

ASSOCIATION OF FAMILY HEALTH TEAMS OF ONTARIO

LEAD EXECUTIVE PERFORMANCE ASSESSMENT GUIDE

NOVEMBER 2018



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ACCOMPASS CONTACT

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INTRODUCTION

EXECUTIVE SUMMARY & BACKGROUND

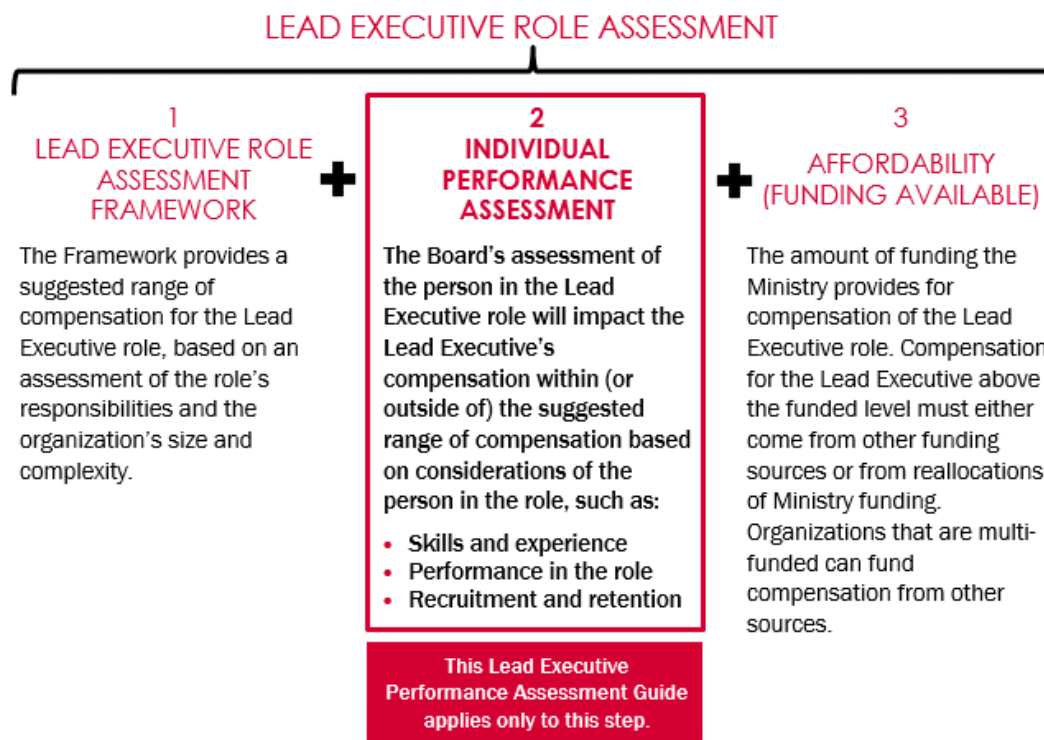
Family Health Teams in Ontario are accountable to the communities they serve and the Ministry of Health & Long Term Care (the “Ministry”) to provide high quality services while operating in an efficient and responsible manner. Ensuring that the daily operations of the organization are well managed, and that the organization is able to change effectively and achieve its goals to meet the needs of the community, is critical.

The Boards of Directors of FHTs have a fiduciary duty to stakeholders to regularly measure and assess the performance of the Lead Executive of the organization. The Lead Executive is accountable for the results achieved and ensuring that the organization is providing high quality care to the community, being run efficiently, and achieving its strategic goals.

Purpose of the Lead Executive Performance Assessment Guide

To assist FHT Boards, the Association of Family Health Teams of Ontario (“AFHTO”) has retained the services of Accompass to develop this Performance Assessment Guide. The objective of the guide is to provide FHT Boards with a simple and straightforward process guideline to follow when conducting the annual performance evaluation for their Lead Executive.

Aligning with the Lead Executive Role Assessment Framework, the performance assessment process will further assist the Board in making annual compensation decisions for the Lead Executive.



