

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

Topic of Report	2018 Results of the College of Opticians of Ontario Combined Council and Appointed Non-Council Members Effectiveness Self Evaluation
Submitted To	College of Opticians of Ontario Governance Committee
Submitted By	Karen Fryday-Field, Senior Consultant Meridian Edge Leadership & Governance Consulting
Evaluation Period	January 1 – December 10, 2018

Report Purpose:

☒ Policy Development, Enhancement, Implementation, Revision, Approval

☐ Ends Policy

☐ Executive Limitations Policy

☒ Governance Process Policy

☐ Board –Registrar Relationship Policy

☒ Monitoring Report

☐ Linkage Report

☐ Incidental Briefing Report

☐ Other:

BACKGROUND:

The COO Council is committed to the process of formally evaluating its own performance and effectiveness. The Council recognizes that the Council sets the standard of excellence for the College and leads in this area partly through self-reflection.

The Governance Committee worked to facilitate the development of this Council effectiveness self-evaluation process and secured the support of the Council for this process starting in 2016. The first Council Effectiveness Self-Evaluation was launched in December 2016.

From its 2016 evaluation, the Council was provided with a report that addressed:

- Its governance strengths and growth opportunities for development, and
- A series of recommendations developed from the key themes that emerged from analysis of the Council self-identified growth opportunities.

The Council used recommendations to establish a series of goals to focus its work for 2017. In December 2017, the second COO Full Council Effectiveness Self-Evaluation was launched. In January 2018, Council again established an action plan for 2018 in response to its self-evaluation of 2017.

In September 2018, the COO Governance Committee worked to fine-tune the governance effectiveness self-evaluation tool. A separate questionnaire for the Appointed Non-Council Members was designed to evaluate effectiveness relevant to Committee function. The self-evaluation for 2018 took place through December 2018 to January 2019.

For the 2018 Council Effectiveness Self-Evaluation, out of the 27 quantitative questions which could be compared to 2017 the summary of results is as follow:

- 10 indicated a positive change in the ranking over the previous year. [10/27 = 37%]
- 15 indicated a status quo (continued success) over the previous year. [15/27 = 56%]

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

- 2 indicated a decrease over the previous year. [2/27 = 7%]

Note: There are no historical comparators for the new Appointed Non-Council Members questionnaire.

This report provides, where relevant, combined results of both the Council and of Appointed Non-Council evaluations. In a small number of cases, the same question was asked to both groups. Those results have been combined. In other cases, related Committee specific questions are shown below the similar Council questions.

HOW TO READ THIS REPORT:

There are 10 sections to the COO Full Council Effectiveness Self-Evaluation including:

1. Council Roles and Responsibilities
2. COO Critical Outcomes
3. Governance of Risk
4. Council Priorities
5. Council/Registrar, CEO Relationship
6. Council Process, Organization, Decision-making, and Service
7. Council Meeting Chair and Council President Feedback
8. Council Orientation and Continuing Education
9. Council Committee Process
10. Final Comments

For each topic under each section of the Council Effectiveness Evaluation, the report provides the 2018 numerical results along with the results of the past two previous years (2017 & 2016) for comparison where applicable. Note: As recommended by Appointed Non Council Members and the 2018 requested by the Governance Committee the 2018 Council evaluation was conducted by Council only and does not include Appointed Non-Council Committee Members. Appointed members responded to a customized tool for appointed members in 2018. In 2016 and 2017, the Appointed Non-Council members were included in the overall Council evaluation.

The results of each question are coded to flag improvement, status quo, or decrease in Council self-evaluation of its effectiveness for that specific topic.

The Governance Committee will review the results and develop a recommended action plan for Council's consideration at the May Council meeting.

