




Manual: Board of Directors

Title:	PERFORMANCE REVIEW OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER	No.: CA-400
Section:	Evaluation Process	Effective date: 2022-06-21
Issued by:	Board of Directors	Date of last revision: 2021-06-22
Approved by:	Board of Directors Denis M. Pelletier, Acting Chairperson 	Approved on: 2022-06-21
Facility/ program:		

PURPOSES

1. Measure the performance of the President and Chief Executive Officer (the “President and CEO”) using the Performance Review and Development Plan (see copy attached) based on a work plan and the annual objectives approved by the Board of Directors (the “Board”).
2. Provide feedback from the Board to the President and CEO to clarify expectations regarding his duties.
3. Support the President and CEO’s professional development to ensure he possesses the best possible knowledge of the fields of leadership and management.

POLICY

1. The Board establishes a President and CEO Performance Review and Development Committee (made up of the Chairperson and Vice-Chairperson) to jointly develop the Performance Review and Development Plan with the President and CEO based on the evaluation form found in Appendix CA-400 (1).
2. The Performance Review and Development Committee is responsible for implementing the annual President and CEO review process.
3. The Performance Review and Development Committee, in consultation with the entire Board of Directors, suggests the important files for the year covered by the work plan. Once the work plan is completed, it is approved by the Board. Thus, the President and CEO’s contribution to the Network’s objectives for the year ending is evaluated through a rigorous process and is officially documented.

4. The performance review and development process provides an opportunity to acknowledge the President and CEO's performance and develop organizational priorities collaboratively for the coming year in order to improve strategic planning and support the President and CEO and the organization. The Board diligently evaluates the President and CEO's performance, through the President and CEO Performance Review and Development Committee, based on the position profile, the Performance Review and Development Plan, and the Board's policies.
5. The appraisals and ratings recommended for incentive pay, if applicable, measured against the President and CEO Performance Review and Development Plan for the previous fiscal year, should be completed before the end of the first quarter of the following fiscal year.

Tool

The President and CEO Performance Appraisal and Development tool will be used (Appendix CA-400(1)).

Evaluation process

1. The President and CEO's performance is evaluated annually based on the fiscal year. The current year's evaluation will be completed by the end of the first quarter of the following year at the latest.
2. The Board officially delegates this duty to the Chairperson and Vice-Chairperson, who form the President and CEO Performance Review and Development Committee. The Committee ensures that all members of the Board take part in the review process during the acceptance and evaluation phases of the Performance Review and Development Plan.
3. The committee evaluates the President and CEO's performance using the Performance Review and Development Plan as established at the start of the year. The committee reports to the entire Board on the evaluation and asks Board members for comments on the President and CEO's performance. These comments are included in the President and CEO's evaluation.
4. The Board can from time to time carry out an evaluation factoring in the opinions of internal and external stakeholders, provided the principle of the 360° review process is followed. The Board can obtain support from external consultants to do this part of the evaluation.

Responsibilities and time frames

Activity	Persons Responsible	Deadline
a) The President and CEO develops a draft Performance Review and Development Plan to obtain comments from the Performance Review and Development Committee.	President and CEO	April
b) The Performance Review and Development Committee validates the Performance Review and Development Plan and consults all Board members for input.	Performance Review and Development Committee	April
c) The President and CEO develops the Performance Review and Development Plan further to comments received and submits the plan to the Performance Review and Development Committee for approval.	President and CEO and Performance Review and Development Committee	May
d) The President and CEO conducts a self-assessment at mid-year and meets the Performance Review and Development Committee to discuss progress and make the necessary adjustments to the Performance Review and Development Plan.	Performance Review and Development Committee and President and CEO	September
e) The President and CEO presents and submits an end-of-year self-assessment to the Performance Review and Development Committee.	President and CEO	Late March early April
f) The Performance Review and Development Committee meets with the President and CEO and evaluates his performance during the year ending.	Performance Review and Development Committee and President and CEO	April
g) The Performance Review and Development Committee reports to the Board of Directors and gathers comments. The Committee finalizes the evaluation with the President and CEO.	Performance Review and Development Committee and President and CEO	May

Guiding principles

1. Performance management supports, reinforces and integrates the achievement of the results of the business plan and annual plan with individual performance objectives.
2. Compliance with standards, measurements and indicators should be established in the President and CEO Performance Review and Development Plan.
3. Performance commitments and measurements should be set at a level that reflects the high level of performance expected.
4. Performance management focuses on both the improvement of organizational processes and structure and the improvement of the President and CEO's performance.
5. The President and CEO Performance Review and Development Plan should include a reference to the President and CEO's expectations for the organization's senior managers, thereby promoting a consistent and continuous approach in performance measurement within the Leadership Team.
6. The President and CEO Performance Review and Development Plan will include a personal development plan.

