

	<b>Policy/Procedure Name:</b>	<b>President and Chief Executive Officer and Chief of Staff Performance Evaluation</b>
<b>Manual:</b> Governance	<b>Number:</b>	
<b>Section:</b> Leadership	<b>Effective Date:</b>	07 JUN 2007
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### Purpose

This policy outlines the performance evaluation process for the President and Chief Executive Officer and the Chief of Staff.

### Scope

The policy pertains to Muskoka Algonquin Healthcare (MAHC) Board of Directors, President and Chief Executive Officer and the Chief of Staff.

### Policy

The Board is responsible for appointing the President and Chief Executive Officer and the Chief of Staff as well as managing and evaluating their performance. Performance evaluation of the President and Chief Executive Officer and the Chief of Staff is the process of reviewing and evaluating their performance based on progress towards mutually agreed upon objectives. The performance review process also provides an opportunity to collaboratively develop the Corporation's priorities for the next fiscal year, and if needed, to plan strategies to support the President and Chief Executive Officer and the Chief of Staff.

Upon the recommendation of the Performance Management Committee, the Board will annually establish measurable annual performance objectives in cooperation with the President and Chief Executive Officer and the Chief of Staff, assess President and Chief Executive Officer and Chief of Staff performance, and determine President and Chief Executive Officer and Chief of Staff compensation within the parameters of applicable contracts, policies, and legislation and directives. Annual performance objectives will include some that are specific to the achievement of any at risk pay components of total compensation.

### Process

- Annually in February, the President and Chief Executive Officer and Chief of Staff will develop annual performance objectives on a standard form (See Appendix A) for initial discussion with the Performance Management Committee, which will then recommend the performance objectives to the Board for approval.
- The Performance Review Framework will, at a minimum, include:
  - Informal dialogue, at least quarterly, between the Board Chair, Vice-Chair and each individually, the President and CEO and Chief of Staff regarding the performance against the approved annual performance objectives.
  - A mid-year written status report presented to the Performance Management Committee of the performance against the annual performance objectives for the President and Chief Executive Officer and Chief of Staff.

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- The President and Chief Executive Officer and the Chief of Staff will complete a self-evaluation on a standard form and will annually present the year-end results of their performance objectives to the Performance Management Committee, which will form a portion of the year-end performance review (See Appendix B).
- A formal year-end performance review that incorporates achievement of annual performance objectives, LEADS Leadership Capabilities Framework, demonstration of MAHC’s Values, stakeholder feedback and overall performance against the respective Executive’s Position Description. (See Appendix C)
- The Performance Management Committee may from time to time engage an external vendor to conduct the year-end performance review of the President and Chief Executive Officer and the Chief of Staff.
- Collaboratively, the Chair, Vice-Chair and the President and CEO and Chief of Staff will identify the stakeholders to solicit feedback from on the performance of the President and Chief Executive Officer and the Chief of Staff. At a minimum, feedback will be solicited from the following stakeholders:

<b>President and Chief Executive Officer</b>	<b>Chief of Staff</b>
● All Directors	● All Directors
● All senior leadership team members	● All senior leadership team members
● All Medical Advisory Committee members	● All Medical Advisory Committee members
● Two External Partners	● Two External Partners

- Stakeholder feedback will be solicited through the use of a standard form (See Appendix D).
- The Chair will consider all feedback and self-evaluations and review and provide a draft written report to the Performance Management Committee in an *in camera* session on the President and Chief Executive Officer’s and Chief of Staff’s performance relative to the achievement of their performance objectives.
- On the recommendations of the Performance Management Committee, the Chair will document the performance review and provide a written report to the Board in an *in camera* session on the President and Chief Executive Officer’s and the Chief of Staff’s performance relative to the achievement of their performance objectives.

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- The Chair will communicate and provide a written report of the results of the performance evaluations to the President and Chief Executive Officer and to the Chief of Staff, respectively.