YEAR OVER YEAR ASSESSMENT

For the Council only evaluation, current year results are compared with the results of previous years. The raw data is provided for your review. In addition, at the left side of each question, there is a symbol indicating the following:

↑	Improvement over previous year
✓	Status quo (continued success)
↑	Improved and yet potential for review remains
→	Status quo and still a potential area for review
→	Status quo and still an area for improvement
↓	Decrease over previous year and area for improvement

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

Total Possible Responses = 20 (13 Council Members + 7 Appointed Non-Council Members = 20)

Total Responses = 18 (13 Council Members + 5 Appointed Non-Council Members = 18)

V: Jan 21, 2019

SECTION 1: COUNCIL AND COMMITTEE ROLE AND RESPONSIBILITIES				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
1.1	I believe I have a clear understanding of the roles and responsibilities of the Council.	↑	2018	10	8				
				56%	44%				
		✓	2017	5	12	2			
			2016	4	14	1			
1.2	I believe I have a good understanding of my role as a Council Member.	✓	2018	9	4				
				69%	31%				
		✓	2017	12	6				1
			2016	9	9	1			
1.2.1		I believe I have a good understanding of my role as a Non-Council Appointed Committee Member. (answered by Appointed Non-Council Member only)	2018	2	3				
				40%	60%				
1.3	COO Council Members understand and follow policies for dealing with actual or apparent conflicts of interest.	↑	2018	2	8	1	2		
				15%	62%	8%	15%		
		↓	2017	5	10		3	1	1
	2016	6	10		1	1	1		

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 1: COUNCIL AND COMMITTEE ROLE AND RESPONSIBILITIES			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
1.3.1 COO Council Committee Members understand and follow COO Council policies for dealing with actual or apparent conflicts of interest. (answered by Appointed Non-Council Member only)	2018		2	2				1
			40%	40%				20%
1.4 As a Non-Council Appointed Committee Member, I have an effective working knowledge of the Council and Committee policies. (answered by Appointed Non-Council Member only)	2018			4	1			
				80%	20%			

SECTION 2: COO CRITICAL OUTCOMES			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
2.1 The Council understands its role and responsibilities with regard to designing the COO critical outcomes (Ends Policy Direction).	↑	2018	3	9		1		
			23%	69%		8%		
	↓	2017		13	6			
		2016	3	12	2	1		1

2.1.1 In general, the Council Committees are aware of and understand the critical outcomes that COO is working to achieve. (answered by Appointed Non-Council Member only)	2018		4	1			
			80%	20%			

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 2: COO CRITICAL OUTCOMES				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
2.2	All Council Members share a common understanding of the critical outcomes COO is to achieve that has been stress-tested by Council discussion.		2018		8	4	1		
					61%	31%	8%		
2.3	All Council and Committee Members share common understanding of where COO wants to be in 5 years; this vision is well documented with concrete critical outcomes.		2018	2	9	6	1		
				11%	50%	33%	6%		
2.4	This year the Council has spent an appropriate amount of time scanning the environment in order to continue to shape the COO Critical Outcomes Policy (Ends).	↑	2018	2	8	2			1
				15%	62%	15%			8%
		↓	2017	3	8	5	2		1
			2016	1	8	5	1		2
2.4.1	COO Council Committees have been consulted by the Council with regard to creating the appropriate and relevant COO Critical Outcomes. (answered by Appointed Non-Council Member only)		2018		2	2			
					40%	40%			

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 3: GOVERNANCE OF RISK				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
3.1	The Council and Council Committees are provided with sufficient information to identify emerging risks which could significantly, negatively or positively impact on the ability to achieve the COO Critical Outcomes. <i>Note: Emerging Risks are defined as new issues which may have a significant impact on the long-term success of the organization.</i>	↑	2018	1	13	3*			1
				6%	72%	16%			6%
		↓	2017	4	8	3	3		1
			2016	3	14	2			

*= rounded

3.2	The Council understands the organization's key risks and ensures the appropriate Council policies are in place (through operational boundaries) to govern these risks.	✓	2018	2	9	1	1		
				15%	69%	8%	8%		
		✓	2017	3	13	3			
			2016	3	13	1			2

