



Burnaby Hospital Foundation Board Questionnaire

August 2011

Tuesday, 16 August, 2011

Why evaluate the Burnaby Hospital Foundation (BHF) board?

In an effort to ensure sound governance for BHF, this questionnaire is an opportunity for Board members to share their thoughts and experiences about the successes and challenges of the Board. Evaluation is a key part of building a progressive and responsive board and therefore a healthy organization. Without this, the mission of the BHF can not be successfully achieved, or if it is achieved there is no way to identify that success and build on it.

Please take the time necessary to answer the questions thoughtfully. Your responses will be anonymous unless you choose to identify yourself by connecting your response in discussions about the results.

Your answers are based upon how strongly you agree or disagree, and are constructed for the respondent to be able to form an overall opinion.

For all questions, the scale (1-4) should be read as 1-disagree with the statement, 2-somewhat agree, 3-agree and 4-strongly agree; NA - not applicable; DK – I don't know. Please check the appropriate box.

Foundation Mission and Purpose

One of the board's fundamental responsibilities is to nurture and uphold the mission of the foundation. The board should review the mission periodically and revise it if necessary.

	1	2	3	4	NA	DK
1. All board members are familiar with the mission statement.						
2. The board's decisions and the Foundation's activities reflect the mission.						

Please suggest specific opportunities for improvement:

Strategic Planning Practices

One of the important roles of a board is to consider how the Foundation needs to evolve over the next three to five years, and to recommend action to achieve those goals. Annually, the board should engage in a planning process that reviews the Strategic Plan and adapts it to the year's successes and challenges, or develops a new long term Plan if necessary.

	1	2	3	4	NA	DK
1. The board focuses its attention on long-term, significant policy issues rather than short-term administrative matters.						
2. The board has a strategic vision of how the foundation should be evolving over the next three to five years and has engaged in discussion of that vision.						
3. The board puts time aside to consider the long-term strategic vision on an annual basis.						

Please suggest specific opportunities for improvement:

Approve and Evaluate the Foundation's Activities and Special Events

The Foundation's goal is to raise and distribute funds to the benefit of Burnaby Hospital and its mission. The board, though not responsible for managing or administering these activities, is responsible for approving and evaluating which activities are most effective in fulfilling that goal. By evaluating activities through such things as reviewing performance data, participating in the activities first-hand, and conducting a survey of participants and donors, the board can ensure they are building on the organization's success effectively.

	1	2	3	4	NA	DK
1. The board is knowledgeable about the Foundation's activities and special events.						
2. The board knows the strengths and weaknesses of each major initiative (<i>i.e. Major and Planned Giving, Annual Giving, Special Events, etc</i>)?						
3. Prior to an event or campaign, the board is aware of the targets and indicators of success.						

Please suggest specific opportunities for improvement:

Community Relations

Board members can do much to develop the organization's image. If an organization is successful but its achievements are kept secret, it will be more challenging to raise money or attract new leaders for positions of responsibility on the board and staff. While encouraging board members to spread the word about the Foundation they help govern, the board should also have a policy about who should serve as the Foundation's official spokesperson, to aid in formal interviews.

	1	2	3	4	NA	DK
1. The board has approved an effective marketing and public relations strategy for the foundation.						
2. Board members talk about the foundation to key people at events and in the community at large, including public officials, major donors and others.						

Please suggest specific opportunities for improvement:

Financial Management Practices

Boards of directors need to reduce to a tolerable level the risks that can severely endanger a foundation. No organization is immune from the possibility of a lawsuit or financial investment losses, and board and staff can reduce the likelihood of accidents or negligent actions. As well, the Board must ensure that income is managed wisely, this is especially important for a tax-exempt not-for-profit that is operating in the public trust.

	1	2	3	4	NA	DK
1. The foundation's annual budget is fully discussed by the board prior to its approval.						
2. The fiscal status of our foundation is regularly reviewed. through monthly or quarterly statements.						
3. Board members understand their legal responsibilities for the foundation's fiscal management.						
4. The board requires an annual audit and considers all recommendation made in the independent auditor's report and management letter.						
5. The investment policy and capital commitments are well understood and reviewed periodically.						