Source: Interprofessional Primary Care (IPC) Organizations Lead Executive Role Assessment Framework Guidance Document

LEAD EXECUTIVE PERFORMANCE ASSESSMENT PROCESS

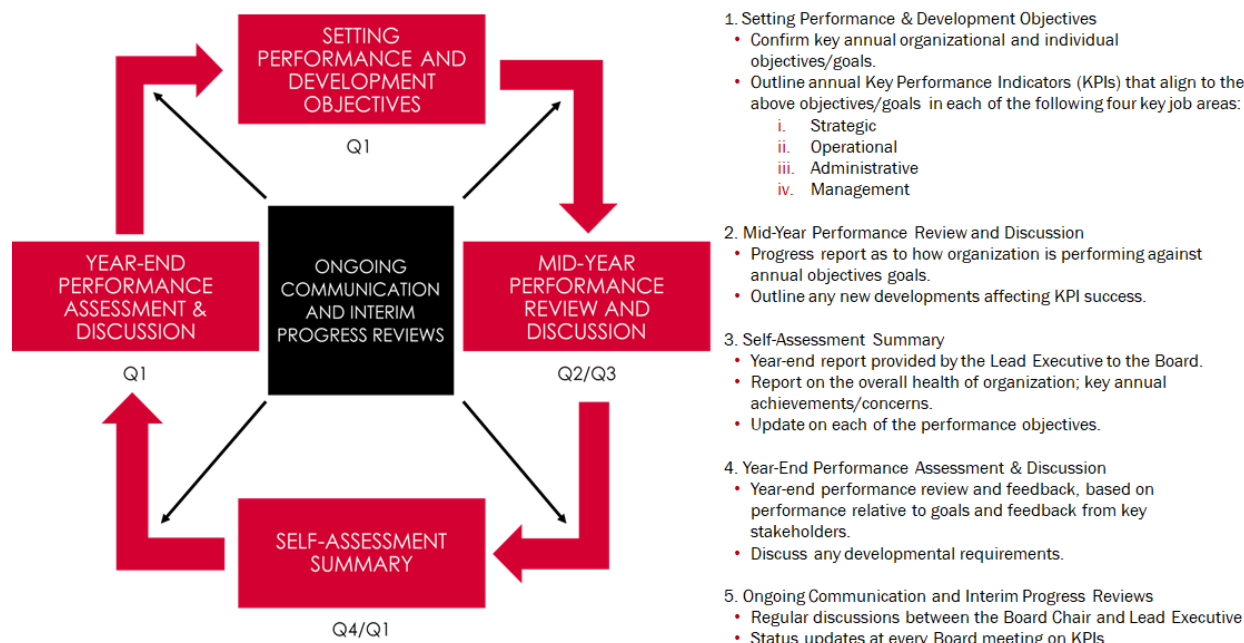
HOW TO USE THE GUIDE

The annual performance review for the Lead Executive should be a Board guided process. While it is important for the Lead Executive to be fully engaged in the process, the Board must have ownership of the final product.

Although the full Board should always opine upon and provide final approval of the Lead Executive's performance assessment, **it is normal process to assign the review process to a select group of Board members, a Board committee, or to the Board Chair (the "Board Representative")**. Board deliberation in approving the final assessment should be conducted during an "in camera" session, where the Lead Executive is not present; allowing Board members to share any views and concerns.

Performance management is best structured as a continuous process, and not be something that is visited once per year. The Lead Executive should be updating the Board on all key strategic/operational items at every Board meeting. Additionally, the Board should be gaining clarity as to the progress of key goals and identifying any concerns that it may have. Through on-going feedback, no major surprises should arise during the year-end review.

Understanding the above, a structured process with key milestones remains important to ensure a documented and defensible process has been followed. Outlined below is an overview of the key steps involved:



The above process is intended to serve as a guideline for FHT Boards and is not a mandatory process. Boards are free to adapt this process as needed to align with their specific circumstances and practices as they see fit.

SETTING PERFORMANCE & DEVELOPMENT OBJECTIVES

To begin the annual performance planning cycle, the Lead Executive needs to know what they are expected to accomplish, and the Board needs to develop the standards against which to measure results. Performance can be best evaluated when criteria for success have been clearly defined.

The Board Representative should conduct an objective setting meeting with the Lead Executive at the beginning of the year to discuss and define performance measures for the year.

