
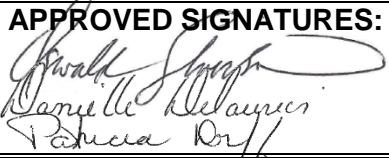


<b>MICs GROUP OF HEALTH SERVICES...</b>  <b>MICs Board of Directors</b>  	<b>TOPIC:</b> CEO Evaluation Process	<b>NUMBER:</b> GOV-008
	<b>CATEGORY:</b> Board of Directors	<b>DATE:</b> April 16, 2015
	<b>DEPARTMENT:</b> Governance	<b>REVISED DATE:</b> February 2, 2016 March 21, 2016 April 11, 2016 April 22, 2016 May 17, 2016 October 23, 2017 April 15, 2019
	<b>AUTHORITY:</b> MICs Board Chairs	
	<b>APPROVED SIGNATURES:</b> 	<b>LAST DATE REVIEWED:</b> April 3, 2024

## CEO EVALUATION PROCESS

### INTRODUCTION

The Board Chairs and Vice-Chairs will review the process of performance evaluation and complete the Chief Executive Officer's (CEO's) performance appraisal on an annual basis.

The MICs CEO shall be accountable to the MICs Board of Directors as set out in the MICs Partnership Agreement and the MICs CEO Job Description. Details of the relationship between the MICs Board and the MICs CEO shall be set out clearly in a contract negotiated between the Board Chairs in consultation with the Vice-Chair and Treasurer of each of the Local Boards. It is the expectation that the MICs CEO will be proficient in his / her performance, meaning he / she will be adept and skilled and able to demonstrate behaviour that supports all performance outcomes.

The Board Chairs and Vice-Chairs will meet to review all relevant factors that will go into the final evaluation. This will include:

- a) A review of the Chief Executive Officer's annual goals and priorities
- b) A review of the progress of strategic planning initiatives against approved targets
- c) Input from stakeholders and other relevant sources
- d) An anecdotal review of major events and milestones of the past year

Some of these items will be measurable but many will require the exercise of judgment by the Board Chairs / Vice-Chairs. This judgement must be exercised in good faith in a manner consistent with the mission, vision and values.

### PROCESS

1. A date in May will be established by the CEO, the Board Chairs and Vice-Chairs for the CEO's annual performance assessment. The results will be summarized by the Chairs and presented to the Board of Directors.
2. The MICs CEO is required to complete a self-evaluation of his / her performance (CEO Confidential Appraisal Form) and to submit the completed evaluation form to the Board

Chairs at least two weeks before the time of the performance appraisal. This will reflect the accomplishment of his / her personal goals and objectives, as agreed to by the Board of Directors for the previous year.

3. A questionnaire requesting comment on various aspects of the CEO's performance in the previous year will be circulated to the MICs Board Chairs/Vice-Chairs. This shall take place during the month of April. The Board Chairs shall seek written input to the MICs CEO's performance appraisal from the Board and other relevant sources, using the MICs *Chief Executive Officer Confidential Board Panel Appraisal* form and specific questions. Participants will include the Board Chairs, all Board Members, members of the Executive Team, the Chief of Staff and relevant feedback from other staff. The CEO's previous year's goals and objectives, as outlined by the CEO, will be circulated with the evaluation form to all Board Members, the Chief of Staff and the Executive Team members, in order to provide a context for evaluation. All parties need to be reminded that all discussion is confidential. Allow 1-2 weeks for completion of form and questions. Ask for examples when answering questions and when rating the CEO's performance.
4. Once all feedback is collected and collated by the Board Chairs, they will then complete the *CEO Confidential Board Panel Appraisal* form and determine achievement or non-achievement of goals and objectives.
5. The form should also include areas of strengths, areas for ongoing improvements or development and areas where performance outcomes have not been met.
6. The CEO and Board Chairs / Vice-Chairs will also separately complete the *Review Panel CEO Appraisal Form*.
7. The CEO and Board Chairs / Vice-Chairs will then meet to review and discuss the CEO's performance, using all documentation provided by participants, on the *CEO Confidential Board Panel Appraisal* form.
8. At the end of the performance review meeting, the MICs CEO and the Board should mutually establish priorities for the following year and performance goals to support ongoing development. Performance goals should be specific, measurable, attainable, results-oriented and time-framed.
9. Both parties will then document the CEO's priorities for the following year on the CEO Priorities Form.
10. A copy of the performance appraisal and new priorities established is then signed by the MICs CEO and the Board Chairs / Vice-Chairs, indicating the MICs CEO has had an opportunity to provide input by way of a self-evaluation and a meeting with the Board. The performance appraisal and new goals and objectives are then placed in the MICs CEO's file.
11. A summary of the results will be reviewed by the Board Ad Hoc Committee and presented to the Board of Directors at the first business meeting in June. The report to the Board will include a one-page summary of the process, outcomes and recommendations.

12. Following the conclusion of the process, the Board Chairs / Vice-Chairs will meet to review its own internal procedures, forms, membership and administrative support to assure continuous improvement in the future.

