

BOARD MANUAL

SUBJECT: Chief of Staff Performance Review Policy		NUMBER: 2-B-26
SECTION: Oversight of Management and Professional Staff	APPROVED BY: Board of Directors	
DATE: May 30, 2012	REVISED/REVIEWED: January 27, 2016, May 29, 2019, May 25, 2022	

POLICY

The regular evaluation of the Chief of Staff (COS) is an important responsibility of the Board. The evaluation process provides a formal opportunity for constructive discussion regarding the COS's leadership of the Medical/Professional Staff.

The Executive Committee (hereafter referred to as the Committee) shall implement the COS evaluation process. The Board shall approve the COS's objectives, give input into the annual evaluation survey and review the final evaluation. The evaluation period shall be aligned to the Hospital's fiscal year to enable alignment with other key metric reporting unless the Board determines otherwise. A comprehensive evaluation shall be undertaken annually to ensure that expectations are reviewed and appropriate expectations are set. A mid-year discussion between the Board Chair and COS is undertaken to advise on progress and provide feedback.

In its review, the Board shall consider the following:

- A written statement of the Board-approved COS's objectives for the year under review.
- The expectations set out in the role description for the position
- The Hospital's performance against the:
 - Strategic plan
 - Quality improvement plan
 - Operating plan
 - Capital plan
 - Any other plans approved by the Board from time to time
- The results from the Board approved Chief of Staff Annual Performance Review Survey

Year-End Review

1. The Committee shall lead and implement the COS year-end review, which is completed by June 30 each year. See Appendix A for timing
2. The Committee shall confirm the participants in the annual survey of Directors, professional staff, management personnel, and external stakeholders, and issue the survey. All Board Directors shall be invited to complete the survey.
3. The Board Chair shall summarize the survey results for the Committee.

4. The COS shall complete a self-appraisal in written form.
5. The Committee shall receive and discuss the COS's self-evaluation, the most recent COS's report of the Hospital's performance against plans and the results of the survey. These assessments are then consolidated by the Board Chair into a report from the Board to the COS.
6. The Board Chair discusses the summary and solicits input from the independent Directors before meeting with the COS.
7. The Board Chair and the Board Vice Chair (or alternate) meets with the COS to discuss the results.
8. A summary of the discussion is provided to the independent Directors at the next Board meeting.

PROCEDURE

Mid-Year Discussion

1. The Board Chair leads the COS mid-year discussion, generally undertaken in November. See Appendix A for timing.
2. The Board Chair shall solicit input from Board members through discussions of independent Directors held after a Board meeting or through other means as determined by the committee.
3. The Board Chair shall review and summarize the feedback and advice.
4. The Board Chair, the Board Vice Chair and COS shall meet to discuss the mid-year performance.
5. The Board Chair shall update Board members on the discussion at the next available opportunity after the discussion with the COS.

Timing and Responsibilities for the COS Performance Evaluation

Activity	Who	When
(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 1 each year
Mid-Year		
(b) The Committee shall determine how to gather information	- Committee	By October 31
(c) The Committee shall gather information and review	- Committee	Between November 1 and 15
(d) The Board Chair, at least one other Director and the COS shall meet to discuss mid-year performance	- COS - Board Chair - One other Director	By November 30
(e) The Board Chair shall update the Board members on the discussion	- Board Chair	November or January Board meeting
Year-End		
(f) The Committee shall determine the survey participants	- Committee	By March 15
(g) Survey on COS performance shall be distributed and completed	- Committee	Late March (following the March Board meeting)
(h) The COS writes self-appraisal and year-end report and submits to the Committee	- COS - Committee	By April 30
(i) The Committee reviews the COS self-appraisal, survey results and year-end report.	- Committee	Between May 1 and May 15
(j) The Committee assembles a report and presents it to the Board	- Committee	May Board meeting
(k) The Board Chair and at least one other Director meet with the COS to discuss report	- Board Chair - COS - One other Director	By June 15
(l) The Committee assembles a final report, including any recommendation for compensation changes/performance based compensation and presents it to the Board	- Committee	June Board meeting