



Board Effectiveness Assessment Policy and Guideline

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SECTION I

BOARD EFFECTIVENESS ASSESSMENT POLICY

1. Policy Objective

The purpose of this policy is to provide the Board with an opportunity each year to examine how it is operating and to make suggestions for improvement. It is not an assessment of any individual Director but rather is designed primarily to provide constructive input for the improvement of the Board "as a whole or as a unit."

2. Policy Statement

The Board will annually evaluate the effectiveness and efficiency of the Board as a whole, the Board Chair and committees. Key elements to be explored as part of this assessment process include:

- The Board's Governance Charter
- Documented expectations of the Board Chair, individual Directors and Committee Chairs
- Summary of achievements vis-à-vis board-specific improvement objectives defined for the previous year
- Suggestions for education sessions
- Suggestions for improvements to the content and format of information provided to the Board

The evaluation process may change and evolve over time, ranging from a questionnaire-based process to an interview-based process, from being led by a designated Board member to being facilitated by an external consultant.

The Board will consider the consolidated assessment results and will identify board-specific improvement objectives for the following year. The Board's actual performance against these annual objectives will be summarized as an "input" into the following year's evaluation.

2.1 Responsibilities

The Board is responsible for developing and implementing a board effectiveness assessment process. Normally, the Board Chair or the Chair of a specific committee is responsible to lead that development and implementation effort. The Administrator may be asked to provide research support in the gathering of sample tools and best practices relating to the process.

Each Director is responsible for participating actively in the board effectiveness assessment process, including the important goal-setting exercise based upon the consolidated results of the assessment.

3. Legislative Framework

The concept of evaluating the effectiveness of the Program is referred to in s. 6(b) and s. 12(3)(b) of the Prescription Monitoring Act. The leadership provided by the Board contributes to the effectiveness of the Program so it stands to reason that the Board should examine its own effectiveness on a regular basis.

4. Principles

The following principles will guide the Board's self-assessment of its effectiveness and efficiency:

- (a) The process should be constructive in nature to support continuous improvement on the part of the Board's governance of the Program.
- (b) The process should be straightforward and result in practical steps that can be taken to enhance the Board's performance.

5. Definitions

In this policy:

- (a) "Administrator" means the agency or person designated by the Minister to administer the Program, and for the purposes of this policy includes the Manager appointed by the Administrator or any other person employed by the Administrator.
- (b) "Board" means the Nova Scotia Prescription Monitoring Board established by the Prescription Monitoring Act.
- (c) "Director" means a director of the Board.
- (d) "Program" means the Prescription Monitoring Program established by the Board.

6. Scope

This Policy applies to:

- (a) the Board.

7. Accountability

The Board Chair (or other specific designate) has responsibility for the ongoing monitoring and enforcement of this policy. He/she will report on compliance with this policy to the Board at least once per year.

8. Challenging Compliance

Any challenge to the Program's compliance with this policy shall be provided in writing to the Board Chair.

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SECTION II

GUIDELINES

A. Board Assessment Process

1. In the spring of each year, the Board Chair (or designate) asks each Director to complete a self-assessment questionnaire.
2. The Board Chair (or designate) or an independent external resource will summarize the input of the Directors on a confidential basis and prepare a summary for the Board.
3. The summary results are presented to the Board at a meeting. Time will be set aside at that meeting for a full and comprehensive discussion of Board performance and for the establishment of improvement goals for the Board for the upcoming year.

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SECTION III

Appendix A – Board Effectiveness Assessment

NOVA SCOTIA PRESCRIPTION MONITORING PROGRAM BOARD EFFECTIVENESS ASSESSMENT

1.0 INTRODUCTION

The purpose of this assessment is to provide the Board with an opportunity each year to examine how it is operating and to make suggestions for improvement. It is not an assessment of any individual Director but rather is designed primarily to provide constructive input for the improvement of the Board “as a whole or as a unit.”

Key elements to be explored as part of this assessment process include:

- The Board’s Governance charter
- Documented expectations of the Board Chair, individual Directors and Committee Chairs
- Summary of achievements vis-à-vis board-specific improvement objectives defined for the previous year.
- Suggestions for education sessions
- Suggestions for improvements to the content and format of information provided to the Board

2.0 PROCESS

In the spring of each year, the Board Chair (or designate) asks each Director to complete a self-assessment questionnaire.

The Board Chair (or designate) or an independent external resource will summarize the input of the directors on a confidential basis and prepare a summary for the Board.

The summary results are presented to the Board at a meeting. Time will be set aside at the meeting for a full and comprehensive discussion of Board performance and for the establishment of improvement goals for the Board for the upcoming year.

3.0 QUESTIONNAIRE

Part A:

Please read each of the following statements and indicate **the extent to which you agree or disagree** with each of statement. (1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree, dk-Don’t know). If your rating is below 4, please explain in the last column.