SECTION 4: COUNCIL AND COUNCIL COMMITTEE PRIORITIES				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
4.1	The Council has set measurable goals for itself to focus and guide its own performance for 2018.	↑	2018	1	10	1	1		
				8%	76%	8%	8%		
		✓	2017 N=13	1	3				9
			2016	1	10	3	4		1

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 4: COUNCIL AND COUNCIL COMMITTEE PRIORITIES		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<u>PATIENT RELATIONS (N=3, RESP=3)</u>							
4.1.1 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.	2018		2				1
			67%				33%
<u>QUALITY ASSURANCE (N=2, RESP=2)</u>							
4.1.2 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.	2018		2				
			100%				
<u>DISCIPLINE (N=7, RESP = 4)</u>							
4.1.3 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.	2018		1		1		2
			25%		25%		50%
<u>REGISTRATION (N=2, RESP = 2)</u>							
4.1.4 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.	2018		1	1			
			50%	50%			
<u>ICRC (N=4, RESP = 2)</u>							
4.1.5 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.	2018		1	1			
			50%	50%			
<u>GOVERNANCE (N=1, RESP = 1)</u>							
4.1.6 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.	2018	1					
		100%					

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 4: COUNCIL AND COUNCIL COMMITTEE PRIORITIES			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
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4.2	The Council regularly assesses the effectiveness of our relations with our ownership/stakeholder groups.	2018		8	2	1		2
				62%	15%	8%		15%

SECTION 5: COUNCIL/REGISTRAR, CEO RELATIONSHIP			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
5.1	The Council delegates to the organization's Registrar, CEO sufficient authority to lead the organization and staff to achieve the organization's critical outcomes (Ends).	✓	2018	9	3	1		
				69%	23%	8%		
		✓	2017	8	9	2		
			2016	8	10	1		

5.2	The Council supports the Registrar, CEO's interpretation and operational outcomes for achieving the Critical Outcomes.	✓	2018	6	7			
				46%	54%			
		✓	2017	7	11		1	
			2016	6	12	1		

5.3	The Council has built a relationship of mutual trust, respect, and open communication between the Council and the Registrar, CEO.	✓	2018	6	5		2	
				46%	38%		15%	
		↑	2017	11	7			1
			2016	7	9	2		1

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 5: COUNCIL/REGISTRAR, CEO RELATIONSHIP				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
5.4	The Council has a clear view on succession and actively works with the Registrar, CEO to ensure development is occurring for the top 2 to 3 candidates to "round out" their skills.		2018	1	9	2			1
				8%	69%	15%			8%

5.5	All Council Members individually contribute to the development of the annual performance appraisal of the Registrar, CEO.	→	2018		3	4	3	2	1
					23%	31%	23%	15%	8%
		→	2017	2	2	3	6	2	4
			2016	1	2	5	6	2	3

5.6	The Council has created an environment where the Registrar, CEO can be frank about problems, challenges, and alternatives facing the organization.	✓	2018	7	5			1	
				54%	38%			8%	
		✓	2017	5	11	2			1
			2016	4	11	2	1		1

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE				Yes	No	Not Sure
6.1	Is there a type of information which you believe Council needs to receive that Council has not requested yet?				8	5
					62%	38%

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION- MAKING, AND SERVICE			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
6.2 I leave most Council meetings feeling my time has been used productively.	→	2018	3	6	3	1		
			23%	46%	23%	8%		
	↓	2017	5	9		4		1
			2	13	2	2		

<u>PATIENT RELATIONS (N=3, RESP=3)</u> 6.2.1 I leave most Committee meetings feeling my time has been used productively.	2018	1	2				
		33%	67%				

<u>QUALITY ASSURANCE (N=2, RESP=2)</u> 6.2.2 I leave most Committee meetings feeling my time has been used productively.	2018		2				
			100%				

<u>DISCIPLINE (N=7, RESP = 4)</u> 6.2.3 I leave most Committee meetings feeling my time has been used productively.	2018	1	2				1
		25%	50%				25%

<u>REGISTRATION (N=2, RESP = 2)</u> 6.2.4 I leave most Committee meetings feeling my time has been used productively.	2018		2				
			100%				