In preparation for this discussion the Board Representative should engage with the key stakeholders of the organization to ensure that their needs and objectives are considered when developing the Lead Executive's performance goals. Key stakeholders would typically include staff, community partners, and FHO physicians, as deemed appropriate.

This objective setting meeting should focus on the Lead Executive's expected role in achieving organizational and individual objectives. Some key items to consider are:

1. KEEP IT SIMPLE

The performance assessment is not a place to rewrite the Lead Executive's job description; but rather an opportunity to focus on key goals. A maximum of 10 goals should be included.

2. ENSURE GOALS ARE S.M.A.R.T.

A key to successful goal setting is to ensure that the goal is expressed as a specific outcome, has a visible measure attached to it, and clearly states a time by which it should be achieved.

SPECIFIC	The goal must clearly state what is to be accomplished. By requiring the use of a specific action verb in the goal, the Board can clarify the end result and indicate how it will be achieved and observed. For example, <i>"Reduce reportable work place accidents by completing job hazard analysis for each role and reviewing with employees in the applicable job classification."</i>
MEASURABLE	Is the goal measurable in some reliable way? How will the Board know when the goal has been achieved? Is there a time measure? A quality measure? A financial measure? In other words, the goal should clearly state the level of accomplishment of the end result. Both quantitative and/or qualitative measures can be used. This will enable the Board to clearly see the standard to which the goal has been achieved.
ATTAINABLE	Goals should be clearly understood and challenging, yet obtainable and within the Lead Executive's area of control.
RELEVANT	Goals should be consistent with the job responsibilities
TIME-BOUND	Goals should be accomplished within a defined time period, not merely "in the future" or "this year." Deadlines and milestones serve as the basis for the evaluation of progress.

3. FOCUS ON A BALANCE OF GOALS ACROSS THE LEAD EXECUTIVE'S ROLE RESPONSIBILITIES

The overall set of goals developed should address each of the four main job areas for the Lead Executive and be categorized as such:

- Strategic** Work involving the Board and/or external stakeholders relating to the overall direction and services of the organization.
- Operational** Management of support functions of the organization (Human Resources, Finance, etc.) as well as the day-to-day management of the organization's operations.
- Administrative** Management of the organization's facilities and other "back-office" functions.
- Management** Managing direct reports and addressing special situations as needed.

Categorizing the performance goals based on the typical key responsibilities for Lead Executives can help the Board ensure that measures of performance can be reasonably influenced by the Lead Executive and are appropriate. The responsibilities, amount of work and time spent associated with each category can vary significantly based on the size of the organization, the number of staff supporting the Lead Executive and other factors. It is essential not to misalign the performance assessment with the underlying requirements of the role.

Ministry of Health & Long-Term Care Performance Targets

Performance targets set by the Ministry of Health & Long-Term Care are key to an FHT's mandate and should be considered as part of the performance goals for the Lead Executive. Goals relating to the achievement of Ministry targets should be organized into the four job area categories for the Lead Executive. For example, a Ministry target relating to the efficiency of patient service would likely be categorized as an "Operational" goal.

BOARD ROLE	<ul style="list-style-type: none">• Understand the organization's mission, vision, and overall operations.• Develop and approve performance criteria and goals for the Lead Executive that align to the needs of the community and the organization's stakeholders.
LEAD EXECUTIVE ROLE	<ul style="list-style-type: none">• Work with the Board to ensure a consistent understanding of the Lead Executive's role responsibilities.• Propose goals that are S.M.A.R.T. and aligned to organizational strategy.

Please refer to Appendix 1 for summary descriptions of typical work tasks for the areas of lead executive responsibility outlined previously.

Please refer to Appendix 2 for the forms for the Board and Lead Executive to use to record and track key performance goals.

MID-YEAR PERFORMANCE REVIEW AND DISCUSSION

This review should take place approximately 6 months into the year and serve as a status update as to how Lead Executive is performing against each of the goals. These reviews are especially important for new Lead Executives, who are still learning their role and the operations of the organization.

During this review it may be appropriate and/or necessary to revise the original performance goals based on changes to the organization or external regulations and conditions. Additional goals or criteria may also need to be considered if the Lead Executive's performance to date indicates a need for further development in a particular area.

