



<b>TITLE:</b>	<b>Chief of Staff Performance Evaluation Policy</b>		
<b>Manual/Policy#:</b>	Board of Directors # II-5	<b>Division:</b>	AGH/ FVM/ LCPS
<b>Original Issue:</b>	May 2013	<b>Issued by:</b>	Board Chair and Board Secretary
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## **POLICY STATEMENT**

The regular evaluation of the Chief of Staff (COS) is one of the most important responsibilities of the board. The evaluation process provides a formal opportunity for the board and COS to have a constructive discussion regarding clinical care at Almonte General Hospital and the COS's leadership of the medical staff.

The Executive Committee (the committee) is charged with leading and implementing the COS evaluation process. The board is involved in approving the COS's objectives, giving input into the annual evaluation process and reviewing the information that contributes to the final evaluation. The evaluation period is usually aligned to the hospital's fiscal year to enable alignment with other key metric reporting – Quality Improvement Plan, 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. A mid-year discussion between the board Chair and COS 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 COS's objectives for the year under review. These goals have been agreed to by the COS and the board at the beginning of the year under review.
- The expectations set out in the job description for the position
- The board approved COS Annual Performance Review

## **PROCEDURE**

### **Mid-Year Discussion**

1. The board Chair leads the mid-year COS evaluation.
2. The board Chair will solicit input from board members, through discussions held without the COS after a board meeting or through other means as determined by the committee.

3. The board Chair will review and summarize the feedback and advice.
4. The board Chair and COS will meet to discuss the mid-year performance. The board Chair will invite at least one other director to participate in the discussion.
5. The board Chair will update board members on the discussion at the next available opportunity after the discussion with the COS.

## **PROCEDURE**

### **Year-End Review**

1. The committee will lead and implement the COS's year-end review, which will be completed by June 30 each year.
2. The committee 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.
3. A 360 degree survey that includes directors, Senior and Leadership team members, all medical staff and external stakeholders will be conducted every two years.
4. The board Chair will summarize the survey results for the committee.
5. The COS will complete a self-appraisal in written form.
6. The committee will receive and discuss the COS's self-appraisal and the results of the survey. These assessments are then consolidated by the board chair into a report from the board to the COS.
7. The board Chair discusses the summary with the full board before meeting with the COS.
8. The board Chair meets with the COS to discuss the results. The board Chair will invite at least one other director to participate in the discussion. During this meeting the COS's goals and objectives for the coming year will be agreed upon.
9. A summary of the discussion is provided by the board Chair at the in-camera session of the next board meeting.

This policy will be reviewed every two years.

### Timing and Responsibilities for the COS Performance Evaluation

<b>Activity</b>	<b>Who</b>	<b>When</b>
(a) The COS develops a set of goals and objectives that are reviewed by the committee and approved by the board.	- COS - Committee - Board	Approved by the board by April each year
<b>Mid-Year</b>		
(b) The board Chair will solicit input from board members, through discussions held without the COS after a board meeting or through other means as determined by the committee.	- Committee	Prior to meeting with the COS
(c) The board Chair, at least one other director and the COS will meet to discuss mid-year performance	- COS - Board Chair	Late October to early November
(d) The board Chair will update the board members on the discussion	- Board Chair	December board meeting.
<b>Year End</b>		
(a) Survey on COS performance will be distributed and completed	- Committee	Send out following the January board meeting
(b) The COS writes self-appraisal and year-end report and submits to the committee	- COS - Committee	By the end of February
(c) The committee reviews the COS self-appraisal, survey results and year-end report and sends results to COS	- Committee	First week of March
(d) The COS will, after receiving the evaluation, prepare a response to the evaluation and develop goals and objectives for the next fiscal year.	- COS	Second week of March
(e) The board Chair and at least one other director meet with the COS to discuss the evaluation and consider COS draft goals and objectives for coming year.	- Board Chair - COS	Third week of March
(f) The committee assembles a final report, including any recommendation for compensation changes/performance based compensation and presents it to the board along with the goals and objectives for the coming year.	- Committee	April board meeting