**Board Calendar: Essential Activities for Good Governance**

*(Adjust months based on your own organization’s/board’s schedule or fiscal year)*

**January**

* All board members complete/update conflict-of-interest disclosure statement; independent board members and general counsel (audit committee or other sub-committee) review disclosures (annually)
* Executive committee or full board: mutually agree with CEO on written performance goals for the year
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**February**

* Review compliance plan to ensure that it is properly updated, implemented, and effective (annually)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**March**

* Governance/development committee: review committee structure to ensure necessary committees are in place, independence of committee members where necessary, and continued utility of charters/clear delegation of responsibilities, and make recommendations for updating to the full board (every other year)
* OR review and update board policies (every other year)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**April**

* Governance/development committee: assess governance model including structure, processes, and board expectations (every three years)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**May**

* Assess adequacy of conflict-of-interest policy and review process (every other year)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**June**

* Quality committee: review quality performance criteria (including safety, experience, and value) based upon industry-wide and evidence-based practices, and quality performance measures for all care settings including population health and value-based care metrics, and update if needed; send to full board for approval (annually)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**July**

* Review and approve employee engagement/satisfaction metrics (annually)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**August**

* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**September**

* Review and approve capital and operating budget for new FY (annually)
* Review and approve investment policy for new FY (annually)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**October**

* Board members participate at least annually in education regarding its responsibilities to fulfill the organization’s mission, vision, and strategic goals (however, we recommend having an education session scheduled for every board meeting)
* Strategic plan monitoring/evaluation of progress (monthly via strategic planning committee and/or at every board meeting)
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**November**

* 1.5-day retreat with board, senior management, and physician leaders to review and update strategic plan/vision and review mission statement to ensure that it correctly articulates the organization’s fundamental purpose (annually)
* Executive committee or full board: conduct CEO performance evaluation
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

**December**

* Annual board self-assessment (at least every two years)\* and set annual goals for board and committee performance based on the assessment and that align/support the organization’s strategic plan
* Governance committee: update board calendar for next year
* Quality committee: monitor quality performance against targets and implement plans for corrective action if needed (monthly)

\*The Governance Institute is putting in place a three-year process for the full board self-assessment. Year one is a complete assessment (BoardCompass). Year two is a focused assessment on the areas that were the lowest-scoring in year one. Year three offers the option of conducting a complete assessment again, or if the board is confident in its ability to address low-scoring areas and has demonstrated improved performance in those areas, an option to conduct a topic-based or strategic assessment of how well the board is seeing the organization through a current challenge.