BOARD ROLE	<ul style="list-style-type: none">• Provide feedback and guidance to the Lead Executive• Address any concerns from the first 6 months.• Make changes to the performance program, as appropriate.
LEAD EXECUTIVE ROLE	<ul style="list-style-type: none">• Update Board on performance during first 6 months of the year.• Outline performance improvement plans, where needed.

SELF-ASSESSMENT SUMMARY

As part of the preparation for the year-end performance assessment, the Lead Executive will complete a self-assessment as to the performance achieved against each of the goals.

The Lead Executive's self-assessment will be discussed with the Board as part of the year-end performance assessment meeting. In this meeting the Lead Executive should explain their progress, accomplishments and concerns.

This meeting is also a good time for the Board to review the Lead Executive's job description and consider revisions if there is demonstrable evidence that the nature and/or responsibilities of the role are not aligned to the current description.

BOARD ROLE	<ul style="list-style-type: none">• Review the Lead Executive's self-assessment in preparation for the year-end performance assessment meeting.
LEAD EXECUTIVE ROLE	<ul style="list-style-type: none">• Prepare the self-assessment and provide a detailed review to the Board.• Discuss considerations and actions taken to improve performance, where applicable

Please refer to Appendix 3 for the self-assessment materials for the Lead Executive.

YEAR-END PERFORMANCE ASSESSMENT & DISCUSSION

At the end of the year, the Board (Board Representative) must complete the Board's assessment of the Lead Executive's overall performance and achievement of goals versus plan.

As part of this assessment process, it is important that the Board Representative solicit feedback from the organization's key stakeholders on the Lead Executive, focusing on both the achievement of specific goals, especially those that directly involve the given stakeholder, and the Lead Executive's overall performance and skill in working with and serving the organization's stakeholders.

When evaluating the Lead Executive's overall performance, the Board Representative should consider the performance strengths and development needs that lie behind the results achieved by the Lead Executive.

The formal assessment of the Lead Executive should be outlined in documented performance assessment forms to ensure a consistent record of the annual process.

Defining the Overall Lead Executive Performance Level

The Board's assessment of the Lead Executive's performance will take in a diverse set of performance goals, and as such, defining an overall "level" of performance can be difficult in some circumstances.

In assessing the overall performance of the Lead Executive, the Board must use discretion, considering circumstances that may have changed during the year, the Lead Executive's time in the role and any other considerations that may not be directly captured in the performance assessment program.

The chart below is intended to provide a high-level guideline for Boards on the overall level of performance of the Lead Executive based on results achieved:

OVERALL PERFORMANCE LEVEL	TYPICAL PERFORMANCE RATING ON GOALS (1-5)	DESCRIPTION
NEEDS IMPROVEMENT	1 - Does not meet expectations	<ul style="list-style-type: none">• General performance is below the Board's expectations.
	2 - Partially meets expectations	<ul style="list-style-type: none">• The majority of goals have not been met, or performance against specific goals is unacceptable.
TARGET PERFORMER	3 - Meets expectations	<ul style="list-style-type: none">• Performance is at the expected level.• The majority of goals have been met.
HIGH PERFORMER	4 - Partially exceeds expectations	<ul style="list-style-type: none">• Performance has exceeded the targets for the goals set out.
	5 - Far exceeds expectations	<ul style="list-style-type: none">• Lead Executive is highly skilled and continuously outperforms.

Year-End Assessment Meeting

The purpose of the year-end performance assessment meeting is to provide feedback to the Lead Executive. It gives the Board an opportunity to recognize the Lead Executive's contributions and performance and propose actions for improvement and development.

The year-end assessment meeting should follow the following process:

1. Discussion of the Lead Executive's results against performance goals, and ongoing job responsibilities, focusing on each item in the self-assessment. The Board and the Lead Executive should specifically identify successes and failures during the year and analyze the factors underlying these results.
2. Communicate and discuss the Board's assessment of the Lead Executive's performance ratings with justification and clarification for decisions, identifying the employee's performance strengths and development needs and discuss specific action steps for correcting deficiencies and enhancing strengths.
3. Identify performance goals for the coming year and set objectives for development. This part of the discussion can be completed as part of the performance and objective setting meeting for the next year.