<u>ICRC (N=4, RESP = 2)</u> 6.2.5 I leave most Committee meetings feeling my time has been used productively.	2018	1	1				
		50%	50%				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
	<u>GOVERNANCE (N=1, RESP = 1)</u> 6.2.6 I leave most Committee meetings feeling my time has been used productively.	2018	1						
			100%						

6.3 When information is presented to the Council, the Council asks effective, constructive questions that result in productive discussion and decision-making.	↓	2018	4	3	4	2		
			31%	23%	31%	15%		
	↑	2017	2	15		2		
		2016	3	11	2	6		

<u>PATIENT RELATIONS (N=3, RESP=3)</u> 6.3.1 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making		2018	1	2				
			33%	67%				

<u>QUALITY ASSURANCE (N=2, RESP=2)</u> 6.3.2 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making		2018	1	1				
			50%	50%				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<u>DISCIPLINE (N=7, RESP = 4)</u>								
6.3.3 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making	2018		1	2				1
			25%	50%				25%
<u>REGISTRATION (N=2, RESP = 2)</u>								
6.3.4 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making	2018			2				
				100%				
<u>ICRC (N=4, RESP = 2)</u>								
6.3.5 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making	2018		1	1				
			50%	50%				
<u>GOVERNANCE (N=1, RESP = 1)</u>								
6.3.6 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making	2018		1					
			100%					

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION- MAKING, AND SERVICE			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
6.4 The Council strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.		2018	3	8	1	1		
			23%	61%	8%	8%		

<u>PATIENT RELATIONS (N=3, RESP=3)</u>								
6.4.1 The Committee strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.		2018	1	2				
			33%	67%				

<u>QUALITY ASSURANCE (N=2, RESP=2)</u>								
6.4.2 The Committee strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.		2018	1	1				
			50%	50%				

<u>DISCIPLINE (N=7, RESP = 4)</u>								
6.4.3 The Committee strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.		2018	2	1				1
			50%	25%				25%

<u>REGISTRATION (N=2, RESP = 2)</u>								
6.4.4 The Committee strives for consensus in its decision-		2018		2				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

making; however, when necessary is prepared to move forward with a decision based on a majority vote.			100%				
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SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<u>ICRC (N=4, RESP = 2)</u>								
6.4.5 The Committee strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.	2018		1	1				
			50%	50%				

<u>GOVERNANCE (N=1, RESP = 1)</u>								
6.4.6 The Committee strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.	2018		1					
			100%					

6.5 The Council ensures that decisions made by the Council are clearly articulated (usually in policy form) so that the rest of the organization can be aware of and understand the nature of the decision.	2018		4	6	3			
			31%	46%	23%			

6.6 All members of the Council participate, contributing their "fair share" to the Council's work.	↓	2018		3	4	3	3	
				23%	31%	23%	23%	
	→	2017	2	5	5	5	1	1
		2016		6	4	6		

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<u>PATIENT RELATIONS (N=3, RESP=3)</u>							
6.6.1 All Committee Members participate, contributing their "fair share" to the Committee's work.	2018		3				
			100%				
<u>QUALITY ASSURANCE (N=2, RESP=2)</u>							
6.6.2 All Committee Members participate, contributing their "fair share" to the Committee's work.	2018		2				
			100%				
<u>DISCIPLINE (N=7, RESP = 4)</u>							
6.6.3 All Committee Members participate, contributing their "fair share" to the Committee's work.	2018	1	2				1
		25%	50%				25%
<u>REGISTRATION (N=2, RESP = 2)</u>							
6.6.4 All Committee Members participate, contributing their "fair share" to the Committee's work.	2018		2				
			100%				
<u>ICRC (N=4, RESP = 2)</u>							
6.6.5 All Committee Members participate, contributing their "fair share" to the Committee's work.	2018	1	1				
		50%	50%				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<u>GOVERNANCE (N=1, RESP = 1)</u> 6.6.6 All Committee Members participate, contributing their “fair share” to the Committee’s work.			2018	1				
				100%				
6.7 Attendance at Council and committee meetings is usually 90% or better.	✓	2018	5	8				
			38%	62%				
	✓	2017	8	10	1			
		2016	7	10				2
<u>PATIENT RELATIONS (N=3, RESP=3)</u> 6.7.1 Attendance at Council Committee meetings is usually excellent.			2018	2	1			
				67%	33%			
<u>QUALITY ASSURANCE (N=2, RESP=2)</u> 6.7.2 Attendance at Council Committee meetings is usually excellent.			2018	1	1			
				50%	50%			
<u>REGISTRATION (N=2, RESP = 2)</u> 6.7.3 Attendance at Council Committee meetings is usually excellent.			2018		1	1		
				50%	50%			

