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## PERFORMANCE EXPECTATIONS OF INDIVIDUAL BOARD MEMBERS

### POLICY

1. **Accountability:** A Board member is ultimately accountable to act in the best interests of the community as a whole and the mission of the organization. The Board member carries out his or her responsibilities in recognition of a fiduciary responsibility and does not represent the interests of any constituency or individual.
2. **Exercise of authority:** A Board member carries out the powers of his or her office only when acting as a voting member during a duly constituted meeting of the Board. A Board member respects the responsibilities delegated by the Board to the CEO, management, and the medical staff, avoiding interference with their duties but insisting upon accountability and reporting mechanisms for assessing performance.
3. **Chain of command:** If a member of the community or medical staff brings a specific issue, concern or complaint to a member of the Board, the Board member will handle it through appropriate channels. In general, complaints and concerns about hospital operations or medical staff issues should be directed to the CEO who will notify the Chair. Unresolved matters should be brought to the Board, or to a Board committee, only after consultation with the CEO and after other avenues for resolution have been attempted.
4. **Attendance:** The Board member attends all Board meetings, assigned committee meetings, and Board retreats. All Board members are expected to serve on one or more committees.
5. **Participation:** The Board member comes to meetings prepared, asks informed questions, and makes a positive contribution to discussions. The Board member treats others with trust and respect.
6. **Confidentiality:** The Board member does not disclose proprietary, sensitive or personnel-related information.
7. **Public support:** The Board member explains and supports the decisions and policies of the Board in discussions with outsiders, even if the Board member voiced other views during a Board discussion.
8. **Conflict of interest:** The Board member avoids conflicts of interest and fully complies with the Board's conflict of interest policy and other policies on individual conduct.
9. **Education:** The board member takes advantage of opportunities to be educated and informed about the Board, the organization, and the health care field.
10. **Evaluation:** The Board member participates in the evaluation mechanisms of the Board.
11. **Legal:** The Board member complies with the Corporation's Articles, By-Laws and Board Policies.