Please suggest specific opportunities for improvement:

Risk Management

	1	2	3	4	NA	DK
1. Board members understand their legal obligations as an employer, particularly in relation to the CEO.						
2. Board members are familiar with the extent of coverage under the Foundation’s Director’s Liability Insurance.						
3. The board has an understanding of their obligations for reporting and confirms annually that all CRA and Societies Act obligations are fulfilled.						
4. The board has reviewed all key risks annually and agrees to tolerable levels of risk.						

Please suggest specific opportunities for improvement:

Fund Raising Practices

The board must take an active role in raising money for the Foundation as the central purpose of the organization, regardless of the amount of time that the chief executive and development staff devotes to fundraising. Board members can, for example, recommend to the staff prospective donors that might be asked for support, make personal contributions to the foundation, and/or encourage their community of friends and colleagues to consider supporting the foundation.

	1	2	3	4	NA	DK
1. The board has a clear policy on the individual board member’s responsibility to participate in fundraising activities and/or contribute funds.						
2. Fund raising priorities as identified by the annual strategic business plan are reviewed regularly by the board and action is taken as necessary.						

Please suggest specific opportunities for improvement:

Board-Executive Relationship

Perhaps the most significant decision a board makes is who to select as chief executive. An effective board will maintain a clear job description that outlines the duties of the chief executive, and will undertake a carefully planned search process whenever the

position is vacant. The board will support its chief executive by providing that person with constructive and objective feedback, and by periodically conducting an evaluation to clarify for everyone the successes of the chief executive while providing her/him with opportunities to strengthen his/her performance.

	1	2	3	4	NA	DK
1. The board is familiar with the written job description that clearly spells out the CEO's responsibilities and authority.						
2. The CEO's performance is formally assessed on a regular basis on objectives established at the beginning of the fiscal year.						
3. The Board reviews the compensation of the CEO and ensures it is competitive, is linked to cost of living increases, and appropriately reflects performance.						

Please suggest specific opportunities for improvement:

Board Membership and Structure

A good board is made up of individuals who can contribute critically needed skills, experience, perspective, wisdom, and time to the Foundation. Because no one person can provide all of these qualities, and because the needs of a foundation continually change, a board should have a well-conceived plan to identify and recruit the most appropriate people to serve on the board

	1	2	3	4	NA	DK
1. The areas of expertise, skills, and other factors we need to be an effective board for the Foundation are adequately represented among current board members.						
2. The board successfully identifies the expertise, skills, and other contributions we need from potential new board members to maintain or increase our effectiveness and to plan for succession.						
3. The board is the right size for accomplishing the Foundation's goals.						
4. Our board's structure allows us to get our work done well and in a timely way. It is effective.						
5. Committee progress is well communicated						
6. Our board's size is about right.						

Please suggest specific opportunities for improvement:

Board Committees

	1	2	3	4	NA	DK
1. The process for developing committee terms of reference was clearly communicated and effectively enacted.						
2. Committees I've served on have completed their tasks in effective and timely ways They add value.						
3. Committees have the appropriate skills and expertise to implement their plans and activities.						

Please suggest specific opportunities for improvement:

Board Meetings

	1	2	3	4	NA	DK
1. Our board's meeting schedule has the right number and length of meetings.						
2. The agendas of our board meeting and supporting written material are given out several days in advance of meetings.						
3. Board meetings are are run effectively to ensure the right balance of business outcomes and fulsome discussion.						

Please suggest specific opportunities for improvement:

Individual Board Member Engagement

The following questions are about **you** as an independent board member.

	1	2	3	4	NA	DK
1. I am an active and contributing member of the board.						
2. I participate actively in events and activities of the Foundation.						
3. I am confident speaking up at board and committee meetings and feel satisfied with the ways in which my contributions are incorporated in decision-making						
4. I am clear about my role as a board member in relation to the staff of the Foundation and act appropriately in relation to those roles and responsibilities.						
5. I am clear when and to whom I can express any concerns I might have about the organization and/or my role in it.						
6. I am clear about what a conflict of interest may be for me in my role as a board member and I am sure to declare it should it arise.						

Further comments:

What is the reason you decided to serve on the Foundation Board? Does that reason still keep you engaged? Are there new ones?

If there is one thing that keeps you up at night about Burnaby Hospital and the Burnaby Hospital Foundation, what is it?

Please tell us how the Board can be improved, or if there is something the Foundation could do to enhance your experience and involvement. Please be as specific as possible.