

AGENDA
MIDDLESEX-LONDON BOARD OF HEALTH
Special Meeting of the Governance Committee

Microsoft Teams
Tuesday, October 12, 2021, 9:00 a.m.

- 1. DISCLOSURE OF CONFLICTS OF INTEREST**
- 2. APPROVAL OF AGENDA – October 12, 2021**
- 3. NEW BUSINESS**
 - 3.1. 2021 Medical Officer of Health and Chief Executive Officer Performance Appraisals
([Report No. 20-21GC](#))
- 4. ADJOURNMENT**



TO: Members of the Governance Committee

FROM: Maureen Cassidy Chair, Board of Health; Bob Parker Chair, Governance Committee

DATE: 2021 October 12

2021 MEDICAL OFFICER OF HEALTH AND CHIEF EXECUTIVE OFFICER PERFORMANCE APPRAISALS

Recommendations

It is recommended that the Governance Committee:

- 1) *Receive Report No. 20-21GC;*
- 2) *Revise Policy G-050 “Medical Officer of Health and Chief Executive Officer Performance Appraisal” and its associated appendices and procedure to reflect the separation of the MOH and CEO roles; and*
- 3) *Form a sub-committee to initiate the performance appraisal process for both the Medical Officer of Health and Chief Executive Officer.*

Key Points

- The separation of the MOH and CEO roles necessitates revisions to Policy G-050 “Medical Officer of Health and Chief Executive Officer Performance Appraisal” and its associated appendices and procedure.
- The procedure associated with Policy G-050 indicates that a sub-committee is necessary for the administration of the 2021 performance appraisals of the MOH and CEO.
- The last performance appraisal of the current MOH was completed in 2019.

Background

The separation of the Medical Officer of Health (MOH) and Chief Executive Officer (CEO) roles necessitates revisions to many governance policies at MLHU, including Policy G-050 “Medical Officer of Health and Chief Executive Officer Performance Appraisal.” The Governance Committee is responsible for initiating the annual performance appraisal process for both the Medical Officer of Health and Chief Executive Officer. The most recent performance appraisal of the current MOH was conducted in 2019; subsequent appraisals scheduled were delayed due to competing priorities associated with the COVID-19 pandemic.

The Performance Appraisal Tool for the MLHUs MOH and CEO was developed in 2015 following a review of the Ontario Public Health Organizational Standards, templates provided by the Association of Local Public Health Agencies, best practices for performance appraisals, and input from the Governance Committee. In 2016, the process of collecting feedback to inform the appraisal was simplified utilizing available technology in the form of an on-line 360-degree feedback tool. The Board of Health renewed its approval of this appraisal process when it approved [Policy G-050 Medical Officer of Health and Chief Executive Officer Performance Appraisal](#) in 2018.

2021 Performance Appraisal Process

1. The Governance Committee strikes a performance appraisal sub-committee.
2. The sub-committee reviews, revises, and approves [Policy G-050](#) to reflect the separation of the MOH and CEO roles.
3. The sub-committee reviews, revises as appropriate, and approves the performance appraisal tool ([Appendix A](#)) and timeline ([Appendix B](#)). The most recent past versions of these tools are available as appendices to [Policy G-050](#).
4. The sub-committee informs the Board of Health of the start of the process and invites Board Members to provide comments to the sub-committee.
5. The sub-committee contracts an external consultant to conduct the 360 reviews
6. The MOH and CEO are both requested to provide an updated stakeholder list for the 360 review and to complete the appropriate performance appraisal tool as well as given a date to submit the appraisal tool to the sub-committee.
7. The sub-committee gathers supporting documentation covering the appraisal timeframe including position description ([Policy G-030](#)), MOH Monthly Activity Reports and listings of Board of Health Report Titles both public and in-camera.
8. The Chair of the sub-committee emails the selected stakeholders requesting their participation in the 360 review following approval by the sub-committee of the stakeholder list.
9. The sub-committee meets with the Board to complete the Board of Health portion of the performance appraisal.
10. The sub-committee can then meet with both the MOH and CEO (separately) to discuss any questions or concerns that they may have with the performance appraisal.
11. Once the sub-committee has concluded their review of the material, a summary document is drafted by the sub-committee and presented in-camera to the entire Board for their review and approval.
12. The Board Members reach agreement on all contents of the performance appraisal.
13. The Board Chair and a representative of the sub-committee then meet with both the MOH and CEO (separately) to discuss the results of the appraisal and their goals for the next year.
14. The performance appraisals are signed and filed in a sealed envelope with Human Resources.

