



TITLE:	CEO Performance Evaluation		
Manual/Policy #:	MRHA Boards of Directors # II-4	Division:	AGH / CPDMH
Original Issue:	March 2013	Issued by:	Allied Boards Chair and Allied Boards Secretary
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1. POLICY STATEMENT:

The regular evaluation of the Integrated President and Chief Executive Officer (CEO) is one of the most important responsibilities of the Allied Boards of Directors (“the Allied Boards”).

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). One evaluation process will be conducted on behalf of both Boards. The Allied Boards Executive Committee (“the Committee”) will act as the coordinating body for the process to ensure fairness for the hospitals and for the CEO.

2. SCOPE:

This policy documents the process of the Allied Boards for evaluating the CEO and provides a formal opportunity for the Allied Boards and CEO to have a constructive discussion regarding the organizations’ performance and the CEO’s leadership (of the organizations).

3. GUIDING PRINCIPLES:

Evaluation of the CEO will include consideration of achievement against Allied Boards-approved Goals and Objectives, results of qualitative feedback received through surveys and other accomplishments of the CEO during the year.

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 review takes place with assessment against the following benchmarks:

- A written statement of the CEO’s Goals and Objectives for the year under review. These goals have been agreed to by the CEO and the Allied Boards at the beginning of the year under review.
- The expectations set out in the job description for the position
- The performance of each Organization 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 Allied Boards approved President & CEO Annual Performance Review and the associated Professional Development Plan, if any.

4. **DEFINITIONS:**

Goals and Objectives: Specific, measureable, attainable, relevant and time bound outcomes aligned to the vision and strategy of the organizations that are determined and measured annually by the Allied Boards with input from the CEO

Professional Development Plan: a list of actionable steps intended to achieve professional growth for the CEO and/or to address qualitative opportunities for improvement identified through the evaluation survey process.

5. **PROCEDURE:**

5.1 **Goals & Objectives**

The CEO Goals and Objectives will be provided annually to the Committee for review and recommendation to the Allied Boards for approval at the March Allied Boards meeting.

5.1.1 **Goals & Objectives Mid-Year Discussion**

- (a) The Allied Boards Chair leads the mid-year CEO Goals & Objectives discussion.
- (b) The Allied Boards Chair will solicit input from the Allied Boards, through discussions held without the CEO after an Allied Boards meeting.
- (c) The Allied Boards Chair will review and summarize the feedback and advice.
- (d) The CEO will meet with the Allied Boards Chair to discuss the mid-year feedback. The Allied Boards Chair will invite one other Director to participate in the discussion.
- (e) The Allied Boards Chair will update the Allied Boards on the discussion during the in camera portion of the next regularly scheduled Allied Boards meeting after the discussion with the CEO.
- (f) Any issues arising through this process that fall within the purview of the Committee will be discussed at the next regularly scheduled Committee meeting after the discussion with the CEO.

5.1.2 **Goals & Objectives Year End Review**

The CEO presents the results of the Goals and Objectives to the Allied Boards.

5.2 **Performance Evaluation Year-End Review**

- (a) The Allied Boards will lead and implement the CEO's year-end review, which will be completed by the June Allied Boards meeting each year.

- (b) 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 Integrated Executive Assistant.
- (c) The Allied Boards and CEO's Direct Reports will be the participants invited to complete the survey annually. Boards will complete its own survey and results will be tabulated separately.
- (d) In addition to the annual survey, every two years a 360 degree survey that includes Leadership/Management Team members, medical staff and external stakeholders will be conducted.
- (e) The Allied Boards Executive Committee will receive and discuss the results of the survey.
- (f) The results of the survey will be sent to the CEO.
- (g) The CEO will, after receiving the evaluation report, complete a self-appraisal in written form and send a copy to the Allied Boards Chair.
- (h) The CEO will meet with the Allied Boards Chair to discuss the results. The Allied Boards Chair will invite one other Director to participate in the discussion. During this meeting a Professional Development Plan for the coming year may be created but is not a required annual outcome of the process.
- (i) The Allied Boards Chair will update the Allied Boards on the discussion during the In Camera portion of the June Allied Boards meeting after the discussion with the CEO.
- (j) Any issues arising through this process that fall within the purview of the Committee will be discussed at the next regularly scheduled Committee meeting after the discussion with the CEO.

Evaluation:

This policy will be reviewed annually.

Timing and Responsibilities for Approval of the CEO Goals & Objectives

Activity	Who	When
1) The CEO develops a draft set of Corporate Goals and Objectives for each organization that are reviewed by the Executive Committee and approved by the Allied Boards and additional personal goals, if required	CEO Executive Committee Allied Boards	Approved by the Allied Boards in March each year
Year End		
(a) The CEO presents the results of the Goals and Objectives to the Allied Boards	CEO	May Allied Boards meeting

Mid-Year		
(a) The Allied Boards Chair will gather information from the Allied Boards of Directors	Allied Boards Chair	
(b) Allied Boards Chair and one Director will meet with the CEO to discuss any issues or concerns any party has with respect to achieving the goals for the year	CEO Allied Boards Chair	Early to mid-November
(c) The Allied Boards Chair will update the Allied Boards on the discussion	Board Chairs	November Board meeting
(d) Issues, if any, pertaining to the Alliance relationship or otherwise within the purview of the Executive Committee will be discussed at an Executive Committee meeting.	Allied Boards Executive Committee	As required

Timing and Responsibilities for the CEO Performance Evaluation

Activity	Who	When
1. Survey on CEO performance will be distributed to Directors and Senior Team or 360 as appropriate and completed	Allied Boards Executive Committee	After the May Allied Boards meeting
Year End		
2. The Allied Boards Executive Committee reviews the survey results and sends to the CEO	Allied Boards Executive Committee	First week of June
3. The CEO will, after receiving the evaluation, prepare a response to the evaluation and send it to the Allied Boards Chair	CEO Allied Boards Chair	Second Week of June
4.		
5. The Allied Boards Chair and one other Director meet with the CEO to discuss the evaluation. Professional Development Plans for the coming year will be agreed upon if required.	Allied Boards Chair & one Director CEO	Second/Third week of June
6. The Allied Boards Chair will prepare a summary of the assessment process, including, for completeness, achievement against the Goals and Objectives, to discuss with the Allied Boards	Allied Boards Chair	June Allied Boards Meeting
7. The Allied Boards of Directors will discuss any recommendation for compensation changes	Allied Boards Allied Boards Executive Committee	June Allied Boards meeting
8. Issues, if any, pertaining to the Alliance relationship or otherwise within the purview of the Governance Committee will be discussed at a Governance Committee meeting.	Allied Boards Governance Committee	June Allied Boards meeting and as required