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION- MAKING, AND SERVICE			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
DISCIPLINE (N=7, RESP = 4) 6.7.4 Attendance at Council Committee meetings is usually excellent.	2018		1	2				1
			25%	50%				25%
ICRC (N=4, RESP = 2) 6.7.5 Attendance at Council Committee meetings is usually excellent.	2018		1			1		
			50%			50%		
GOVERNANCE (N=1, RESP = 1) 6.7.6 Attendance at Council Committee meetings is usually excellent.	2018		1					
			100%					
6.8 It is rare that a major policy decision which ought to have been brought to the Council for thoughtful consideration and approval instead is brought as a "done deal" that the Council is expected to "rubber stamp".	↑	2018	2	8	1	1	1	
			15%	61%	8%	8%	8%	
	→	2017 N=18	1	10	4	2		1
		2016	5	6	1	5		2
6.9 As representatives of the broader community, the Council actively works to understand the public's perspective on the needs and future direction for COO. NR=1	↑	2018	5	5	1	1		
			38%	38%	8%	8%		
	↓	2017	1	9	4	4		1
		2016	3	8	4	1		2

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

SECTION 7: COUNCIL MEETING CHAIR AND COUNCIL PRESIDENT FEEDBACK			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
COUNCIL MEETING CHAIR								
7.1 The Council looks to its Meeting Chair to provide leadership in facilitating effective Council process during Council meetings.	✓	2018	5	7		1		
			38%	54%		8%		
	✓	2017	6	10	1	1	1	
		2016	3	14	1			1
7.2 The Council Meeting Chair is prepared for Council meetings.	↑	2018	4	8		1		
			30%	62%		8%		
	↓	2017	7	7	1	3		1
		2016	6	13				
7.3 The Council Meeting Chair keeps Council meetings on track and the discussion focused while at the same time ensuring that all Council Members have opportunity to express their perspective.	↑	2018	5	7			1	
			38%	54%			8%	
	✓	2017 N=18	6	9	2	1		
		2016	7	10	2			
7.4 The issue of Council Member Conflict of Interest/potential conflict of interest is managed appropriately, by the Meeting Chair at Council meetings.	✓	2018	4	9				
			31%	69%				
	↑	2017	5	10	2		1	1
		2016	6	9	3		1	
7.5 The Council Meeting Chair effectively summarizes Council discussion and decisions prior to moving on to the next agenda item.	✓	2018	3	7	3			
			23%	54%	23%			
	✓	2017	4	11	1	2	1	
		2016	8	10		1		

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
COUNCIL PRESIDENT		3	4	4	2		
7.6	The Council President genuinely listens to the Council Members' input on Council processes, issues, and concerns.	23%	31%	31%	15%		
7.7	The Council meeting agendas generally reflect the input of Council regarding what topics Council wants to address.	4	7	1		1	
		30%	54%	8%		8%	

SECTION 8: COUNCIL ORIENTATION AND CONTINUING EDUCATION				Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
8.1	Council Members have sufficient educational opportunities (e.g. through seminars, publications, presentations, etc. and experts in the field) to become informed about issues of importance.	✓	2018	4	7	1	1		
				30%	54%	8%	8%		
		↑	2017	1	13		4	1	
			2016	1	9	6	1	1	1