Additional tools to assist with the completion of the MOH and CEO performance appraisals (checklist, process outline and sample emails) are available as appendices to [Policy G-050](#).

This report was prepared by the Board of Health and Governance Committee Chairs and the Human Resources Team, Healthy Organization Division.



Maureen Cassidy
Chair, Middlesex-London Board of Health



Robert (Bob) Parker
Chair, Governance Committee

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

Name: Title: *This performance appraisal is due on:*

It reviews the performance for the period:

From: To:

And sets objectives for the period:

From: To: **The following RATING SCALE is used in this performance appraisal:**

Exceeds expectations	Performance consistently exceeds all expectations/standards. Accomplishments are clearly obvious.
Meets Expectations	Solid reliable performance that substantially meets expectations. In some instances, expectations are exceeded. In some instances, expectations are still being developed.
Partially Meets Expectations	Performance does not meet expectations in certain areas. Improvement in these areas is required. The rationale needs to be explored, goals re-negotiated and/or an action plan established.
Additional Growth Required	Performance associated with the job requires additional resources. An action plan is needed which may include, but not limited to, training, coaching or other support.
Not applicable (n/a)	The Board of Health is not able to rate this area at this time.

Append additional sheets / documentation where required/appropriate.

Once completed, discussed and all signatures obtained, the original of this form is to be retained in the Employee's personnel file which is held by the Executive Assistant to the Board of Health in a sealed envelope, accessible only to the employee and the Chair of the Board of Health.

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

Program Excellence – This area reflects on how the MOH has influenced the impact the HU has on: population health measures; the use of health status data; evidence-informed program decision making; delivery of mandated and locally needed public health services as measured by the accountability indicators	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Responds effectively to health hazards and provides effective control of communicable diseases under the <i>Health Protection and Promotion Act</i> (HPPA). 					
<ul style="list-style-type: none"> Champions coordinated approaches and engagement of clients and community partners in planning and evaluation of programs and services. 					
<ul style="list-style-type: none"> Maintains statutory obligations through the delivery of mandated and locally needed public health services (Ontario Public Health Standards: Requirements for Programs, Services, and Accountability, 2018 and Ontario Public Health Standards: Requirements for Programs, Services, and Accountability, 2021). 					
<ul style="list-style-type: none"> Anticipates and plans for major trends in needs and services. 					
<ul style="list-style-type: none"> Uses evidence-informed decision making in developing programs and services to meet community needs. 					
<ul style="list-style-type: none"> Considers Health Equity in all program work. 					
<ul style="list-style-type: none"> Ensures processes are in place to regularly evaluate public health programs and services, seeking ways to improve efficiency and effectiveness. 					
Comments: (include major strengths in this area of focus and any areas that may need future development)					

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

Client and Community Impact – This area reflects on the MOH’s representation of the HU in the community	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Contributes to increasing community awareness about public health. 					
<ul style="list-style-type: none"> Promotes productive relationships with the media and acts as a resource to the media regarding public health issues. 					
<ul style="list-style-type: none"> Promotes productive relationships, maintains regular communication and strong working partnerships with external stakeholders including Boards of Education, business, labour, government and media, health care providers, community organizations, citizen groups and the Ministry of Health. 					
<ul style="list-style-type: none"> Seeks new and innovative ways to work with partners to advance mutual goals in the community. 					
<ul style="list-style-type: none"> Promotes excellence in customer service within the health unit. Responds quickly and efficiently to enquiries/complaints/issues from citizens/community groups. Exhibits tact and diplomacy in dealing with citizen/group complaints. Resolves complaints to citizen/groups’ satisfaction whenever feasible. Provides helpful explanation where legislatively or otherwise constrained. Researches/facilitates appropriate contact when referral is necessary. 					
Comments: (include major strengths in this area of focus and any areas that may need future development)					