### Cross Reference

President and Chief Executive Officer Direction and Position Description

Chief of Staff Direction and Position Description

### References

Policies from the following organizations were reviewed to identify revisions to this policy:

- Almonte General Hospital
- Blind River District Health Centre
- Brockville General Hospital
- Cambridge Memorial Hospital
- Georgian Bay General Hospital
- Headwaters Health Care Centre
- Kemptville District Hospital
- Orillia Soldiers' Memorial Hospital

### Notes

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### Appendices

Appendix "A" – Annual Performance Objectives Template

Appendix "B" – President and CEO and Chief of Staff Self-Evaluation Form

Appendix "C" - President and CEO and Chief of Staff Performance Appraisal Form

Appendix "D" - President and CEO and Chief of Staff Multi-Rater Form

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### Appendix “A” – Annual Performance Objectives Template

**[Enter Position] Annual Performance Objectives**  
**[Enter Fiscal Year]**

**Our Mission:** Working together to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion.

**Our Vision:** As a trusted partner, we strive to improve the delivery of health care to our communities and to be known as an outstanding place to work, learn, live and be cared for.

**To fulfill our Mission and achieve our Vision, I will focus on these 5 Strategic Themes as my goals and set meaningful objectives to achieve those goals.**

PAR	Objective	Target & Measure	Timeline	Status
	<b>Quality Care &amp; Safety</b>			
	•	•		•
	•	•		•
	<b>Partnerships &amp; Collaboration</b>			
	•	•		•
	•	•		•
	<b>Sustainable Future</b>			
	•	•		•
	•	•		•
	<b>People</b>			
	•	•		•
	•	•		•
	<b>Innovation &amp; Technology</b>			
	•	•		•

**Note:** PAR = Pay at Risk (Yes or No)



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**Appendix “B” – President and CEO and Chief of Staff Self-Evaluation Form**



**PRESIDENT & CEO and CHIEF OF STAFF  
SELF APPRAISAL**

Executive’s Name, Role: \_\_\_\_\_

Review Date: \_\_\_\_\_ Last Review Date: \_\_\_\_\_ Start Date: \_\_\_\_\_

**INTRODUCTION**

Muskoka Algonquin Healthcare is committed to “Working together to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion”. We will achieve this commitment through setting clear expectations and providing opportunities for open and honest feedback regarding individual performance. The following are the rating scale definitions for selecting the most appropriate rating scale when completing this form:

<b>1</b> <b>Performance Needs Development</b>	<b>2</b> <b>Partially Meets Expectations</b>	<b>3</b> <b>Performance Consistently Meets Expectations</b>	<b>4</b> <b>Performance Exceeds Expectations</b>
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**SECTION A – ANNUAL PERFORMANCE OBJECTIVES**

PAR	Objective, Target & Measure	Results Achieved	1	2	3	4
	<b>Quality Care &amp; Safety</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>Partnerships &amp; Collaboration</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>Sustainable Future</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>People</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>Innovation &amp; Technology</b>					
	•	•	○	○	○	○

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### SECTION B - LEADS LEADERSHIP CAPABILITIES FRAMEWORK

**LEADS IN A CARING ENVIRONMENT (LEADS)** framework is a leadership capabilities framework representing an innovative and integrated investment in the future of health leadership in Canada. It embodies the key skills, behaviours, abilities and knowledge required to lead in all sectors of the economy and types of organizations. It fosters a common understanding of what good leadership looks like at all levels.

	1 Performance Needs Development	2 Partially Meets Expectations	3 Performance Consistently Meets Expectations	4 Performance Exceeds Expectations			
			1	2	3	4	Comments / Examples
<b>LEADS SELF</b>			●	●	●	●	
<i>Self-motivated leaders are:</i>							
<ul style="list-style-type: none"> <li>○ <i>Self aware: They are aware of their own assumptions, values, principles, strengths, and limitations.</i></li> <li>○ <i>Manage themselves: They take responsibility for their own performance and health.</i></li> <li>○ <i>Develop themselves: They actively seek opportunities and challenges for personal learning, character building, and growth.</i></li> <li>○ <i>Demonstrate character: They model qualities such as honesty, integrity, resilience, and confidence</i></li> </ul>							
<b>ENGAGE OTHERS</b>			●	●	●	●	
<i>Collaborative leaders...</i>							
<ul style="list-style-type: none"> <li>○ <i>Purposefully build partnerships and networks to create results: They create connections, trust and shared meaning with individuals and groups</i></li> <li>○ <i>Demonstrate a commitment to customers and service: They facilitate collaboration, cooperation, and coalitions among diverse groups and perspectives aimed at learning to improve service</i></li> <li>○ <i>Mobilize knowledge: They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system</i></li> <li>○ <i>Navigate socio-political environments: They are politically astute, and can negotiate through conflict and mobilize support</i></li> </ul>							
<b>ACHIEVE RESULTS</b>			●	●	●	●	

