-Step Guide: Planning for Governance Gain After the Assessment

Step 1: Conduct a Post Governance Assessment Analysis

Once the governance assessment findings have been tabulated and shared with the board, the board should hold a retreat or workshop, or assign special time at a board meeting to discuss the results. The findings should be a catalyst to engage board members in a wide-ranging discussion of findings that highlight performance gaps and areas where the board lacks consensus about its performance.

Step 2: Determine Governance Improvement Ideas

The lower rated areas on the assessment and the areas of concern and ideas that emerge from the full board discussion should lead to specific ideas for governance improvement. For potential ideas and solutions to improve governance practices refer to *Document 3 of "Planning for Governance Gain"* entitled "*101 Governance Best Practices.pdf.*"

Step 3: Develop a Governance Gain Planner

Rank the priority of the governance improvement ideas you develop using a combination of board discussion and the *101 Governance Best Practices* document, and establish a methodology for improvement. Refer to Document 1 of "Planning for Governance Gain" entitled "*Governance Gain Planner Instruction Guide.pdf*" for detailed information on how to develop your Governance Gain Planner, then input and rate the priority of your ideas using Document 2 of "Planning for Governance Gain," "*Governance Gain Spreadsheet.xls*."

Step 4: Communicate Your Board's Completion of the Assessment

Open *"Board Assessment Announcement"* *(Document 6 in the Full Board Assessment).* Replace the text in [brackets] with your organization's specific information, and save the document on your computer. This document is a guide, and should be customized to meet your unique needs.

To ensure strong communication with employees and volunteers, internal communication should be distributed through multiple channels, including printing copies of the memorandum, posting the memorandum in centrally located and easily accessible staff areas, emailing the document to hospital employees and members of the medical staff, and posting the release on your internal Intranet website, and/or distributing the release at employee meetings.

After the internal release has been posted and distributed, develop an external press release. The external press release is used to inform the community about the board governance assessment process, and include quotes and talking points that will build community awareness, trust and confidence. You may also want to post the press release on your website and distribute it to local leaders.

governWell™

Value-Added Assessment Options

Step-by-Step Guide to Conducting a Peer Assessment

The peer assessment may be conducted simultaneously with the full board governance assessment, or conducted at another time. While the board governance assessment provides information about the *board's* performance, the peer assessment provides comprehensive peer feedback about each *individual board member's* performance.

The results of the peer assessment must be treated carefully. Confidentiality must be ensured throughout the process, from collecting responses to compiling and reporting the results. The final product is an individual report for each trustee that depicts demonstrating how he/she rated personal performance in each of the criteria areas, compared side-by-side with their colleagues' combined ratings in the same areas.

Individual board members must not know how any other individual board members rated their performance. The results are prepared in summary form.

When conducting a peer assessment in conjunction with a board governance assessment, we recommend the following four-step process:

Step 1: Select Your Peer Assessment Criteria

The document titled *"1-Select Peer Assessment Criteria" (in the Peer Assessment folder)* includes a comprehensive list of potential criteria for your consideration in your governing board peer assessment. We recommend you select no more than 10-12 criteria for your peer assessment to ensure that the assessment focuses on the most critical areas to your board, and can be completed in a reasonable amount of time.

Step 2: Prepare the Peer Assessment

If you plan to conduct the peer assessment online, enter the criteria into an online survey tool of your choice (such as Survey Monkey, Survey Planet, Zoho Survey, Kwik Survey, etc.). Follow the instructions below to create a separate page/section of the survey for each individual board member.

If you plan to conduct the peer assessment on paper, open Document 2 of the "Peer Assessment" titled "*Peer Assessment Survey Format.doc*." Replace the text in [brackets] on the first page with your organization's specific information, such as hospital name and contact information. Also replace [hospital name] in the header, and ensure the header displays the appropriate year.

The subsequent pages following the instruction page will be customized to include the name of each individual board member. For example, at the top of page two replace the prompt "Type Trustee Name Here" with the name of a board member (i.e. "John Smith"). When "John Smith" completes the survey, he will check the box on this first page indicating that he is rating himself. All other board members will rate John Smith's performance in the leadership criteria areas, and rate their own performance on the page with their name at the top *(See Peer Assessment Figure 1)*.

governWell™

Peer Assessment Figure 1

Replace the prompts in the [brackets] with your organization's specific information. On each page following the first page, type the name of a trustee in the specified location.

