

Sample Chief Executive Officer Performance Appraisal Process and Assessment Form

Note: The following is intended to be an example that boards should adapt to meet their individual needs.

DESCRIPTION OF THE PROCESS

1. The Chairman of the Board initiates the CEO performance appraisal process by asking the CEO to complete a self-appraisal using these same performance appraisal materials. This will include a summary of achievements relative to the goals and objectives defined at the beginning of the year, and a self-appraisal based on the CEO's key accountabilities.
2. The Chairman then asks each Director (Committee member, if conducted by Committee of the Board) to appraise the CEO's performance using the performance appraisal materials. In conjunction with this, the Chairman distributes the following documents to each reviewer:
 - The CEO's completed self-appraisal.
 - A blank CEO performance appraisal form.
 - A report on senior manager's evaluation of the CEO's performance over the past year.
(Applies to organization's engaging in 360 degree performance evaluation process)
 - The CEO's proposed goals for the coming year.
3. The Chairman collects the surveys from all reviewers, compiles responses, and averages scores and presents a summary to the Board (Committee) for approval.
4. Directors (Committee members) meet to decide what to emphasize in their feedback to the CEO (and on the final appraisal document). The Board (Committee) also reviews the CEO's proposed goals for the coming year, makes any modifications necessary, and approves them.
5. The Chairman incorporates modifications requested by the Board (Committee) and prepares final documentation of the appraisal.
6. The Chairman [and ____ other members of the Board] meets personally with the CEO to discuss the appraisal results. This session should ideally focus solely on providing feedback to the CEO. If salary increase and/or bonus are communicated in the same meeting, care should be taken to spend plenty of time providing feedback and not let compensation become the principal focus of the conversation.

Assessment of Key Accountabilities

Please evaluate the CEO's performance for each Key Accountability. Be as thorough as possible in describing the CEO's performance on each Key Accountability.

Key Accountabilities Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Financial Management	1	2	3	4	N/A
<ul style="list-style-type: none"> • Ensures that adequate financial controls are in place to protect the financial health of the organization. • Provides accurate and complete financial reports and plans to the Board for their review, revision, and approval. • Enhances revenue and controls costs to ensure achievement of planned operating margin. 	Comments:				
Quality of Care and Service	1	2	3	4	N/A
<ul style="list-style-type: none"> • Ensures that the organization delivers clinical care that demonstrates continuous quality improvement and progress towards meeting the highest clinical standards for quality. • Ensures that the organization delivers customer service that meets the highest patient satisfaction and customer service standards. • Ensures that the organization takes all measures necessary to ensure the safety of patients. 	Comments:				
Human Resources Management	1	2	3	4	N/A
<ul style="list-style-type: none"> • Provides leadership to ensure that the organization attracts, retains, motivates, and develops a highly-qualified workforce. • Selects and develops a cohesive executive team to successfully implement organization objectives. • Maintains a good work environment and high employee morale. 	Comments:				
Leadership and Governance	1	2	3	4	N/A
<ul style="list-style-type: none"> • Demonstrates and articulates the vision and mission of the organization • Works with the Board to establish and maintain the highest ethical standards for the organization. 	Comments:				

Assessment of Key Accountabilities *(continued)*

Key Accountabilities Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Operational Management	1	2	3	4	N/A
<ul style="list-style-type: none"> • Develops, communicates and leads the implementation of annual operating and financial plans. • Identifies obstacles and problems and takes corrective action to achieve plans and goals. 	Comments:				
Strategic Planning	1	2	3	4	N/A
<ul style="list-style-type: none"> • Works with the Board to translate vision and mission into realistic strategic goals and objectives. • Develops, communicates and leads the implementation of the organization's strategic plan. • Ensures that the planning process is effective and that the organization's strategic direction is clear to all staff. 	Comments:				
Performance Management	1	2	3	4	N/A
<ul style="list-style-type: none"> • Establishes and maintains a system for managing and monitoring performance. • Ensures that meaningful and challenging goals for performance improvement are established. • Holds managers accountable for achieving performance standards and goals. 	Comments:				
Board Relations and Communications	1	2	3	4	N/A
<ul style="list-style-type: none"> • Develops and maintains effective working relationships with Board members. • Keeps Board fully informed of important developments and issues • Provides clear and timely information to the Board to inform and support their decisions. 	Comments:				
Physician Relations	1	2	3	4	N/A
<ul style="list-style-type: none"> • Develops and maintains positive and effective relationships with physicians associated with the organization. • Encourages open communication with the physicians. • Develops and implements a medical staff development plan consistent with the organization's strategic plan and direction. 	Comments:				

Assessment of Key Accountabilities *(continued)*

Key Accountabilities Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Community Relations and Communications	1	2	3	4	N/A
<ul style="list-style-type: none"> • Represents and promotes the interests and the image of the organization to government at all levels, to the local community, to accrediting bodies and to the public at large. 	Comments:				
Fundraising	1	2	3	4	N/A
<ul style="list-style-type: none"> • Works with development staff and the Board to implement a fund-raising program that meets established goals. • Obtains commitments and establishes effective relationships with major prospective donors. 	Comments:				

Assessment of Individual Goals and Objectives

Individual Goals and Objectives Description of Goals	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
	1	2	3	4	N/A
<p>EXAMPLE: Key Results Area: Initiate and develop an open heart program.</p> <p>Goals and Objectives: Recruit and develop the clinician team. Complete building.</p> <p>Measurement Criteria: Physicians on board and physical structure completed.</p> <p>Time Frame: February, 2009.</p>	Comments:				
	1	2	3	4	N/A
<p>Key Results Area:</p> <p>Goals and Objectives:</p> <p>Measurement Criteria:</p> <p>Time Frame:</p>	Comments:				
	1	2	3	4	N/A
<p>Key Results Area:</p> <p>Goals and Objectives:</p> <p>Measurement Criteria:</p> <p>Time Frame:</p>	Comments:				
	1	2	3	4	N/A
<p>Key Results Area:</p> <p>Goals and Objectives:</p> <p>Measurement Criteria:</p> <p>Time Frame:</p>	Comments:				

Summary Evaluation and Comments

Identify any achievements or contributions not already addressed above. Note any major accomplishments you believe should be recognized.

Describe any areas in which you believe the CEO's performance should be improved. Identify specific development goals for the coming year.

Record any additional comments about the CEO's performance. Also comment on any circumstances that may have influenced the CEO's performance during the year.

Signature