ANNUAL PERFORMANCE APPRAISAL OF EXECUTIVE DIRECTOR

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

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

4 - Meets All Expectations: The Executive Director always practices these accountabilities as a part of his or her leadership. The Executive Director's performance in this area meets all of my expectations.

3 - Meets Most Expectations: The Executive Director often practices these accountabilities as a part of his or her leadership, but not always. The Executive Director's performance in this area generally meets my expectations.

2 - Meets Some Expectations: The Executive Director inconsistently practices these accountabilities as a part of his or her leadership. The Executive Director's performance in this area only meets some of my expectations.

1 - Does Not Meet Expectations: The Executive Director rarely or never practices these accountabilities as a part of his or her leadership. The Executive Director does not perform well in this area.

N/A - Not Applicable: Not applicable or has not been observed. In the event that you rate the Executive Director's performance 2 or below, please provide specific suggestions for needed performance improvement.
QUALITY AND PATIENT SAFETY

• Ensures that quality and patient safety is a top priority at every level in the organization
• Establishes and nurtures a culture built on quality, service and continuous improvement
• Prioritizes delivering patient-centered care that meets the highest patient satisfaction and customer service standards
• Advances the organization's culture to ensure the patient experience is exemplary in every aspect of care
• Ensures appropriate resources are allocated throughout the organization to deliver high quality, patient-centered care
• Uses quality outcomes and data to drive actionable decision-making
• Ensures that patients receive the right care, at the right place and at the right time

Executive Director Self-Rating:
• Ensures that quality and patient safety is a top priority at every level in the organization
• Establishes and nurtures a culture built on quality, service and continuous improvement
• Prioritizes delivering patient-centered care that meets the highest patient satisfaction and customer service standards
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Executive Director Comments:

Board Member Comments:
FINANCIAL LEADERSHIP

- Financial results in the past year met or exceeded financial goals for the organization's growth
- Sets the tone for financial discipline and the importance of financial balance to achieve the mission and vision
- Ensures adequate internal systems are in place to protect the organization's financial health
- Continuously explores opportunities to strengthen the organization's financial position and organizational growth and development
- Engages the board in robust dialogue about financial reports and plans, providing sufficient and clear information about progress and results achieved

Executive Director Self-Rating: [Insert Executive Director rating from self-evaluation here before giving to Board members]

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Executive Director Comments:

Board Member Comments:
MEDICAL/NURSING STAFF RELATIONSHIPS

- Develops and maintains effective relationships with nurse practitioners employed by and associated with the organization
- Encourages open communication and dialogue with nurse practitioners
- Encourages nurse practitioners collaboration across the system of care to foster commitment to a shared vision
- Meaningfully involves the medical staff in efforts related to quality improvement, patient safety and patient satisfaction
- Develops and implements a medical/nursing staff development plan consistent with the organization's strategic plan and goals
- Inspires loyalty among the medical/nursing staff to further the mission and vision of the organization
- Ensures an adequate supply of physicians/ nurse practitioners and physician specialties exists to meet the health needs of the community

Executive Director Self-Rating:

- Develops and maintains effective relationships with nurse practitioners employed by and associated with the organization
- Encourages open communication and dialogue with nurse practitioners
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- Ensures an adequate supply of physicians/ nurse practitioners and physician specialties exists to meet the health needs of the community

Executive Director Comments:

Board Member Comments:
COMMUNITY HEALTH AND PARTNERSHIPS

- Instills community health and well-being as a fundamental organizational belief
- Collaborates with community leaders to assess the health needs of the community and design programs and services to maximize resources to address those needs
- Seeks community partnerships to maximize resources and impact on the greatest community health needs
- Ensures resources and programs are made available to address community health improvement challenges and needs

Executive Director Self-Rating:

- Instills community health and well-being as a fundamental organizational belief
- Collaborates with community leaders to assess the health needs of the community and design programs and services to maximize resources to address those needs
- Seeks community partnerships to maximize resources and impact on the greatest community health needs
- Ensures resources and programs are made available to address community health improvement challenges and needs

Executive Director Comments:

Board Member Comments:
STRATEGIC DEVELOPMENT

• Collaborates with the board to set the strategic direction for the organization

• Develops, communicates and leads the implementation of the strategic plan in a manner consistent with the organization's mission, vision and values

• Engages internal and external stakeholders to develop strategies and plans to move the organization in the desired direction

• Ensures that short-term and long-term goals and priorities are communicated and well-understood by the board, employees, nurse practitioners and the community

• Considers evolving internal and external trends and factors, and adjusts plans as necessary

Executive Director Self-Rating:

• Collaborates with the board to set the strategic direction for the organization

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• Considers evolving internal and external trends and factors, and adjusts plans as necessary

Executive Director Comments:

Board Member Comments:
BOARD RELATIONS

- Keeps the Board well-informed of important developments and issues
- Ensures a positive working relationship with the Board founded on honesty, trust and collaboration
- Recommends appropriate actions and policies for Board consideration, providing clear and timely information to inform deliberation and decision-making when appropriate
- Directs the functions of the organization in accordance with the mission, vision and direction established by the Board
- Ensures continuous education for the Board on issues/topics important to ensure effective, evidence-based governing leadership

Executive Director Self-Rating:

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Executive Director Comments:

Board Member Comments:
LEADERSHIP AND CULTURE

• Provides focused and effective leadership that ensures commitment to the organization's mission and vision

• Sets an organizational tone that attracts, retains, motivates and develops a highly qualified workforce

• Encourages all to capitalize on opportunities to improve productivity, quality and patient satisfaction

• Earns and maintains respect of employees, volunteers, the medical staff and the Board

• Ensures the right people are in place to carry out the organization's strategic direction

• Ensures that ongoing and relevant educational programs and training opportunities are provided to ensure effective skill building among employees and nurse practitioners

• Embeds the importance of the consumer experience throughout the organization

Executive Director Self-Rating:

• Provides focused and effective leadership that ensures commitment to the organization's mission and vision

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• Embeds the importance of the consumer experience throughout the organization

Executive Director Comments:

Board Member Comments:
LEADERSHIP TEAM RELATIONS AND DEVELOPMENT

__  • Recruits and develops a cohesive leadership team to implement organizational goals and strategies

__  • Ensures meaningful and challenging goals for performance improvement

__  • Holds leaders accountable for achieving performance goals

__  • Maintains an open, honest, trusting and collaborative relationship with senior leaders

__  • Develops future leaders within the organization

Executive Director Self-Rating:

__  • Recruits and develops a cohesive leadership team to implement organizational goals and strategies

__  • Ensures meaningful and challenging goals for performance improvement

__  • Holds leaders accountable for achieving performance goals

__  • Maintains an open, honest, trusting and collaborative relationship with senior leaders

__  • Develops future leaders within the organization

Executive Director Comments:

Board Member Comments:
OVERALL EXECUTIVE DIRECTOR COMMENTS:

OVERALL BOARD MEMBER COMMENTS:

_________________________________________  ______________________
Board Member Signature                        Date