



Shoreham Board of Directors: Annual Board Evaluation Report

Evaluation Period: February – March 2026

1. Introduction

The Shoreham Board of Directors is committed to effective governance in support of Shoreham’s mission and the communities we serve. This annual evaluation was conducted to gather confidential feedback on the Board’s performance across key areas, including:

- Strategic leadership
- Quality, safety, and performance oversight
- The President & CEO relationship
- Governance practices and operations
- Overall Board effectiveness

Responses were collected and analyzed in aggregate to identify the Board’s strengths, opportunities for improvement, and areas for development. Board members were encouraged to provide context and examples to support their feedback.

Response Rate: 4 out of 6 Board members completed the evaluation, representing a 67% participation rate, ensuring the feedback reflects a majority of the Board’s perspectives.

Understanding the Scores:

Responses were collected using a 4-point scale:

Rating	Score
Strongly Disagree	1
Disagree	2
Agree	3
Strongly Agree	4

A weighted average was calculated for each statement to summarize the Board’s performance. A score closer to 4 indicates strong agreement that the Board is performing well in that area, while a score closer to 1 indicates areas needing attention.

All feedback was analyzed in aggregate to identify the Board’s strengths, opportunities for improvement, and areas for ongoing development. Members were encouraged to provide context and examples to support their responses.

2. Evaluation Results

2.1 Strategic Leadership

Key Metrics:

Statement	Weighted Average (1–4)	Summary
The Board sets the vision, mission, and strategic direction of the organization, using stakeholder input, and communicates these throughout the organization and community.	2.75	Most members agree the Board is setting strategic direction; some uncertainty about formal stakeholder engagement.
The Board ensures the organization has a current, relevant strategic plan aligned with its goals.	3.5	Agreement that a strategic plan exists; ongoing alignment with Northwood’s plan noted.
The Board encourages and supports activities to gather input from the community and stakeholders.	3.25	Mixed responses; engagement activities exist but formal processes could be strengthened.

Comments & Observations:

- Strategic planning discussions are occurring, but Shoreham currently relies on Northwood’s strategic plan until its own plan is developed.
- Some members expressed the need for a clear timeframe and formal communication plan for Shoreham’s strategic plan.
- Community and stakeholder engagement occurs through Family and Resident Councils, social media, and events, but structured integration of stakeholder input is limited.

2.2 Quality, Safety, and Performance Oversight

Key Metrics:

Statement	Weighted Average (1–4)	Summary
The Board fosters a culture of quality, safety, and continuous improvement.	3.75	Strong consensus that the Board supports quality and safety culture.
The Board reviews and evaluates results from quality monitoring and improvement initiatives to ensure accountability and continuous improvement.	3.5	Review processes exist; members suggest more proactive outreach beyond reports.

Statement	Weighted Average (1–4)	Summary
The Board ensures compliance with relevant laws, regulations, licensing requirements, and accreditation standards.	3.25	Members are generally confident, though direct visibility into compliance processes is limited.
The Board ensures processes exist to identify, assess, and manage organizational risks.	3.25	Risk management structures are in place; some members seek more clarity on the processes.

Comments & Observations:

- Board receives regular staff reports, scorecards, and accountability updates.
- Members noted gaps in awareness of crisis management plans and full compliance documentation.

2.3 President & CEO Relationship

Key Metrics:

Statement	Weighted Average (1–4)	Summary
The Board understands and respects the distinct roles of the Board and the President & CEO.	3.75	Clear distinction of roles is recognized.
The Board provides guidance to the President and CEO through strategic goals and supports professional development.	3.25	Biweekly meetings and development discussions occur; some members noted room for enhanced guidance.

Comments & Observations:

- Chair meets with the CEO regularly, and professional development is a standing agenda item.
- Board support for the CEO is generally strong; structured feedback mechanisms could be enhanced.

2.4 Governance Practices and Operations

Key Metrics:

Statement	Weighted Average (1–4)	Summary
The Board engages in fiduciary, strategic, and generative governance.	3.5	Balanced engagement across governance modes.

