ST. ANNE CENTRE

Working Together Toward Excellence in Health and Wellness

BOARD OF DIRECTORS MANUAL

NUMBER: 011	
SECTION: BOD	

SUBJECT: CEO Performance Appraisal	
BOD APPROVAL: Crystal Dorey	**DATE SIGNED: February 24, 2026**
DATE OF MOTION: 19-November-2025	
EFFECTIVE DATE: 19-November-2025	**REVISED DATE: September 2025**
DATE REVIEWED:	

PURPOSE

The purpose of this CEO Performance Appraisal Policy is to provide a formal, transparent, and objective framework for the Board of Directors to evaluate the performance of the Chief Executive Officer (CEO). The policy ensures that the CEO's leadership advances the organization's mission, achieves strategic objectives, and maintains operational and financial sustainability, while fostering accountability and continuous improvement.

SCOPE

This policy applies to the performance appraisal of the CEO, conducted by the Board of Directors Executive Committee. It covers all aspects of the CEO's responsibilities, for example: quality and patient safety, medical staff relations, community health and partnerships, strategic development, board relation and leadership and culture.

OBJECTIVES

The objectives of this policy are to:

- Assess the CEO's performance against goals
- Provide constructive feedback to support the CEO's professional growth and effectiveness.
- Ensure alignment between the CEO's leadership and the organization's commitments (vision and mission)
- Promote transparency, fairness, and accountability in the appraisal process.
- Decisions regarding CEO compensation, contract renewal, or performance improvement plans.

POLICY

<u>Roles and Responsibilities</u>

Board of Directors

- **Oversight:** Oversee the CEO performance appraisal process, ensuring it is fair, objective, and aligned with organizational goals.
- **Approval:** Approve the CEO's performance goals, appraisal criteria, and final evaluation outcomes.
- **Delegation:** Appoint Executive Committee to manage the CEO Evaluation appraisal and compensation review process.
- **Feedback:** Provide input on the CEO's performance.
- **Confidentiality:** Maintain confidentiality of appraisal discussions and outcomes, except as required by law or organizational bylaws.

CEO

- Participate in the appraisal process by:
  - Proposing annual performance goals in collaboration with the Board.
  - Completing a self-assessment of performance. Reflections include: what I should start doing, what I should stop doing, what is going well, what is not going well?
  - Am I meeting strategic goals?
  - Providing relevant data or reports to support the evaluation (self assessment).
  - Engaging in feedback discussions with the Board or Evaluation Committee.
- Implement recommendations for improvement and any agreed-upon performance improvement plans.

Data Collection

- The Evaluation Committee will gather data to assess the CEO's performance, including:
  - **CEO Self-Assessment:** A written report by the CEO reflecting on achievements, challenges, and progress toward goals.
  - **Board Input:** Feedback from Board members based on their interactions with the CEO.
  - **Stakeholder Feedback:** Solicit & incorporate stakeholder feedback. CEO should be consulted on list of stakeholders included in the outreach. List of stakeholders to be discussed yearly during the mid-year review to allow for solicitation of stakeholders for the year-end review.
  - **Performance Metrics:** Reports on clinical, financial, operational, or strategic KPIs
  - **External Benchmarks:** Comparison with industry standards or peer organizations, where applicable.
- Data collection methods will be disclosed to the CEO in advance.

Evaluation Criteria

CEO's performance for each accountability area is to be assessed using the scale outlined below. Consider all criteria together when forming an impression about the CEO's performance. Add comments you believe provide context to your rating, or that would be helpful to the CEO in improving his or her performance.

5 – Exceeds Expectations: The CEO performs *above and beyond* these accountabilities as a part of his or her leadership. The CEO's performance in this area is *outstanding and exceeds my expectations.*

4 – Meets All Expectations: The CEO *always* practices these accountabilities as a part of his or her leadership. The CEO's performance in this area *meets all of my expectations.*
3 – Meets Most Expectations: The CEO *often* practices these accountabilities as a part of his or her leadership, but not always. The CEO's performance in this area *generally meets my expectations.*
2 – Meets Some Expectations: The CEO *inconsistently* practices these accountabilities as a part of his or her leadership. The CEO's performance in this area only *meets some of my expectations.*
1 – Does Not Meet Expectations: The CEO *rarely or never* practices these accountabilities as a part of his or her leadership. The CEO *does not perform well* in this area.
N/A – Not Applicable: Not applicable or has not been observed.

CEO's performance 2 or below should include steps (where required) for needed performance improvement. This action plan should be agreed by the CEO and Board Chair, documented with measurable plans and due dates and formally reviewed as part of this process.

PROCEDURE

Guidelines

- The appraisal will be conducted annually. At least one interim mid-year review is recommended.
- All appraisal documents will be retained confidentially in the organization's records.
- A summary of the appraisal process and executive results shared with the Board.

Conflict of Interest

- Board members with personal or professional conflicts of interest must recuse themselves from the appraisal and review process.