



TITLE:	Chief of Staff Performance Evaluation		
Manual/Policy#:	MRHA Boards of Directors # II-5	Entity:	AGH / CPDMH
Original Issue:	AGH: May 2013 CPDMH: May 2000	Issued by:	Allied Boards Chair and Allied Boards Secretary
Previous Date Reviewed:	November 2022	Approved by:	Allied Boards of Directors
Last Date Reviewed:	October 2024	Cross Reference(s):	

1. POLICY STATEMENT:

The regular evaluation of the Chief of Staff (COS) is one of the most important responsibilities of the Allied Boards of Directors (“the Allied Boards”). The evaluation process provides a formal opportunity for the Allied Boards and COS to have a constructive discussion regarding clinical care at Almonte General Hospital (including Fairview Manor) and Carleton Place & District Memorial Hospital and the COS’s leadership of the medical staff.

The Allied Boards Executive Committee (the Committee) is charged with leading and implementing the COS evaluation process. The Allied Boards is involved in approving the COS’s objectives, giving input into the annual evaluation process and reviewing the information that contributes to the final evaluation. The evaluation period is usually aligned to the hospital’s fiscal year to enable alignment with other key metric reporting – Quality Improvement Plan, 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 in their second year and every subsequent second year. In lieu of a performance evaluation in the COS’s last year, an exit interview will be conducted. A mid-year discussion between the Allied Boards Chair and COS is undertaken to advise on progress and provide feedback.

Benchmarks

The review takes place with assessment against the following benchmarks:

- A written statement of the COS’s objectives for the year under review. These goals have been agreed to by the COS and the Allied Boards at the beginning of the year under review.
- The expectations set out in the job description for the position
- The Allied Boards approved COS Annual Performance Review

2. SCOPE:

This policy applies to the Directors of the Allied Boards while evaluating the Chief of Staff of the Almonte General Hospital, including Fairview Manor and the Chief of Staff of the Carleton Place & District Memorial Hospital.

3. GUIDING PRINCIPLES:

N/A

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4. DEFINITIONS:

N/A

5. PROCEDURE:**5.1 Goals & Objectives**

The COS Goals and Objectives will be provided annually to the Allied Boards Executive Committee for review and recommendation to the Allied Boards

Objectives Mid-Year Discussion

1. The Allied Boards Chair leads the mid-year Goals & Objectives discussion for each COS.
2. The Allied Boards Chair will solicit input from the Allied Boards, through discussions held without the COS after an Allied Boards meeting or through other means as determined by the Committee.
3. The Allied Boards Chair will review and summarize the feedback and advice.
4. The Allied Boards Chair will meet individually with each COS to discuss the mid-year feedback. The Allied Boards Chair will invite at least one other Director to participate in the discussion.
5. 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 each COS.

5.1.2 Goals & Objectives Year-End Review

Each COS presents the results of the COS Goals and Objectives to the Allied Boards.

5.2 COS Performance Evaluation Year-End Review

1. The Committee will lead and implement the COS's year-end review, which will be completed by the June Allied Boards meeting each year.
2. Allied Boards of Directors and Senior Team will be the participants invited to complete the survey annually.
3. A 360 degree survey that includes Directors, Senior and Leadership Team members, all Medical Staff and external stakeholders will be conducted every two years.
4. The Committee will receive and discuss the survey results.
5. The results of the individual surveys will be sent to each COS.
6. Each COS will after receiving the evaluation results, complete a self-appraisal in written form and send a copy to the Allied Boards Chair
7. The Committee will receive and discuss each COS's self-appraisal and the results of each survey. Each assessment is then consolidated by the Allied Boards Chair into reports from the Allied Boards to each COS.

8. The Allied Boards Chair discusses the summaries with the Allied Boards of Directors before meeting with each COS.
9. The Allied Boards Chair meets with each COS to discuss the results. The Allied Boards Chair will invite at least 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.
10. Summaries of the discussions are provided by the Allied Boards Chair at the In-Camera session of the June Allied Boards meeting.
11. Any issues arising through this process will be discussed at an Allied Boards Executive Committee meeting after the discussion with the COS.

6. REFERENCES:

N/A

7. APPENDICES:

N/A

Evaluation

This policy will be reviewed every two years.

Timing and Responsibilities for Approval of the COS Goals & Objectives

Activity	Who	When
1) The COS develops a draft set of Goals and Objectives that are reviewed by the Allied Boards Executive Committee and approved by the Allied Boards of Directors	COS Allied Boards Executive Committee Allied Boards of Directors	Approved by the Allied Boards in March each year
Year End		
(a) The COS presents the results of the Goals and Objectives to the Allied Boards of Directors	COS Allied Boards of Directors	May Allied Boards meeting

Mid-Year		
(a) The Allied Boards Chair the will gather information from the Allied Boards of Directors	Allied Boards Chair	
(b) The Allied Boards Chair and one other Director will meet with each COS individually to discuss any issues or concerns any party has with respect to achieving the Goals for the year	COS Allied Boards Chair and one other Director	Early to mid-November
(c) The Allied Boards Chair will update the Allied Boards of Directors on the discussion	Allied Boards Chair	November Allied Boards meeting
(d) Issues, if any, will be discussed at an Allied Boards Executive Committee meeting	Allied Boards Executive Committee	December Allied Boards meeting and as required

Timing and Responsibilities for the COS Performance Evaluation

Activity	Who	When
1. Survey on COS 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 Board Executive Committee reviews the individual survey results and sends to each COS	Allied Boards Executive Committee	First week of June
3. Each COS will, after receiving the evaluation, prepare a response to the evaluation and send it to the Allied Boards Chair	COS Allied Boards Chair	Second Week of June
4. The Allied Boards Chair and one other Director meet with each COS to discuss the evaluation. Professional Development Plans for the coming year will be agreed upon if required.	Allied Boards Chair COS	Second/Third week of June
5. 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 of Directors.	Allied Boards Chair	June Allied Boards Meeting
6. The Allied Boards of Directors will discuss any recommendation for compensation changes for each COS	Allied Boards of Directors	June Allied Boards meeting
7. Issues, if any, will be discussed at an Allied Boards Executive Committee meeting	Executive Committee	June Allied Board meeting and as required