Statement	Weighted Average (1–4)	Summary
The Board focuses on long-term results rather than operational details.	3.25	Some operational discussions arise; guidance to maintain strategic focus recommended.
Clear role descriptions exist for the Board Chair and individual members.	3.5	Roles are defined; refresher training could reinforce understanding.
The Board makes decisions in accordance with Shoreham’s values and ethical guidelines.	3.25	Decisions align with organizational values.
The Board uses meeting time effectively and efficiently.	3.5	Meetings are generally productive; occasional operational detail discussions noted.
The Board evaluates its own performance and promptly addresses opportunities for improvement.	3	Self-evaluation occurs; formal follow-up processes could be strengthened.
The Board invests in ongoing education and development to enhance governance capabilities.	3.25	Training opportunities provided, including KPMG governance sessions.

Comments & Observations:

- Board members bring diverse skills, experience, and commitment.
- Governance focus could be enhanced through consistent policy adherence and role clarity.
- Succession planning and onboarding/refresher sessions for Board members were recommended.

3. Strengths

Board members highlighted the following key strengths:

1. **Commitment and Heart for Shoreham:** Members are deeply committed to the organization and its residents.
2. **Diverse Skills and Experience:** A range of expertise contributes to thoughtful decision-making.
3. **Engagement and Collaboration:** Members consistently engage in constructive discussions and seek continuous improvement.
4. **Supportive Leadership:** Effective guidance to the President & CEO and active participation in governance education.

4. Opportunities for Improvement

1. **Strategic Planning:** Develop a dedicated Shoreham strategic plan with clear timeframes and formal integration with Northwood’s plan.

2. **Stakeholder Engagement:** Strengthen formal processes for gathering and incorporating stakeholder input into decision-making.
3. **Resident/Person-Centred Alignment:** Evaluate and implement steps to ensure Shoreham meets the criteria to be fully recognized as a resident/person-centred facility.
4. **Governance Focus:** Reinforce Board focus on strategic and policy-level discussions, limiting operational detail at meetings.
5. **Board Development:** Provide refresher training on roles, responsibilities, and governance practices; plan for succession and onboarding of new members.
6. **Performance Follow-Up:** Enhance structured follow-up on Board self-evaluation and staff report outcomes.
7. **Communication and reporting from staff to the Board:** Could include clearer explanations, status updates, and outcomes to support informed decision-making.

6. Conclusion

The Shoreham Board demonstrates strong commitment, expertise, and engagement in fulfilling its governance responsibilities. Key strengths include diverse skills, active collaboration, and support for the President & CEO.

To continue enhancing governance effectiveness, the Board is encouraged to focus on completing Shoreham's strategic plan, strengthening stakeholder engagement, reinforcing resident/person-centred practices, and maintaining strategic focus in meetings. With these improvements, Shoreham's Board will be well-positioned to continue supporting organizational excellence and advancing its mission in the community.

Prepared by:

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March 2026

Appendix A – Board Member Comments

Section 1: Strategic Leadership

- We have had strategic planning discussions.
- The Board has been involved in setting the vision and mission. The new strategic plan from the Board has not been completed so presently the Northwood plan is being adopted. We need a timeframe to develop Shoreham's strategic plan and integrate it with Northwood's strategic plan. I am not aware of any communication plan by the Board to include stakeholders in the process or how the Board promotes the vision and mission and the communication process used to inform and receive participation from throughout the organization and the community.
- I am not aware of what the Board does to encourage and support activities that involves or enhances input from the community or stakeholders, except for a golf tournament. In fact, when attempts have been made to provide information and documentation to the Board that opposes what they believe or understand, it is not dealt with in a timely manner.
- The Board is presently borrowing the Northwood strategic plan until it develops and provides a Shoreham strategic plan. One of the issues is that Northwood promotes itself as being a resident/person care facility along with Shoreham as part of its strategic plan, yet Shoreham does not offer a totally resident/person-centred facility and the Board must make decisions and commitments in its strategic plan to truthfully claim Shoreham as being a resident/person-centred facility.
- I left it at agree as I'm not certain how much involvement all stakeholders have with the strategic direction. The board has a strategic plan in place and will be aligning their strategy with Northwood's board. Shoreham receives information from the community and stakeholders through family council, resident council, suggestion box, welcome booklets for residents and families. Active website and Facebook page.
- I am not sure how well we formally gather and incorporate stakeholder input into the vision, mission and strategic direction. This may be an area we could improve on.