8.1.1	Non-Council Appointed Committee Members have sufficient orientation and educational opportunities (e.g. through seminars, publications, presentations, etc. and experts in the field) related to the work of the Committee.	2018		4					1
	(answered by Appointed Non-Council Member only)			80%					20%

8.2	Our Council effectively informs new Council and Council Committee Members about responsibilities and important organizational	↑	2018	1	9	5	1	1	1
		→	2017	2	5	4	5	1	2

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

information through a structured New Council Member Orientation Program.		2016	3	5	6	4		1
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SECTION 9: <u>OVERALL COUNCIL COMMITTEE PROCESS</u> (input form Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of the Committee is clear to me as a Council Member and a member of this Committee. N=37	28	9				
		76%	24%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	18	18	3			
		46%	46%	8%			
9.3	In 2018, the Committee generally analyzed issues/topics/cases well and achieved their mandate well.	20	14	5			
		51%	36%	13%			
9.4	The processes used by Committees are fair and objective.	22*	15	2			
		57%	38%	5%			
9.5	The Committee respects the confidentiality of its work. N=37	26	10	1			
		70%	27%	3%			

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

APPENDIX 1

SECTION 9: COUNCIL COMMITTEE PROCESS (Executive: N=5 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	4	1				
		80%	20%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	1	3	1			
		20%	60%	20%			
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	3		2			
		60%		40%			
9.4	The processes used by this Committee are fair and objective.	3	1	1			
		60%	20%	20%			
9.5	This Committee respects the confidentiality of its work.	4	1				
		80%	20%				

(ICRC: N=7 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	5	2				
		71%	29%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	5	2				
		71%	29%				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

(ICRC: N=7 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	4	3				
		57%	43%				
9.4	The processes used by this Committee are fair and objective.	4	3				
		57%	43%				
9.5	This Committee respects the confidentiality of its work.	5	2				
		71%	29%				

(Registration: N=5 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	2	3				
		40%	60%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	2	3				
		40%	60%				
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	1	2	2			
		20%	40%	40%			
9.4	The processes used by this Committee are fair and objective.	1	3	1			
		20%	60%	20%			
9.5	This Committee respects the confidentiality of its work. NR=1	1	2		1		
		20%	40%		20%		

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

(Discipline: N=13 Council Members [NR=1])		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	11	1				
		92%	8%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	7	3	2			
		58%	25%	17%			
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	7	4	1			
		58%	33%	8%			
9.4	The processes used by this Committee are fair and objective.	8	4				
		67%	33%				
9.5	This Committee respects the confidentiality of its work.	10	2				
		83%	17%				

(Governance: N=5 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	3	2				
		60%	40%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.		5				
			100%				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

(Governance: N=5 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	3	2				
		60%	40%				
9.4	The processes used by this Committee are fair and objective.	3	2				
		60%	40%				
9.5	This Committee respects the confidentiality of its work. NR=1	3	1				
		60%	20%				

(Quality Assurance: N=3 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	2	1				
		67%	33%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	2	1				
		67%	33%				
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	1	2				
		33%	67%				
9.4	The processes used by this Committee are fair and objective.	2	1				
		67%	33%				
9.5	This Committee respects the confidentiality of its work.	2	1				
		67%	33%				

2018 Council Effectiveness Self-Evaluation

Combined Council and Appointed Non-Council Members

(Patient Relations: N=2 Council Members)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
9.1	The role of this Committee is clear to me as a Council Member and a member of this Committee.	1	1				
		50%	50%				
9.2	This Committee received a clear and thorough orientation to their role and responsibilities.	1	1				
		50%	50%				
9.3	In 2018, this Committee generally analyzed issues/topics/cases well and achieved their mandate well.	1	1				
		50%	50%				
9.4	The processes used by this Committee are fair and objective.	1	1				
		50%	50%				
9.5	This Committee respects the confidentiality of its work.	1	1				
		50%	50%				