BOARD ROLE	• Review the Lead Executive's self-assessment.
	• Prepare a formal assessment of the Lead Executive's performance.
	• Conduct a year-end assessment meeting with the Lead Executive.
	• Discuss any changes to Lead Executives role and/or compensation level.
LEAD EXECUTIVE ROLE	• Discuss the self-assessment with the Board.
	• Consider areas for improvement and development for discussion.

Please refer to Appendix 4 for the performance assessment materials for the Board of Directors.

Please refer to Appendix 5 for an illustrative example of a Board assessment of Lead Executive achievement of a performance goal.

ONGOING COMMUNICATION AND INTERIM PROGRESS REVIEWS

The key structured aspects of the performance management program that FHT Boards should follow should be supported through continuous interaction between the Board and the Lead Executive. Formal updates on the progress towards goals, current performance, and potential revisions to goals for consideration should be reported to and discussed by the Board on at least a quarterly basis.

Ongoing Communication

It is important that performance management of the Lead Executive be a continuing process of two-way communication between the Board and the Lead Executive. To be effective, annual planning and assessments must be supported by ongoing monitoring, feedback and coaching. The Board needs to have continuous contact with the Lead Executive to keep informed of the operations of the organization and provide constructive feedback to ensure that the FHT is supporting the needs of its stakeholders. The Lead Executive needs access to the Board for coaching and advice.

Interim Progress Reviews

Periodic progress reviews during the year can provide a means for identifying potential performance problems. At these reviews, the Board and Lead Executive should discuss progress against each of the goals, any problems encountered, needs for improvement, new priorities and changes that may have to be made. Such meetings may be necessary in cases where significant changes in the operating environment of the FHT, such as a change in provincial regulations, may require the revision of performance goals for the year.

BOARD ROLE	<ul style="list-style-type: none">• Proactively engage with the Lead Executive on a regular basis to stay informed of the organization's operations and key trends.• Provide feedback to the Lead Executive on a regular basis.• Consider changes to the Lead Executive's performance plan, where appropriate, based on changing circumstances during the year.
LEAD EXECUTIVE ROLE	<ul style="list-style-type: none">• Proactively engage with the Board to discuss performance issues and seek guidance and advice as needed.• Bring attention to the Board circumstances that may require changes to performance goals.

INTERPRETING AND APPLYING PERFORMANCE ASSESSMENT RESULTS

Once the Board has determined their evaluation of the overall performance of the Lead Executive, there are important considerations for the following year regarding how the Board can work with the Lead Executive to improve or maintain performance:

NEEDS IMPROVEMENT (SCORED 1 OR 2 ON MOST PERFORMANCE GOALS)	<ul style="list-style-type: none">• Develop a performance improvement plan.• Proactively engage with the Lead Executive on a regular basis to monitor performance.• Provide coaching and regular feedback.• If poor performance continues, discuss the individual's suitability for the role.
TARGET PERFORMER (SCORED 3 ON MOST PERFORMANCE GOALS)	<ul style="list-style-type: none">• Encourage continued growth.• Invest in professional develop to further enhance skill set.
HIGH PERFORMER (SCORED 4 OR 5 ON MOST PERFORMANCE GOALS)	<ul style="list-style-type: none">• Ensure the organization is providing opportunities that will keep the Lead Executive engaged.• Ensure compensation remains competitive against the market.

APPENDIX

APPENDIX 1: LEAD EXECUTIVE ILLUSTRATIVE WORK TASKS

STRATEGIC RESPONSIBILITIES

STRATEGIC RESPONSIBILITY	ILLUSTRATIVE WORK TASKS
Strategic Planning and Implementation	<ul style="list-style-type: none"> Working with the Board to develop strategic plans that fulfill the mandate of the organization. Developing operational plans and activities to achieve the goals and objectives and developing metrics to measure progress.
Programs and Services Development	<ul style="list-style-type: none"> Reviewing and approving investments in the organization to maintain quality service, safety and confidentiality. Secures Board approval as needed. Participating in research aimed at improving service delivery and practice-based initiatives.
Partnerships Development & Community Engagement	<ul style="list-style-type: none"> Leading the process to identify and establish partnerships and alliances with other healthcare organizations and community groups.
Provincial and Local Health Initiatives	<ul style="list-style-type: none"> Organizing and managing relationships and collaboration with provincial and local organizations to deliver specialized services and health programs.
Advocacy	<ul style="list-style-type: none"> Participating in relevant meetings, presentations and related activities in the community. Overseeing the preparation of briefs and correspondence to government and other relevant stakeholders on issues of concern.
Communications, Public Relations, and Marketing	<ul style="list-style-type: none"> Serving as the spokesperson and ambassador for the organization and representing the organization in the community and with the media. Developing communications and public relations strategies.
Risk Management and Compliance	<ul style="list-style-type: none"> Developing internal process and controls to manage all types of risk (i.e. health and safety, financial, information / privacy). Communication to the Board to keep them informed of all types of risk. Ensuring that the organization complies with all provincial and federal regulations across all areas. Developing reports to keep the Board informed of regulatory changes and compliance issues.