1. DIRECTORS

(a) The Board has the necessary range of skills and experience amongst current Directors.	1	2	3	4	5	dk	
(b) Directors understand the mechanics of the Prescription Monitoring Program.	1	2	3	4	5	dk	

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(c) The Board is satisfied with the policy and process to ensure that Directors do not have affiliations, memberships, contracts, or special interests that may diminish their independent status on the Board.	1	2	3	4	5	dk	
(d) The time commitment required of Directors is appropriate.	1	2	3	4	5	dk	

2. MEETING ORGANIZATION

(a) The number and length of Board meetings is appropriate.	1	2	3	4	5	dk	
(b) Directors have sufficient opportunity to provide input to the meeting agendas.	1	2	3	4	5	dk	
(c) Agenda items that should appear on a regular basis do appear on a regular basis.	1	2	3	4	5	dk	
(d) Directors receive all necessary materials in advance of Board meetings.	1	2	3	4	5	dk	
(e) Directors are provided with up to date and continuing advice and information.	1	2	3	4	5	dk	
(f) The focus of the Board's time and energies is in line with its major priorities.	1	2	3	4	5	dk	

1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree, dk-Don't know

3. MEETING EFFECTIVENESS

(a) Board debate and discussion is frank and open.	1	2	3	4	5	dk	
(b) Agenda items are well structured and complete.	1	2	3	4	5	dk	
(c) Agenda items are adequately completed by the end of meetings.	1	2	3	4	5	dk	

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(d) Discussion of key issues has a balance of perspective including the public perspective.	1	2	3	4	5	dk	
(e) General consensus arises prior to voting.	1	2	3	4	5	dk	
(f) The Board effectively delegates tasks to the Administrator and Committees.	1	2	3	4	5	dk	
(g) Board debate and discussion is constructive in tone and respectful of differing views.	1	2	3	4	5	dk	
(h) Reports from Committees are sufficient to give non-Committee members an understanding of the key issues.	1	2	3	4	5	dk	

1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree, dk-Don't know

PART B:

Please read each of the following statements and describe the **effectiveness** of the Board in each area. (1-Ineffective, 2-Somewhat effective, 3-Moderately effective, 4-Effective, 5- Very effective, dk-Don't know). If your rating is below 4, please explain in the last column.

4. BOARD SUCCESSION

(a) Creating and carrying out an annual update of the Board's competency requirements and identifying competency gaps.	1	2	3	4	5	dk	
(b) Orienting Directors in a timely and comprehensive manner.	1	2	3	4	5	dk	
(c) Providing opportunities for ongoing education to Directors with respect to governance and operations.	1	2	3	4	5	dk	

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5. ADMINISTRATOR

(a) Establishing annual performance objectives for the Administrator.	1	2	3	4	5	dk	
(b) Annually, evaluating the performance of the Administrator	1	2	3	4	5	dk	
(c) Applying procedures for management succession planning and management development.	1	2	3	4	5	dk	

6. PLANNING AND APPRAISAL

(a) Reviewing the strategic plan and annual business plan.	1	2	3	4	5	dk	
(b) Reviewing progress on strategic and business plans throughout the year.	1	2	3	4	5	dk	
(c) Thoroughly and comprehensively reviewing the annual report.	1	2	3	4	5	dk	

1-Ineffective, 2-Somewhat effective, 3-Moderately effective, 4-Effective, 5- Very effective, dk-Don't know

7. MANAGEMENT/ORGANIZATION COMPLIANCE

(a) Ensuring that the Value and Ethics Policy and Guidelines reflects appropriate ethical and moral standards and that conduct is monitored and reported to the Board.	1	2	3	4	5	dk	
(b) Ensuring that the Administrator exercises its duty to identify and manage principal risks to the program.	1	2	3	4	5	dk	
(c) Monitoring and approving compliance with all major policies and procedures.	1	2	3	4	5	dk	
(d) Ensuring that the Administrator establishes	1	2	3	4	5	dk	

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effective information systems.							
(e) Ensuring the timely reporting of any developments that may have a material effect on performance or reputation.	1	2	3	4	5	dk	
(f) Ensuring a current and comprehensive communication strategy, plan and policies that enables the program to communicate effectively with the public and government and anticipates potential problems.	1	2	3	4	5	dk	
(g) Ensuring that the Administrator monitors and reports on specific statutory duties and policy.	1	2	3	4	5	dk	

8. DECISION MAKING

(a) In its discussions and implementation of strategy does not engage in any activity or exercise any power that is inconsistent with or contrary to the Prescription Monitoring Act and its regulations.	1	2	3	4	5	dk	
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1-Ineffective, 2-Somewhat effective, 3-Moderately effective, 4-Effective, 5- Very effective, 1dk-Don't know

PART C:

Please consider the overall performance of the Board and describe the one or two things that cause you most concern. Whether or not these concerns are addressed in this survey, we would appreciate your elaboration on their content, importance or urgency.

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What are your suggestions to improve Board effectiveness and accountability?

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PART D: Committees

Please read each of the following statements and indicated **the extent to which you agree or disagree** with each statement. (1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree, dk-Don't know). If your rating is below 4, please explain in the last column.

Name of Committee: _____							
10. COMMITTEE MANDATE							Explanation
(a) The mandate of the Committee continues to be appropriate.	1	2	3	4	5	dk	
(b) The Committee is effective in carrying out its mandate.	1	2	3	4	5	dk	
(c) The Committee is effective in making collective judgments about important matters.	1	2	3	4	5	dk	
(d) The Committee is confronting important, meaningful issues.	1	2	3	4	5	dk	
(e) The Committee has effectively laid out a full year's agenda.	1	2	3	4	5	dk	
(f) Members of the Committee receive adequate material in advance of committee meetings, in sufficient time and detail to permit members to effectively consider issues to be dealt with.	1	2	3	4	5	dk	
(g) The Committee composition is appropriate.	1	2	3	4	5	dk	
(h) The Committee allocates the right amount of time for work.	1	2	3	4	5	dk	
(i) I am able to make a significant contribution to this committee.	1	2	3	4	5	dk	
(j) The Committee reports to the Board Administrator in a clear and succinct manner highlighting the important issues it faces.	1	2	3	4	5	dk	

What suggestions do you have about how to improve the effectiveness of the Committee?