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

<p>Employee Engagement and Learning – This area reflects on how the MOH has influenced the HU’s organizational capacity, climate and culture and the contribution made to enabling engaged and empowered staff; thoughtful and responsive leadership and organizational structures that support decision-making, innovation and learning</p>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Promotes a positive working environment. Advocates integrity, empowerment, collaboration and striving for excellence among staff. Sets a professional example for staff. 					
<ul style="list-style-type: none"> Allocates resources to maximize departmental and program effectiveness. Proposes revision to staff structure and numbers as necessary. Collaborates with the Management team on opportunities for sharing/reallocating existing staff/resources wherever possible. Explores alternatives such as cost-sharing/joint services with other agencies and/or contract services. 					
<ul style="list-style-type: none"> Provides adequate supervision and direction of direct-reporting staff. Includes working with them to identify and prioritize short and longer-term goals. Conducts meaningful performance reviews in a timely manner and identifies their strengths and areas for development. Identifies and takes actions necessary to obtain improved performance where necessary. Recognizes and commends staff for outstanding work. Identifies and deals with performance concerns quickly and effectively by dealing with performance / communication / disciplinary issues in an appropriate manner. 					
<ul style="list-style-type: none"> Maintains effective communication with staff. Fosters a workplace climate conducive to open communication. Holds regular Management meetings. Institutes feedback mechanisms to gauge leadership effectiveness. 					

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

<p>Employee Engagement and Learning – <i>This area reflects on how the MOH has influenced the HU’s organizational capacity, climate and culture and the contribution made to enabling engaged and empowered staff; thoughtful and responsive leadership and organizational structures that support decision-making, innovation and learning</i></p>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Identifies areas where staff training and development would be of benefit to the team and/or agency as a whole. Encourages staff commitment and ownership to upgrading and maintaining job-related effectiveness. Promotes the view of training as a shared responsibility between staff and the health unit. Supports planning of short- and long-term departmental training and development initiatives. 					
<ul style="list-style-type: none"> Regularly evaluates corporate services, seeking ways to improve efficiency and effectiveness. 					
<ul style="list-style-type: none"> Exhibits excellent time management skills. Systematically organizes own time. Commits to and meets deadlines. Respects others’ time. Is punctual for meetings. 					
<ul style="list-style-type: none"> Sets and achieves personal and professional development objectives. 					
<p>Comments: (include major strengths in this area of focus and any areas that may need future development)</p>					

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

Governance – <i>This area reflects on how the MOH has influenced the alignment of management methods and systems to ensure appropriate structures and resources are in place to achieve the HU’s mission and vision. This area also reflects on the MOH’s responsibility for actions, decision and policies that impact the HUs ability to achieve the requirements as set out under the strategic plan, the Ontario Public Health Organizational Standards (OPHOS), other funder requirements and direction provided by the Board of Health</i>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Monitors overall HU financial situation demonstrating effective management of financial resources. Ensures transparency and understanding of financial processes and procedures. 					
<ul style="list-style-type: none"> Develops innovative approaches to financing and revenue generation. Devises strategies to protect HU assets. 					
<ul style="list-style-type: none"> Ensures agency compliance with the Ontario Public Health Organizational Standards. 					
<ul style="list-style-type: none"> Abides by employment and other relevant legislation including <i>Employment Standards Act, Labour Relations Act, Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act</i> and the <i>Human Rights Code</i>. Adheres to terms of union and other contracts. 					
<ul style="list-style-type: none"> Develops and maintains HU by-laws, policies and procedures and ensures adherence within the health unit. Advises and consults with the BOH on significant matters. 					
<ul style="list-style-type: none"> Communicates regularly with the Chair of the Board and provides support in identifying agenda items for the BOH and Committee meetings. 					
<ul style="list-style-type: none"> Ensures adequate orientation and on-going education of BOH members. 					