OPERATIONAL RESPONSIBILITIES

OPERATIONAL RESPONSIBILITY	ILLUSTRATIVE WORK TASKS
Financial Management	<ul style="list-style-type: none"> • Development of the organization's financial plan, based on service and funding projections. • Financial and operational reporting to government and community stakeholders. • Managing and implementing financial controls.
Health and Safety	<ul style="list-style-type: none"> • Ensuring compliance with health and safety legislation. • Managing initiatives to support staff physical and psychological health.
Human Resources	<ul style="list-style-type: none"> • Setting the overall structure of the organization (number and type of roles). • Managing staff recruitment, performance management, training, and succession planning processes.
Operational Management	<ul style="list-style-type: none"> • Ensuring proper procedures are followed and meet applicable accreditation standards. • Managing information systems and processes to ensure efficient and secure use of data throughout the organization.
Oversight of Day-to-Day Operations	<ul style="list-style-type: none"> • Overall supervision of the organizations staff and processes, addressing issues as needed.
Primary Care Planning & Delivery	<ul style="list-style-type: none"> • Working with the Board allocate staffing and resources to meet projected demand for services. • Monitoring and assessment of primary care programs to ensure quality patient care.
Privacy and Quality Improvement	<ul style="list-style-type: none"> • Ensures adequate systems are in place to maintain patient privacy and assists in the implementation of new systems as needed. • Conducting research of new processes and service metrics to develop improvements to existing services.

ADMINISTRATIVE RESPONSIBILITIES

OPERATIONAL RESPONSIBILITY	ILLUSTRATIVE WORK TASKS
Facilities / Building Management	<ul style="list-style-type: none">• Developing and maintaining effective processes for facilities management, such as maintenance and purchasing.

MANAGEMENT RESPONSIBILITIES

OPERATIONAL RESPONSIBILITY	ILLUSTRATIVE WORK TASKS
Management of direct reports	<ul style="list-style-type: none">• Overseeing and verifying the quality of work completed by direct reports.• Providing direction to direct reports on areas of focus and items to action.
Addressing special situations as needed	<ul style="list-style-type: none">• Working with direct reports to address special / complex situations in their area of responsibility (for example, working with the head of Human Resources on revising a hiring policy).

Note: The previous tables are intended to illustrate key tasks involved for the typical responsibilities of a Lead Executive and are not intended to be an exhaustive list.

APPENDIX 2: LEAD EXECUTIVE PERFORMANCE GOAL FORMS

KEY PERFORMANCE GOALS SUMMARY AND LEAD EXECUTIVE GOAL SHEET FORMS

To evaluate the performance of Lead Executive, the Board of Directors must define key performance goals relating to the standard functions of the job, reflecting behaviours and skills that the Board expects the Lead Executive to demonstrate as part of their ongoing job responsibilities and general management of the FHT.

The Board will define key performance goals across the 4 performance categories. The performance assessment will be discretionary in nature; using a rating scale between 1 and 5 (5 = far exceeds expectations, 1 = Does not meet expectations) for guidance. Wherever possible, quantitative targets should be included to provide performance “goalposts”.

Performance goals serve two vital functions: (i) they guide work efforts, and, (ii) they establish a basis for regular reviews and the year-end assessment.