## PERFORMANCE APPRAISAL GUIDELINES

1. The following criteria will be used to assess performance:
  - a) Proven strategic thinking
  - b) Creative and decisive visionary leadership
  - c) Unquestionable credibility and integrity
  - d) Role model with stamina and resilience
  - e) Clear and sophisticated understanding of the 'hospital culture' and the Ontario health system
  - f) Commitment to research, innovation and education
  - g) Outstanding people leadership strengths
  - h) Ability to manage board relations
  - i) Clear strategic, collaborative and organizational leadership skills, and
  - j) Demonstrated capability in community, public and media relations
2. The MICs Board of Directors should provide the MICs CEO with continuous feedback from the Board throughout the year and the MICs CEO shall keep the Board Chairs informed of major issues or concerns that are relevant to MICs. **Regular meetings with the Chairs shall be arranged prior to Board meetings.**
3. The Board Chairs should discuss job performance and goal progress regularly with the MICs CEO and document specific examples or "evidence" of behaviour during the year.
4. The MICs CEO is responsible for arranging times to discuss performance with the Board Chairs and should provide written reports of his / her progress to the Chairs prior to such meetings.
5. Performance problems, inappropriate conduct and / or behaviour must be addressed at the time of occurrence.
6. In completing the self-evaluation, the MICs CEO is required to identify examples, thus providing evidence, of areas (s)he believes his / her behaviour has exceeded or is below proficient.
7. Guidelines for the MICs CEO's self-evaluation and evaluation by the Board of Directors:
  - a) Review the position description to establish a clear understanding of the position role, responsibilities and behavioural expectations.
  - b) If the MICs CEO has achieved proficiency in an area of performance, an example of the behaviour should be provided to clarify or support the rating.
  - c) Examples of performance or "feedback" provided should be concrete, specific and timely and should focus on performance or the specific behaviour and not personality of the MICs CEO.
  - d) Feedback should provide the MICs CEO with clear information regarding what the MICs

CEO is achieving and what (s)he is not achieving, and constructive criticism regarding areas where performance requires ongoing development or is not acceptable.

- e) Specific statements or “feedback” used in discussions with the MICs CEO regarding his / her performance should:
  - i. Deal with facts
  - ii. Refer to a particular behaviour or event
    - i. The behaviour should be described so the MICs CEO understands what the Board is referring to
    - ii. The consequences of the behaviour should be indicated, explaining if and why behaviour is a problem
    - iii. The Board should seek a commitment from the MICs CEO to agree to change or improve behaviour
    - iv. The Board should focus on what the MICs CEO has done or not done
    - v. Evidence to support feedback should be obtained by the Board to avoid second-hand information and
    - vi. The MICs CEO can provide evidence to support his/her ratings or to seek a change in rating from the Board.

*(Attachments)*

## Chief Executive Officer Confidential Board Panel Appraisal Form

Name: \_\_\_\_\_

Date: \_\_\_\_\_

<b>Criteria</b>	<b>Rating (1-5)</b>					<b>Comments</b>
	1 Unacceptable	2 Below Expectations	3 Meets Expectations	4 Exceeds Expectations	5 Outstanding	
<b>Leadership</b> <ul style="list-style-type: none"> <li>• Strategic vision and planning</li> <li>• Board support and effectiveness</li> <li>• Executive directions</li> </ul>						
<b>Quality and Operations Management</b> <ul style="list-style-type: none"> <li>• Quality and service results</li> <li>• Quality processes</li> <li>• Resource use</li> <li>• Administrative controls</li> </ul>						
<b>Financial Management</b> <ul style="list-style-type: none"> <li>• Operating costs</li> <li>• Financial reporting</li> <li>• Capital reserves and planning</li> <li>• Risk management</li> </ul>						
<b>People Management</b> <ul style="list-style-type: none"> <li>• Management team development</li> <li>• Motivation and communications</li> <li>• Staff morale</li> <li>• Labour relations</li> </ul>						
<b>Relationship Management</b> <ul style="list-style-type: none"> <li>• Funders and Ministry</li> <li>• Community leaders</li> <li>• Other related organizations</li> </ul>						

Performance Appraisal must be submitted by: \_\_\_\_\_  
 (date)

Evaluator's Signature: \_\_\_\_\_

## Review Panel \* CEO Appraisal Form

### Rating

5 – Outstanding; 4 – Exceeds expectations; 3 – Meets expectations; 2 – Below expectations; 1 – Unacceptable

CEO SELF-APPRAISAL	REVIEW PANEL SUMMARY
<b>Criteria #1: Leadership</b>	
Rating	Rating
Comments	Comments
<b>Criteria #2: Quality and Operations Management</b>	
Rating	Rating
Comments	Comments
<b>Criteria #3: Financial Management</b>	
Rating	Rating
Comments	Comments
<b>Criteria #4: People Management</b>	
Rating	Rating
Comments	Comments
<b>Criteria #5: Relationship Management</b>	
Rating	Rating
Comments	Comments

\* = Board Chairs

## Chief Executive Officer Annual Priorities Review

Priorities	Status	Comments	Primary Strategic Indicator Linkage
1. Realizing Quality and Services Efficiency	Q4		
Priorities	Status	Comments	Primary Strategic Indicator Linkage
2. Building Human Resources and Organization	Q4		
Priorities	Status	Comments	Primary Strategic Indicator Linkage
3. Leading Governance Excellence	Q4		
Priorities	Status	Comments	Primary Strategic Indicator Linkage
4. Balancing Budget through Process Streamlining	Q4		

**= Completed or currently on target**

**= Behind target somewhat**

**= Significantly behind target, completion not expected prior to year-end**