

**POLICY: Chief Executive Officer and Chief Of Staff Performance Evaluation and Compensation Review**

**Number: 1-009**

<b>Developed by:</b> Governance Committee	<b>Review or Revision by:</b> Governance Committee
<b>Approval Date:</b> <b>Initial:</b> Feb 26, 2013 (Combined CEO and COS Policies)	<b>Review or Revision Date:</b> Every Three Years
<b>Approved by:</b>  Board of Directors	<b>Signature(s):</b>  _____

**Policy Statement**

The Board shall be charged with the responsibility for the performance evaluation and compensation review of the Chief Executive Officer (CEO) and the Chief of Staff (COS).

The Board shall delegate the performance evaluation to the Governance Committee, and when the process has been completed the results shall be reported to the Board for approval.

**CEO/COS Evaluation**

The annual performance appraisal process for the CEO/COS is designed to meet a number of objectives:

- To recognize accomplishments, improve performance and, consequently, ensure the delivery of optimal patient care by Guelph General Hospital.
- To develop and understand relationships between the CEO/COS and the Board.
- To ensure that the goals of the Hospital are being met through the CEO/COS.
- To provide a baseline of the skills, performance and competence of the CEO/COS in order to ensure and measure future professional growth.
- To provide a structured process for the development of mutually agreed objectives and feedback on their execution.

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- To fulfil the contractual requirements between the CEO/COS and the Hospital with regard to successful compliance with annual objectives and resultant compensation adjustments.

**1. Annual Evaluation Review Procedure**

The Board shall review the CEO/COS report of progress on the Performance Objectives for the past year and the CEO/COS Performance Objectives for the current year.

The Governance Committee shall utilize the CEO/COS Performance Evaluation Process and report the results to the Board of Directors for discussion, approval and to identify changes or a development plan as required.

**2. Special Evaluation Review Procedure**

If for a special reason the Board decides that there should be a special performance review of the CEO/COS prior to the next scheduled annual review, a procedure appropriate to the reason for the special review shall be developed at that time.

**3. Compensation Review**

The Governance Committee shall review annually, and recommend to the Board, the compensation for the CEO/COS under the terms of the CEO/COS contract. During the process, the Governance Committee shall:

- Collect the compensation levels for CEO/COS in the comparable hospitals in Ontario;
- Review the terms of the CEO/COS contract; and
- Recommend the compensation level to the Board relating it to the terms of the contract and explaining those terms, including any legislative requirements of the Ministry of Health and Long-Term Care.

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**President and CEO/Chief of Staff  
360-Degree Performance Evaluation Process**

Under the direction of the Governance Committee, the 360-degree performance evaluation detailed process is as follows:

1. The individuals recommended to participate in the 360-degree performance evaluation consist of a cross-section of those who have worked with the President and CEO/Chief of Staff as follows:

President and CEO

Chief Nursing Executive  
Chief of Staff  
President of the Medical Staff  
Member of the Professional Staff  
Colleagues (non-medical, Senior  
Director, Director)  
Community Partner  
Board Director

Chief of Staff

Chief Nursing Executive  
President and CEO  
President of the Medical Staff  
Member of the Professional Staff  
Colleagues (non-medical, Senior  
Director, Director)  
Community Partner  
Board Director

Note: The President and CEO/Chief of Staff complete a 360-degree questionnaire self-assessment. The Executive Assistant will make arrangements for the completion of the self- assessment.

2. At the January Governance Committee meeting, the Vice President of Human Resources and Support Services recommends and seeks approval from the Governance Committee as to the names of up to twelve (12) individuals to participate in the President and CEO/Chief of Staff 360-degree performance evaluation. The Governance Committee reviews the list of recommended participants and finalizes the list of recommended participants.
3. The Executive Assistant arranges for the 360-degree questionnaire to be available on-line for the participants and for the President and CEO/Chief of Staff self-assessment. An on-line tool will be used for this purpose.

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4. At the January/February Board of Directors meeting, the Board of Directors reviews the Governance Committee's recommended list of participants and approves the final list of participants.
5. By March 15th, the Executive Assistant will contact each participant and provide each participant with an individual link to his or her respective 360-degree questionnaire requesting the questionnaire be completed on or before March 31<sup>st</sup>. If a participant does not wish to use the on-line survey tool, the Executive Assistant will arrange for a hard copy of the questionnaire to be mailed to the participant. Accompanying the hard copy questionnaire will be instructions to the participant(s) to complete the questionnaire and return same to the Executive Assistant on or before March 31<sup>st</sup>. The instructions will also include a statement that upon receipt of the completed questionnaire, the Executive Assistant will enter the information from the completed hard copy questionnaire into the on-line survey tool.
6. During the first week of April, the summary results of the 360-degree on-line survey along with the President and CEO/Chief of Staff self-assessment will be forwarded by the Executive Assistant to the Chair of the Governance Committee.
7. At the April Governance Committee meeting, the Chair of the Governance Committee or delegate will share the summary results of the 360-degree on-line survey along with the President and CEO/Chief of Staff self-assessment.
8. Prior to the May Board of Directors meeting, the Chair of the Governance Committee will discuss the summary results of the 360-degree on-line survey and self-assessment with the President and CEO/Chief of Staff.
9. At the May Board of Directors meeting, the Chair of the Governance Committee or delegate will share the summary results of the 360-degree on-line survey along with the President and CEO/Chief of Staff self-assessment.