Benefits of Goal Management

- Goal Management provides a process for the Board and the Lead Executive to track goals throughout the year.
- Provides the Board and the Lead Executive with a process to get aligned and to track and assemble goals into a strategic actionable plan.
- Shares, modifies, and aligns higher level objectives to other existing organizational goals.
- Increases visibility into what initiatives are being worked on and ensures the organization is focused on the right things.
- Tracks progress against the organization’s plans to help ensure that the organization achieves success.

The Board will work with the Lead Executive to use the included forms to develop and organize performance goals developed for the Lead Executive and assist in tracking and assessing performance relative to the objectives for the performance management process during the year.

The following two forms are included:

- 1) **Key Performance Goals Summary Sheet** - a one-page snapshot for the Board in managing the key performance goals.
- 2) **Individual Goal Sheets** – a deeper dive in to the expectations and results specific to each goal outlined.

FORM #1: KEY PERFORMANCE GOALS SUMMARY SHEET

CATEGORY	PERFORMANCE GOAL	ASSESSMENT RATING (1 - 5)	COMMENTS
Strategic	1. Description:		
	2. Description:		
	3. Description:		
Operational	1. Description:		
	2. Description:		
	3. Description:		
Administrative	1. Description:		
	2. Description:		
	3. Description:		
Management	1. Description:		
	2. Description:		
	3. Description:		

FORM #2: LEAD EXECUTIVE GOAL SHEET

GOAL					
DESCRIPTION					
PERFORMANCE CATEGORY	STRATEGIC	OPERATIONAL	ADMINISTRATIVE	MANAGEMENT	
SPECIFIC MEASURES: WHAT RESULTS WILL REPRESENT ACHIEVEMENT OF THE GOAL?					
KEY TASKS/MILESTONES:					
TIMELINE					
RESULTS					
COMMENTS					
ASSESSMENT RATING	1 (DOES NOT MEET EXPECTATIONS)	2 (PARTIALLY MEETS EXPECTATIONS)	3 (MEETS EXPECTATIONS)	4 (PARTIALLY EXCEEDS EXPECTATIONS)	5 (FAR EXCEEDS EXPECTATIONS)

APPENDIX 3: LEAD EXECUTIVE SELF-ASSESSMENT FORM

SELF-ASSESSMENT PERFORMANCE GOAL REVIEW FORM

Lead Executive Name: _____ Board Chair: _____

Lead Executive Title: _____ FHT Name: _____

Evaluation period (dates): _____

Prior to their year-end performance assessment meeting with the Board of Directors, the Lead Executive must complete a self-assessment of their performance. The Lead Executive must rate their achievement and progress towards each goal separately, based solely on their performance during the evaluation period and identifying any factors affecting their current performance which could be improved with training or other developmental experiences. Ratings and overall performance will be discussed during the year-end assessment meeting with the Board of Directors.

In addition, the Lead Executive should provide a summary of any additional roles and responsibilities taken on during the evaluation period and provide updates on to any objectives that are ongoing or planned for next year, as well as other considerations for the upcoming year.

The self-assessment will be composed of the following:

- i. Completion of the individual goal sheets (FORM #2).
- ii. A summary of the results, with key comments pertaining to each of the 4 role responsibility categories (FORM #1).
- iii. The additional Self-assessment questions outlined below.

ADDITIONAL ROLES AND RESPONSIBILITIES

Provide a brief summary of any additional roles and responsibilities assumed during the evaluation period outside of your normal job function.

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ONGOING AND PLANNED OBJECTIVES

Provide a brief summary of any ongoing or planned objectives that you are currently working on or would like to address during the next evaluation period.

CONSIDERATIONS FOR THE UPCOMING YEAR

Provide a brief summary of training, goals, continuous improvement efforts & career objectives.

The evaluation form is to be returned to the Board of Directors. The Board of Directors will use these forms to assist in preparing for your year-end performance assessment meeting.

Name: [Lead Executive Name]

Date: [Date]

Acknowledgement of receipt by the Board of Directors

Name: [Board Chair Name]

Date: [Date]

APPENDIX 4: BOARD ASSESSMENT FORM

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT REVIEW FORM

Lead Executive Name: _____ Board Chair: _____

Lead Executive Title: _____ FHT Name: _____

Evaluation period (dates): _____

Prior to conducting the year-end performance assessment meetings, the Board of Directors will complete their annual assessment of the Lead Executive. The Board of Directors must review the key performance goals summary form, the lead executive goal sheet form, and the Lead Executive's self-assessment materials, paying special attention to any factors affecting the Lead Executive that they identified that could be improved with training or other developmental experiences.