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*Goal oriented leaders...*

- *Set direction: They inspire vision by identifying, establishing, and communicating clear and meaningful expectations and outcomes*
- *Strategically align decisions with vision, values, and evidence: They integrate organizational missions and values with reliable, valid evidence to make decisions*
- *Take action to implement decisions: They act in a manner consistent with the organizational values to yield effective, efficient public-centred service*
- *Assess and evaluate: They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate*

**DEVELOP COALITIONS**



*Collaborative leaders...*

- *Purposefully build partnerships and networks to create results: They create connections, trust and shared meaning with individuals and groups*
- *Demonstrate a commitment to customers and service: They facilitate collaboration, cooperation, and coalitions among diverse groups and perspectives aimed at learning to improve service*
- *Mobilize knowledge: They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system*
- *Navigate socio-political environments: They are politically astute, and can negotiate through conflict and mobilize support*

**SYSTEMS TRANSFORMATION**



*Successful leaders...*

- *Demonstrate systems/critical thinking: They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems, and design and implement effective processes across systems and stakeholders*
- *Encourage and support innovation: They create a climate of continuous improvement and creativity aimed at systemic change*
- *Orient themselves strategically to the future: They scan the environment for ideas, best practices, and emerging trends that will shape the system.*
- *Champion and orchestrate change: They actively contribute to change processes that improve health service delivery*

**SECTION C: DEMONSTRATION OF MAHC'S CORE VALUES**

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**Respect** ● ● ● ●  
*Respecting those we serve, each other, ensuring we maintain the highest level of privacy protection*

**Optimism** ● ● ● ●  
*Believing in our ability to make a difference in our community.*

**Leadership** ● ● ● ●  
*Communicating clear direction and inspiring people to make a difference.*

**Engagement** ● ● ● ●  
*Building strength and commitment through honesty and integrity.*

**Comments / Examples:**

**SECTION D: OVERALL PERFORMANCE FEEDBACK**

Over the course of the last fiscal year what went well in terms of the individual’s performance?

What could the individual do differently that will add value to the organizations success?

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Are there any opportunities for improvement that the individual may focus on in the future?

Please rate the Executive’s overall performance.

<b>1</b> <b>Performance Needs Development</b> <input type="checkbox"/>	<b>2</b> <b>Partially Meets Expectations</b> <input type="checkbox"/>	<b>3</b> <b>Performance Consistently Meets Expectations</b> <input type="checkbox"/>	<b>4</b> <b>Performance Exceeds Expectations</b> <input type="checkbox"/>
--	---	--	---

**Board Chair Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Executive Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Copy to Executive       Original to Human Resources

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**Appendix “C” - President and CEO and Chief of Staff Performance Appraisal Form**



**PRESIDENT & CEO and CHIEF OF STAFF  
PERFORMANCE APPRAISAL**

Executive’s Name, Role: \_\_\_\_\_

Review Date: \_\_\_\_\_ Last Review Date: \_\_\_\_\_ Start Date: \_\_\_\_\_

**INTRODUCTION**

Muskoka Algonquin Healthcare is committed to “Working together to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion”. We will achieve this commitment through setting clear expectations and providing opportunities for open and honest feedback regarding individual performance. The following are the rating scale definitions for selecting the most appropriate rating scale when completing this form:

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--	---	--	---

**SECTION A – ANNUAL PERFORMANCE OBJECTIVES**

PAR	Objective, Target & Measure	Results Achieved	1	2	3	4
	<b>Quality Care &amp; Safety</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>Partnerships &amp; Collaboration</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>Sustainable Future</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>People</b>					
	•	•	○	○	○	○
	•	•	○	○	○	○
	<b>Innovation &amp; Technology</b>					
	•	•	○	○	○	○

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### SECTION B - LEADS LEADERSHIP CAPABILITIES FRAMEWORK

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<i>Self-motivated leaders are:</i>							
<ul style="list-style-type: none"> <li>○ <i>Self aware: They are aware of their own assumptions, values, principles, strengths, and limitations.</i></li> <li>○ <i>Manage themselves: They take responsibility for their own performance and health.</i></li> <li>○ <i>Develop themselves: They actively seek opportunities and challenges for personal learning, character building, and growth.</i></li> <li>○ <i>Demonstrate character: They model qualities such as honesty, integrity, resilience, and confidence</i></li> </ul>							
<b>ENGAGE OTHERS</b>			●	●	●	●	
<i>Collaborative leaders...</i>							
<ul style="list-style-type: none"> <li>○ <i>Purposefully build partnerships and networks to create results: They create connections, trust and shared meaning with individuals and groups</i></li> <li>○ <i>Demonstrate a commitment to customers and service: They facilitate collaboration, cooperation, and coalitions among diverse groups and perspectives aimed at learning to improve service</i></li> <li>○ <i>Mobilize knowledge: They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system</i></li> <li>○ <i>Navigate socio-political environments: They are politically astute, and can negotiate through conflict and mobilize support</i></li> </ul>							
<b>ACHIEVE RESULTS</b>			●	●	●	●	