Type the first trustee's name here

Type the second trustee's name here

Continue with the same process throughout the document. The document has placeholders for ten trustees. *If your organization has fewer than ten trustees, simply delete the additional pages; if you have more than ten trustees, simply copy and paste the last page several times and type the appropriate name under "Trustee Name."*

Step 3: Distribute the Peer Assessment

Email the link to the online survey to all board members, or print one copy of the entire peer assessment for each board member. Distribute the assessments to all board members, either via email, mail or at a board meeting. Use the sample correspondence included with the "Peer Assessment" materials for sample email and letter copy when distributing the peer assessment.

Important: *Should you choose, the peer assessment may replace the "Personal Performance Assessment" in the basic board governance assessment. When developing the survey online, do not include the Personal Performance Assessment if you conduct your peer assessment concurrent with the full board assessment.*

Step 4: Analyze the Peer Assessment Responses

After all assessments have been received, the governance assessment administrator should download the survey data or manually enter the results into a spreadsheet for analysis. Once the results have been

governWell™

tabulated, open Document 3 of the Peer Assessment titled "*Format for Compiling Peer Assessment Results.doc.*" This document format may be used to develop a separate report for each individual trustee.

Create a separate document for each board member, and modify each document to reflect your hospital's name as well as each individual board members' name and the date the peer assessment was conducted. The report contains two sections: 1) trustee performance ratings and 2) colleagues' specific suggestions for ways each trustee may improve his/her governing performance.

The trustee performance rating table includes two columns for each criterion: 1) the trustee's self-rating (the rating they give themselves); and 2) the collective rating of all of the trustee's colleagues. The collective rating is the mean score of all the ratings the trustees provided for each criterion, excluding the self-rating the trustee being rated gave him or herself *(See Peer Assessment Figure 2).*

Step 5: Review the Results of the Peer Assessments with Individual Trustees

Schedule a time for each board member to meet with the board chair to review the results of his/her peer assessment. Print a copy of each individual board members' report for the board chair to share with the trustee. The review should be confidential, and used to explore ideas for ways each trustee can use his/her colleagues' input to improve personal leadership performance and governance success.

Peer Assessment Figure 2

governWell™

Step-by-Step Guide to Conducting a Governance Committee Assessment

The governance committee assessment may be conducted simultaneously with the full board governance assessment, or conducted at a separate time. While the board assessment provides information about the *board's* performance, the governance committee assessment provides comprehensive feedback about each *individual committee's* performance. *Each committee assessment is intended to be completed only by the individuals that serve on the committee being evaluated.*

Step 1: Determine the Committees to be Evaluated, and The Criteria for Each

Open Document 1 of the "Committees Assessment" folder titled "*Governance Committee Assessment Planner.pdf*". This document will assist you in determining the committees you would like to evaluate, and the criteria you may use.

Step 2: Prepare the Governance Committee Assessment

If you plan to conduct the committee assessment online, enter the criteria into an online survey tool of your choice (such as Survey Monkey, Survey Planet, Zoho Survey, etc.).

If you plan to conduct the peer assessment on paper, open the *"Sample Committee Questionnaire Format.doc"* and modify the document for each of the committees that will be evaluated. Copy and paste the sample questionnaire format to create a separate document for each committee to be assessed, or simply copy and paste the tables and headings within the sample document and create one long committee survey.

If all of the committee questions are distributed to the full board, ensure that board members know to only complete the questions for committees that they serve on. The others should be left blank.

Step 3: Distribute the Governance Committee Assessment

Email the link to the online survey to all board members, or print a copy of each governance committee assessment for each committee member. Most organizations chose to distribute all of the committee assessments at one time to the full board, and request that each board member only complete assessments for the committees on which they serve.

Step 4: Analyze Committee Responses

After all assessments have been received, the governance assessment administrator should download the survey results or manually enter the results into a spreadsheet for analysis. The results may be summarized in a written or PowerPoint format similar to the full board governance assessment report.

Step 5: Review of Results with Individual Committees

The chair of each committee should review the assessment results at a committee meeting following the assessment. The committees should then develop action plans to address areas for potential governance improvement determined as a result of the assessment.

governWell™

Need help?

If you have questions, please contact us directly at 630-613-7580 or barb@governwell.net.

If you would like assistance in implementing your assessment, governWell™ can implement your board assessment for you. governWell™ creates your online survey for you, provides recommended emails to send to the board, and develops a comprehensive summary report that includes recommendations for board improvement. If you would like governWell™ to conduct your board assessment for you, please contact us directly at 630-613-7580 or barb@governwell.net.