In completing this process, the Board of Directors should organize their own information and thoughts about the Lead Executive's performance in relation to job responsibilities and performance objectives and come up with a rating for each performance goal separately, based solely on the Lead Executive's performance during the evaluation period. During the year-end performance assessment meeting with the Lead Executive, the Board should be prepared to discuss these ratings and the Lead Executive's overall performance, including any development needs or opportunities for improvement.

The Lead Executive is evaluated on the basis of several performance goals and is given a rating for each. The Board should refer to the materials discussed as part of the performance goal setting meeting at the beginning of the year for guidance on the ratings for each performance criteria. As a reminder, the ratings are specified as follows:

- 1 – Does Not Meet Expectations**
- 2 – Partially Meets Expectations**
- 3 – Meets Expectations**
- 4 – Partially Exceeds Expectations**
- 5 – Far Exceeds Expectations**

In addition, the Board must consider and comment on:

- Relevant feedback provided by the FHT's stakeholders relating to the achievement of specific goals and the overall performance of the lead executive in serving the stakeholder.
- any additional roles and responsibilities taken on by the Lead Executive during the evaluation period and the impact on the role
- updates on any objectives that are ongoing or planned for next year, as well as other considerations for the upcoming year.

The evaluation forms need to be printed, reviewed and signed by both the Board Chair and the Lead Executive. These forms, along with the Lead Executive's self-assessment materials, will be archived for future reference.

LEAD EXECUTIVE

Name: [Lead Executive Name]

Date: [Date]

BOARD CHAIR

Name: [Board Chair Name]

Date: [Date]

APPENDIX 5: LEAD EXECUTIVE PERFORMANCE GOAL FORMS - ILLUSTRATIVE EXAMPLES

KEY PERFORMANCE GOALS SUMMARY SHEET – ILLUSTRATIVE BOARD ASSESSMENT

CATEGORY	PERFORMANCE GOAL	ASSESSMENT	COMMENTS
Strategic	1. Description:		
	2. Description:		
	3. Description:		
Operational	1. Patient Wait Time Improvement Description: Wait time improvement project	5	<i>"The roll out of new time-saving procedures has been completed on time and based on data from February, patient wait times have been reduced by 15% on average, exceeding the target of 10%."</i>
	2. Description:		
Administrative	1. Description:		
	2. Description:		
	3. Description:		
Management	1. Description:		
	2. Description:		
	3. Description:		

LEAD EXECUTIVE GOAL SHEET – ILLUSTRATIVE BOARD ASSESSMENT

GOAL	Patient Wait Time Improvement				
DESCRIPTION	In an effort to serve the community better, the organization is targeting a 10% reduction in overall patient wait times across all locations.				
PERFORMANCE CATEGORY	STRATEGIC	OPERATIONAL	ADMINISTRATIVE	MANAGEMENT	
SPECIFIC MEASURES: WHAT RESULTS WILL REPRESENT ACHIEVEMENT OF THE GOAL?	Average daily patient wait times for the month of February will be compared to those of the previous year to determine the percentage change in patient wait times. If average daily patient wait times (measured in hours) decline by 10% or more, the goal will be achieved.				
KEY TASKS/MILESTONES:	<ul style="list-style-type: none">• Testing of new time-saving procedures – June 2018• Development of roll out plan for new procedures. October 2018• Implementation of new procedures – January, 2019				
TIMELINE	1 fiscal year. Average daily patient wait times for February 2019 will be compared with figures for February 2018 to determine the reduction in wait times.				
RESULTS	Objective exceeded, all new processes implemented effectively.				
COMMENTS	“The role out of new time-saving procedures has been completed on time and based on data from February, patient wait times have been reduced by 15% on average, exceeding the target of 10%.”				
ASSESSMENT RATING	1 (DOES NOT MEET EXPECTATIONS)	2 (PARTIALLY MEETS EXPECTATIONS)	3 (MEETS EXPECTATIONS)	4 (PARTIALLY EXCEEDS EXPECTATIONS)	5 (FAR EXCEEDS EXPECTATIONS)