



TITLE:	CEO Performance Evaluation		
Manual/Policy #:	Board of Directors # II-4	Division:	AGH/ FVM/LCPS
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POLICY STATEMENT

The regular evaluation of the President and Chief Executive Officer (CEO) is one of the most important responsibilities of the board. The evaluation process provides a formal opportunity for the board and CEO to have a constructive discussion regarding the organization's performance and the CEO's leadership (of the organization).

Although the CEO is an employee of Almonte General Hospital (AGH), the CEO's services are shared by AGH and Carleton Place District Memorial Hospital (CPDMH). As such, both boards will participate in the evaluation process. The Alliance Committee will act as the coordinating body for the process to ensure fairness for the hospitals and for the CEO.

The evaluation period is usually aligned to the hospital's fiscal year to enable alignment with other key metric reporting – financial, strategic, etc. An evaluation will be undertaken annually to ensure that expectations and performance are reviewed and appropriate expectations are set. A 360 degree assessment will be undertaken every two years.

The AGH Executive Committee is charged with leading and implementing the CEO evaluation process. The AGH Board is involved in approving the CEO's objectives, giving input into the annual evaluation process and reviewing the information that contributes to the final evaluation. A mid-year discussion between the board Chair and CEO is undertaken to advise on progress and provide feedback.

The CPDMH Governance Committee is charged with leading and implementing the CEO evaluation process. The CPDMH Board is involved in approving the CEO's objectives, giving input into the annual evaluation process and reviewing the information that contributes to the final evaluation. A mid-year discussion between the board Chair and CEO is undertaken to advise on progress and provide feedback.

Benchmarks

The review takes place with assessment against the following benchmarks:

- A written statement of the CEO's objectives for the year under review. These goals have been agreed to by the CEO and the boards at the beginning of the year under review.
- The expectations set out in the job description for the position
- The performance of each hospital against the:

- strategic plan
- quality improvement plan
- operating plan / budget
- capital plan / budget, and
any other plans approved by the boards from time to time
- The board approved President & CEO Annual Performance Review

PROCEDURE

Mid-Year Discussion

1. The Board Chairs lead the mid-year CEO evaluation.
2. The Board Chairs will solicit input from their respective board members, through discussions held without the CEO after a board meeting.
3. The Board Chairs will review and summarize the feedback and advice.
4. The CEO will meet individually with each Board Chair to discuss the mid-year feedback. Each Board Chair will invite one other director to participate in the discussion.
5. Prior to the AGH Board meeting referenced below, the CPDMH Board Chair will provide a written report to the AGH Board Chair on the CPDMH feedback and will send a copy of this report to the CEO.
6. The Board Chairs will update their respective board members on the discussion during the in camera portion of the next regularly scheduled Board meeting after the discussion with the CEO. The AGH Board Chair will include in his/her remarks any relevant feedback from the CPDMH Board.
7. Any issues arising through this process that fall within the purview of the Alliance Committee will be discussed at the next regularly scheduled Alliance Committee meeting after the discussion with the CEO.

PROCEDURE

Year-End Review

1. The AGH Executive Committee and the CPDMH Governance Committee (“the committees”) will lead and implement the CEO’s year-end review, which will be completed by April 30 each year.
2. In order to ensure efficient and consistent process and timing, administrative support for the year-end review process in both organizations will be provided by the AGH Executive Assistant.
3. The committees will confirm the participants in an annual survey of directors and Senior team, and issue the survey. All board directors will be invited to complete the survey.
4. A 360 degree survey that includes directors, Senior and Leadership/Management team members, medical staff and external stakeholders will be conducted every two years. External stakeholders common to the two organizations will be surveyed by AGH.

5. The Board Chairs will summarize the survey results for the committees.
6. The CEO will complete a self-appraisal in written form.
7. The committees will receive and discuss the CEO's self-appraisal, the most recent CEO's report of the hospital's performance against plans and the results of the survey. These assessments are then consolidated by the committee chairs into a report from the board to the CEO.
8. The board Chairs will discuss the summary with their respective boards before meeting with the CEO.
9. The CEO will meet individual with each Board Chair to discuss the results. The Board Chair will invite one other director to participate in the discussion. During this meeting the CEO's goals and objectives for the coming year will be agreed upon.
10. Prior to the AGH Board meeting referenced below, the CPDMH Board Chair will provide a written report to the AGH Board Chair on the CPDMH evaluation and will send a copy of this report to the CEO. The Board Chair will include in his/her remarks any relevant feedback from the CPDMH Board.
11. The Board Chairs will update their respective board members on the discussion during the in camera portion of the next regularly scheduled Board meeting after the discussion with the CEO.
12. Any issues arising through this process that fall within the purview of the Alliance Committee will be discussed at the next regularly scheduled Alliance Committee meeting after the discussion with the CEO.

Evaluation

This policy will be reviewed annually.

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Timing and Responsibilities for the CEO Performance Evaluation

Activity	Who	When
(a) The CEO develops a set of goals and objectives for each organization that are reviewed by the committees and approved by the boards.	CEO Committees Boards	Approved by the boards in March each year
Mid-Year		
(b) The Board Chairs will gather information	Board Chairs	September Board meetings
(c) Each board Chair, one other director and the CEO will meet to discuss mid-year performance	CEO Board Chairs	Late September to early October
(d) The CPDMH Board Chair will provide a written report to the AGH Board Chair and send a copy to the CEO	CPDMH Board Chair	Before AGH November board meeting
(e) The board Chairs will update the board members on the discussion	Board Chairs	November board meeting.
(f) Issues, if any, within the purview of the Alliance Committee will be discussed at an Alliance Committee meeting	Alliance Committee	January meeting and as required
Year End		
(a) Survey on CEO performance will be distributed to Directors and Senior Team or 360 as appropriate and completed	Committees	Send out following the March board meeting
(b) The CEO writes self-appraisal and year-end reports and submits to the committees	CEO Committees	By April 15
(c) The committees review the CEO self-appraisal, survey results and year-end report and sends results to CEO	Committees	Third week of April
(d) The CEO will, after receiving the evaluation, prepare a response to the evaluation and develop goals and objectives for the next fiscal year	CEO	Fourth week of April
(e) The board Chairs and one other director meet with the CEO to discuss the evaluation and consider CEO draft goals and objectives for coming year	Board Chairs CEO	First week of May
(f) The CPDMH Board Chair will provide a written report to the AGH Board Chair and send a copy to the CEO	CPDMH Board Chair	Before AGH May board meeting
(g) The committees assemble a final report, and present it to the boards along with the goals and objectives for the coming year	Committees	May board meetings
(h) The AGH committee report will include any recommendation for compensation changes	AGH Executive Committee	May board meeting
(i) Issues, if any, within the purview of the Alliance Committee will be discussed at an Alliance Committee meeting	Alliance Committee	June meeting and as required