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

Governance – <i>This area reflects on how the MOH has influenced the alignment of management methods and systems to ensure appropriate structures and resources are in place to achieve the HU’s mission and vision. This area also reflects on the MOH’s responsibility for actions, decision and policies that impact the HUs ability to achieve the requirements as set out under the strategic plan, the Ontario Public Health Organizational Standards (OPHOS), other funder requirements and direction provided by the Board of Health</i>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Informs BOH of important developments affecting Public Health and the HU (e.g. legislative changes, public health emergencies, organizational problems, system development, environmental trends.) Makes recommendations as appropriate and includes financial analysis for recommendations. 					
<ul style="list-style-type: none"> Provides appropriate and timely written and verbal reports to the BOH. Writes and speaks clearly. Reports are easily understood by the BOH members. 					
Comments: (include major strengths in this area of focus and any areas that may need future development)					

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

SUMMARY OF OVERALL PERFORMANCE

AREA OF FOCUS	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required
Program Excellence				
Community and Client Impact				
Employee Engagement and Learning				
Governance				
Comments – (Including comments with respect to the major strengths of the MOH and areas for future development.)				

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

GOALS FOR THE NEXT PERIOD – BY AREA OF FOCUS

Program Excellence	Key Performance Indicator

Client and Community Impact	Key Performance Indicator

Employee Engagement and Learning	Key Performance Indicator

Governance	Key Performance Indicator

Personal Development	Key Performance Indicator

Other	Key Performance Indicator

MLHU MEDICAL OFFICER OF HEALTH PERFORMANCE APPRAISAL

SIGNATURES**Medical Officer of Health**

I discussed this performance appraisal with the Chair of the Board of Health.

I have participated in the setting of goals and targets for the next performance period, have reviewed my job responsibilities with the Chair of the Board of Health, and agree to the goals, targets and measurement standards noted above for the next performance period.

Comments

Medical Officer of Health

Date
For the Board of Health

We have discussed the performance appraisal with the Medical Officer of Health. We have reviewed the past period's work performance, goals and objectives, and have discussed goals and objectives for the coming performance period. We have also discussed professional development and training needs. The goals and objectives for the coming year have been established, including job responsibilities and measurement methods.

Chair, Board of Health

Date

Sub-Committee Member, Board of Health

Date

MLHU CEO PERFORMANCE APPRAISAL

Name: Title: *This performance appraisal is due on:*

It reviews the performance for the period:

From: To:

And sets objectives for the period:

From: To: **The following RATING SCALE is used in this performance appraisal:**

Exceeds expectations	Performance consistently exceeds all expectations/standards. Accomplishments are clearly obvious.
Meets Expectations	Solid reliable performance that substantially meets expectations. In some instances, expectations are exceeded. In some instances, expectations are still being developed.
Partially Meets Expectations	Performance does not meet expectations in certain areas. Improvement in these areas is required. The rationale needs to be explored, goals re-negotiated and/or an action plan established.
Additional Growth Required	Performance associated with the job requires additional resources. An action plan is needed which may include, but not limited to, training, coaching or other support.
Not applicable (n/a)	The Board of Health is not able to rate this area at this time.

Append additional sheets / documentation where required/appropriate.

Once completed, discussed and all signatures obtained, the original of this form is to be retained in the Employee's personnel file which is held by the Executive Assistant to the Board of Health in a sealed envelope, accessible only to the employee and the Chair of the Board of Health.

MLHU CEO PERFORMANCE APPRAISAL

Client and Community Impact – This area reflects on the CEO’s representation of the HU in the community	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Promotes productive relationships, maintains regular communication and strong working partnerships with external stakeholders including Boards of Education, business, labour, government, health care providers, community organizations, citizen groups and the Ministry of Health. 					
<ul style="list-style-type: none"> Seeks new and innovative ways to work with partners to advance mutual goals in the community. 					
<ul style="list-style-type: none"> Promotes excellence in customer service within the health unit. Responds quickly and efficiently to enquiries/complaints/issues from citizens/community groups. Exhibits tact and diplomacy in dealing with citizen/group complaints. Resolves complaints to citizen/groups’ satisfaction whenever feasible. Provides helpful explanation where legislatively or otherwise constrained. Researches/facilitates appropriate contact when referral is necessary. 					
Comments: (include major strengths in this area of focus and any areas that may need future development)					