Section 2: Quality, Safety, and Performance Oversight

- Scorecard, accountability report and staff reports.
- The Board does review and evaluates results that come directly from staff to the Board. However, I am not aware of any initiatives where the Board reaches out beyond the Board meetings.
- There are regulations not being followed but at this time there has been no effort to discuss it privately with the Board members to move forward on documentation proving certain regulations are not appropriately being followed.
- I am not aware of a crisis management plan created by or for the Board.
- Unsure of the compliance with relevant laws section. Don't have involvement directly. Same with the ensuring the process of organizational risk. Don't directly see the process for this, but are aware of it through email communication and CEO Risk report.
- I believe that we do all of the actions in this section quite well.

Section 3: President & CEO Relationship

- Chair meets with CEO biweekly and professional development is an agenda item.

Section 4: Governance Practices and Operations

- KPMG board governance training.
- There needs to be a definition and awareness of operational details because many discussions at the Board table are about operations. It is not about fine operational activities but it is about the overall operations and whether they are resident/person focused and that is where the Board need to have a say.
- Have the long-term strategic plan in place. Operational details do sometimes consume time in our meetings.
- Board manual clearly shows roles.
- Based on Northwood's strategic plan it is very similar wording to Shoreham, so I agree that it follows ethical guidelines and values.
- Overall, time is used effectively in meetings. Conversation about very specific operational items have been brought up, but it has been noted by Chair and CEO that depending on the topic and situation, the discussion may be more appropriate to have outside of the board meeting.
- General evaluation of meeting at the end of the board meeting.
- Ongoing board education in meetings has helped from a governance and understanding operations.

Section 5: Board Strengths and Areas for Improvement

Strengths:

- Heart for Shoreham.
- The variety of skills and experiences brought to the Board table along with a sincere commitment to make sure Shoreham is truly resident/person focused which means checking off all the boxes and not just a few.
- I think as a board we are diverse and each bring a unique skillset to the table. Overall, people are respectable and have the opportunity to voice their opinion and ask questions.
- Consistently engaging in discussions that support delivering the mission and vision of the organization. Listening and learning from senior leadership and each other. Constantly seeking areas for improvement.

Areas for Improvement:

- Have consistency with staying focused on policy.
- We need to seriously address the claim by Northwood that Shoreham is resident client focused. There may be a genuine belief that Shoreham fulfills the concept of being resident/person focused but it just does not check all the boxes. The first step is to admit and embrace the fact that promoting Shoreham presently as a resident/person focused facility is wrong. The steps necessary

is to stop the pretense and to make an organizational commitment to be a truly resident/person focused organization and to address the necessary changes to be incorporated into the strategic plan to meet the goals over identified timeframes.

- Although there is a round table discussion at the end of Board meeting to comment on how the meeting went, I am not aware of the process when the Board discusses and evaluates its performance.
- I think having people with Board experience will be important for succession planning. Our Chair and Vice Chair have been on the Board and it would be good to get a few people on that have been on Boards and are experienced.
- Refresher for Board members of roles and responsibilities to maintain focus on governance and policies and not on operational issues.

Additional Comments:

- The Board needs to receive ALL of the information when being provided with staff reports which means an explanation of what is going on and then returning to the Board to report on its status, how close to completion, was it successful or not and the evaluation procedures. There needs to be a major discussion between the Board and Northwood on committing to what needs to be done to entitle Shoreham to claim it is a resident/person centred facility.