Supersedes:	Zone 1: _____	Zone 5: _____
	Zone 4: _____	Zone 6: _____

Vitalité Health Network

Performance Review and Development Plan

President and Chief Executive Officer

Evaluation form components

Vitalité Health Network's President and Chief Executive Officer (President and CEO) Performance Review and Development Plan is structured so as to ensure that goals and objectives are clearly identified, success measurements are realistic, attainable and manageable, and results are monitored over time. This is the implementation phase of a performance review model.

The objectives may include organizational objectives as well as team and personal objectives. The objectives set are expected to be communicated to other leaders, managers, and staff members of the Network.

The form is divided into three parts: work objectives, behavioural competencies, and future orientations.

- A) **Part I:** The work objectives are related to the specific, measurable and tangible activities required to meet the needs and strategic and operational priorities of the Network. Accountability and fundamental responsibilities described in the President and CEO's job description are the underlying expectations related to the work. The work objectives set in the evaluation are considered as objectives that are basic and exceeding requirements to fulfill accountability and fundamental responsibilities.
- B) **Part II:** The behavioural competencies are the behaviours expected of executives, directors and managers and they are listed in the LEADS program of the Canadian College of Health Leaders.
- C) **Part III:** The future orientations provide an opportunity to review the performance strengths and possibilities and they generate a prioritization mechanism for management staff (*during mid-year and end-of-year evaluation [completion of Part A]*).

The objectives for the year and fundamental themes for interests related to leadership were identified, in collaboration with the Board of Directors, further to the business plan and annual plan and based on the position profile.

When establishing objectives, it is important to ensure that they can be managed by the President and CEO. It is understood that the Network's capacity to meet the objectives set may depend on environmental and economic factors. In such case, the objectives in question would be reviewed and possibly revised for the target period in the plan.

Performance review system

The review is conducted at the end of the year only.

- **Exceeds expectations (A)** – The executive has met the work objectives set and shown the desired behavioural competencies; he always surpassed the expectations of the Board of Directors. He performed his work in an extremely professional, responsible and wise manner. He made a consistent and significant contribution to the organization.
- **Is above expectations (B)** – The executive has met the work objectives set and shown the desired behavioural competencies; he often surpassed the expectations of the Board of Directors. He performed his work thoroughly and diligently. He made a significant contribution to the organization regularly.
- **Meets expectations (C)** – The executive has met the work objectives and shown the behavioural competencies expected by the Board of Directors. He was competent in his work and made a trustworthy contribution to the organization.
- **Does not meet expectations (D)** – The executive did not meet the work objectives and did not show the behavioural competencies expected by the Board of Directors. His performance and general contribution cause concern to the organization.

Name of President and CEO:	Date:
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PART 1 – Performance Review Work Objectives						
Leadership	Success Measures (Notes and environmental/economic factors)	Completion as at August 31, xxxx	Completion as at March 31, xxxx	Comments, if any	Evaluation: A, B, C or D (see page 2)	
					Self-Assessment	Performance Review and Development Committee
	•					
Strategic Operations						
	•					
External Relations						
	•					
Work Relations with the Board and its Committees						
	•					

Part I: Evaluation of Work Objectives					
Additional comments:					
Result of work objectives:					
PART II – Performance Review LEADS Behavioural Competencies to Be Assessed					
Competency	Definitions	Executive’s comments	Line executive’s comments	Potential evaluation: A, B, C or D (see page 2)	
				Self-Assessment	Performance Review and Development Committee
Leads self	•				
Engages others	•				
Achieves results	•				
Develops coalitions	•				
Transforms systems	•				
Part III: Future Priorities Proposed by the Line Executive Following the Year-End Evaluation					
Authorization and Approval					
Comments from the President and CEO:					
Signature of the President and CEO:			Date:		
Chairperson of the Board of Directors:			Date:		