MLHU CEO PERFORMANCE APPRAISAL

Employee Engagement and Learning – This area reflects on how the CEO has influenced the HU’s organizational capacity, climate and culture and the contribution made to enabling engaged and empowered staff; thoughtful and responsive leadership and organizational structures that support decision-making, innovation and learning	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Promotes a positive working environment. Advocates integrity, empowerment, collaboration and striving for excellence among staff. Sets a professional example for staff. 					
<ul style="list-style-type: none"> Allocates resources to maximize departmental and program effectiveness. Proposes revision to staff structure and numbers as necessary. Collaborates with the Management team on opportunities for sharing/reallocating existing staff/resources wherever possible. Explores alternatives such as cost-sharing/joint services with other agencies and/or contract services. 					
<ul style="list-style-type: none"> Provides adequate supervision and direction of direct-reporting staff. Includes working with them to identify and prioritize short and longer-term goals. Conducts meaningful performance reviews in a timely manner and identifies their strengths and areas for development. Identifies and takes actions necessary to obtain improved performance where necessary. Recognizes and commends staff for outstanding work. Identifies and deals with performance concerns quickly and effectively by dealing with performance / communication / disciplinary issues in an appropriate manner. 					
<ul style="list-style-type: none"> Maintains effective communication with staff. Fosters a workplace climate conducive to open communication. Holds regular Management meetings. Institutes feedback mechanisms to gauge leadership effectiveness. 					

MLHU CEO PERFORMANCE APPRAISAL

<p>Employee Engagement and Learning – <i>This area reflects on how the CEO has influenced the HU’s organizational capacity, climate and culture and the contribution made to enabling engaged and empowered staff; thoughtful and responsive leadership and organizational structures that support decision-making, innovation and learning</i></p>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Identifies areas where staff training and development would be of benefit to the team and/or agency as a whole. Encourages staff commitment and ownership to upgrading and maintaining job related effectiveness. Promotes the view of training as a shared responsibility between staff and the health unit. Supports planning of short- and long-term departmental training and development initiatives. 					
<ul style="list-style-type: none"> Regularly evaluates corporate services, seeking ways to improve efficiency and effectiveness. 					
<ul style="list-style-type: none"> Exhibits excellent time management skills. Systematically organizes own time. Commits to and meets deadlines. Respects others’ time. Is punctual for meetings. 					
<ul style="list-style-type: none"> Sets and achieves personal and professional development objectives. 					
<p>Comments: (include major strengths in this area of focus and any areas that may need future development)</p>					

MLHU CEO PERFORMANCE APPRAISAL

<p>Governance – This area reflects on how the CEO has influenced the alignment of management methods and systems to ensure appropriate structures and resources are in place to achieve the HU’s mission and vision. This area also reflects on the CEO’s responsibility for actions, decision and policies that impact the HUs ability to achieve the requirements as set out under the strategic plan, the Ontario Public Health Organizational Standards (OPHOS), other funder requirements and direction provided by the Board of Health</p>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Monitors overall HU financial situation demonstrating effective management of financial resources. Ensures transparency and understanding of financial processes and procedures. 					
<ul style="list-style-type: none"> Develops innovative approaches to financing and revenue generation. Devises strategies to protect HU assets. 					
<ul style="list-style-type: none"> Ensures agency compliance with the Ontario Public Health Organizational Standards. 					
<ul style="list-style-type: none"> Abides by employment and other relevant legislation including the <i>Employment Standards Act, Labour Relations Act, Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act</i> and the <i>Human Rights Code</i>. Adheres to terms of union and other contracts. 					
<ul style="list-style-type: none"> Develops and maintains HU by-laws, policies and procedures and ensures adherence within the health unit. Advises and consults with the BOH on significant matters. 					
<ul style="list-style-type: none"> Communicates regularly with the Chair of the Board and provides support in identifying agenda items for the BOH and Committee meetings. 					
<ul style="list-style-type: none"> Ensures adequate orientation and on-going education of BOH members. 					