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*Goal oriented leaders...*

- *Set direction: They inspire vision by identifying, establishing, and communicating clear and meaningful expectations and outcomes*
- *Strategically align decisions with vision, values, and evidence: They integrate organizational missions and values with reliable, valid evidence to make decisions*
- *Take action to implement decisions: They act in a manner consistent with the organizational values to yield effective, efficient public-centred service*
- *Assess and evaluate: They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate*

**DEVELOP COALITIONS**



*Collaborative leaders...*

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**SYSTEMS TRANSFORMATION**



*Successful leaders...*

- *Demonstrate systems/critical thinking: They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems, and design and implement effective processes across systems and stakeholders*
- *Encourage and support innovation: They create a climate of continuous improvement and creativity aimed at systemic change*
- *Orient themselves strategically to the future: They scan the environment for ideas, best practices, and emerging trends that will shape the system.*
- *Champion and orchestrate change: They actively contribute to change processes that improve health service delivery*

**SECTION C: DEMONSTRATION OF MAHC'S CORE VALUES**

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**Respect** ● ● ● ●  
*Respecting those we serve, each other, ensuring we maintain the highest level of privacy protection*

**Optimism** ● ● ● ●  
*Believing in our ability to make a difference in our community.*

**Leadership** ● ● ● ●  
*Communicating clear direction and inspiring people to make a difference.*

**Engagement** ● ● ● ●  
*Building strength and commitment through honesty and integrity.*

**Comments / Examples:**

**SECTION D: OVERALL PERFORMANCE FEEDBACK**

Over the course of the last fiscal year what went well in terms of the individual’s performance?

What could the individual do differently that will add value to the organizations success?

<b>Last Reviewed Date:</b> 03/09/2023 00:00:00	<b>Signing Authority:</b> Board of Directors
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<b>Policy/Procedure Name:</b>	<b>President and Chief Executive Officer and Chief of Staff Performance Evaluation</b>
<b>Manual:</b> Governance	<b>Number:</b>
<b>Section:</b> Leadership	<b>Effective Date:</b> 07 JUN 2007
<b>Pages:</b> 14 of 15	<b>Revision Date:</b> 09 MAR 2023

Are there any opportunities for improvement that the individual may focus on in the future?

Please rate the Executive’s overall performance.

<b>1</b> <b>Performance Needs</b> <b>Development</b> <input type="checkbox"/>	<b>2</b> <b>Partially Meets</b> <b>Expectations</b> <input type="checkbox"/>	<b>3</b> <b>Performance Consistently</b> <b>Meets Expectations</b> <input type="checkbox"/>	<b>4</b> <b>Performance Exceeds</b> <b>Expectations</b> <input type="checkbox"/>
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**Board Chair Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Executive Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Copy to Executive**     
  **Original to Human Resources**

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**Appendix “D” - President and CEO and Chief of Staff Multi-Rater Form**



**Executive Team Member  
MULTI-RATER APPRAISAL**

Executive’s Name, Role: \_\_\_\_\_

**INTRODUCTION**

Muskoka Algonquin Healthcare is committed to “Working together to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion”. We will achieve this commitment through setting clear expectations and providing opportunities for open and honest feedback regarding individual performance.

**PERFORMANCE FEEDBACK**

When providing your feedback below, please take into consideration that the Executive Team Members are evaluated based on the LEADS in a Caring Environment (LEADS) framework. [Click here to view the framework.](#)

Over the course of the last fiscal year what went well in terms of the individual’s performance?
What could the individual do differently that will add value to the organizations success?
Are there any opportunities for improvement that the individual may focus on in the future?

**OVERALL PERFORMANCE RATING**

Please rate the Executive’s overall performance.

<b>1</b> Performance Needs Development	<b>2</b> Partially Meets Expectations	<b>3</b> Performance Consistently Meets Expectations	<b>4</b> Performance Exceeds Expectations
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