MLHU CEO PERFORMANCE APPRAISAL

<p>Governance – This area reflects on how the CEO has influenced the alignment of management methods and systems to ensure appropriate structures and resources are in place to achieve the HU’s mission and vision. This area also reflects on the CEO’s responsibility for actions, decision and policies that impact the HUs ability to achieve the requirements as set out under the strategic plan, the Ontario Public Health Organizational Standards (OPHOS), other funder requirements and direction provided by the Board of Health</p>	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required	n/a
<ul style="list-style-type: none"> Informs BOH of important developments affecting Public Health and the HU (e.g. legislative changes, public health emergencies, organizational problems, system development, environmental trends.) Makes recommendations as appropriate and includes financial analysis for recommendations. 					
<ul style="list-style-type: none"> Provides appropriate and timely written and verbal reports to the BOH. Writes and speaks clearly. Reports are easily understood by the BOH members. 					
<p>Comments: (include major strengths in this area of focus and any areas that may need future development)</p>					

MLHU CEO PERFORMANCE APPRAISAL

SUMMARY OF OVERALL PERFORMANCE

AREA OF FOCUS	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Additional Growth Required
Community and Client Impact				
Employee Engagement and Learning				
Governance				
Comments – (Including comments with respect to the major strengths of the CEO and areas for future development.)				

MLHU CEO PERFORMANCE APPRAISAL

GOALS FOR THE NEXT PERIOD – BY AREA OF FOCUS

Client and Community Impact	Key Performance Indicator

Employee Engagement and Learning	Key Performance Indicator

Governance	Key Performance Indicator

Personal Development	Key Performance Indicator

Other	Key Performance Indicator

MLHU CEO PERFORMANCE APPRAISAL

SIGNATURES**Chief Executive Officer**

I discussed this performance appraisal with the Chair of the Board of Health.

I have participated in the setting of goals and targets for the next performance period, have reviewed my job responsibilities with the Chair of the Board of Health, and agree to the goals, targets and measurement standards noted above for the next performance period.

Comments

Chief Executive Officer

Date**For the Board of Health**

We have discussed the performance appraisal with the Chief Executive Officer. We have reviewed the past period's work performance and goals and objectives, and have discussed goals and objectives for the coming performance period. We have also discussed professional development and training needs. The goals and objectives for the coming year have been established, including job responsibilities and measurement methods.

Chair, Board of Health

Date

Sub-Committee Member, Board of Health

Date

Middlesex-London Health Unit Medical Officer of Health and Chief Executive Officer Performance Appraisal Process Timeline 2021

Date	Activities
October 12, 2021	<ul style="list-style-type: none"> • Governance Report initiates the appraisal process • Governance Committee strikes a performance appraisal sub-committee • Sub-committee reviews and approves performance appraisal tool
October 12, 2021 to October 21, 2021	<ul style="list-style-type: none"> • Request the Medical Officer of Health and Chief Executive Officer individually to complete the appraisal tool and return to sub-committee • Request the Medical Officer of Health and Chief Executive Officer to individually provide updated stakeholder lists for the 360 review • Collect supporting documentation required for performance appraisal • Engage the services of an external consultant to conduct the 360 review • Chair of the sub-committee to email stakeholders requesting their participation in the 360 review
October 21, 2021	<ul style="list-style-type: none"> • Update to the Board of Health on the process and progress
October 21, 2021 to November 18, 2021	<ul style="list-style-type: none"> • Review and consolidate all feedback into one document • Once MOH & CEO self-appraisals are received the sub-committee will meet with the Medical Officer of Health and Chief Executive Officer separately if there are any questions regarding the self-appraisal • Sub-committee prepares recommendations for the Board of Health regarding the performance appraisal and goals for next performance appraisal period
Tentatively: November 18, 2021	<ul style="list-style-type: none"> • Governance Committee convenes an in-camera session with the full Board of Health to discuss and reach agreement on final appraisal results and goals identified for the next performance appraisal period.
TBD	<ul style="list-style-type: none"> • The Board of Health Chair and a representative of the sub-committee meet with the Medical Officer of Health and Chief Executive Officer separately to discuss the final appraisal results

	<p>and the goals identified for the next performance appraisal period.</p> <ul style="list-style-type: none">• Each performance appraisal is signed by the Chair of the Board of Health and the representative from the sub-committee as well as the MOH or CEO to whom the appraisal applies.• The original signed performance appraisal is sealed in an envelope and stored with the individual's personnel file.
--	--