

# PERFORMANCE EVALUATION TOOLKIT FOR DIRECT BOARD REPORTS

Mark Sprada  
SVP/Chief HR Officer



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# NBHD BOARD REPORTS: 2021 ANNUAL PERFORMANCE APPRAISALS TIMELINE

August  
9th

Notification to board reports regarding the time frame for submission of self-evaluation to HR Administration

September  
8th

Board Reports  
Self-Evaluation  
Due to HR

September  
8th

HR Committee  
Process Review.  
Transmit Board  
Report Self-  
Evaluations on  
9/10

October  
7th

Board Member Appraisal  
Due to HR  
Administration  
Attention:  
[msprada@browardhealth.org](mailto:msprada@browardhealth.org)

October  
20th

HR Committee to  
Conduct Reviews  
and Goal Setting.  
Formalize  
Recommendations  
for the Board

October  
27th

Mercer Executive  
Compensation  
Presentation.  
Board Decision for  
Compensation /  
Merit.



# THE NBHD BOARD OF COMMISSIONERS MEETING: OCTOBER 27, 2021

- Approve or Modify the Recommendations of the HR Committee held on October 20, 2021
- Mercer will Present Compensation Market Data
- The NBHD Board of Commissioners to Determine Board Reports Compensation

# SAMPLE COMMUNICATION TO DIRECT REPORTS OF THE BOARD

**To:** Mr. Shane Strum, President/CEO

**Fr:** Mark Sprada, Interim SVP/CHRO

**Date:** August 9, 2021

**Subject:** Performance Appraisal of President/CEO for FY 2020

Mr. Strum,

In preparation for the upcoming HR Committee session scheduled for \_\_\_\_/\_\_\_\_/\_\_\_\_ to discuss your annual performance please find attached the following items:

- 1) Job Description
- 2) Blank Performance Appraisal tool for your self-evaluation

Kindly provide your input on the blank performance appraisal and return to me by \_\_\_\_/\_\_\_\_/\_\_\_\_. If you have any questions, please contact me at 954-473-7027.

# SAMPLE COMMUNICATION TO BOARD

**TO:** North Broward Hospital District Board of Commissioners

**FR:** Mark Sprada, Interim SVP/CHRO

**CC:** Mr. Shane Strum, President/CEO

**DATE:** \_\_\_\_\_

**SUBJECT:** Performance Appraisal – Shane Strum, President/CEO

North Broward Hospital District Commissioners,

In preparation for the upcoming HR Committee meeting scheduled for \_\_\_/\_\_\_/\_\_\_, the following documents are attached for your review and individual feedback:

- A. President/CEO's Self Evaluation (with opportunity for your input in the blue highlighted columns)
- B. President/CEO Position Description
- C. Performance Appraisal supplemental documentation
- D. Performance Appraisal Toolkit for Board Reports (previously distributed)

Kindly review the attached materials, formulate any questions and establish goals and expectations for Mr. Strum's future performance. Any input related to future goals and expectations should be completed and placed in the sixth column of the appraisal form, "Goals Related to Management Incentive or Strategic Plan" section and submitted electronically to me by \_\_\_/\_\_\_/\_\_\_.

As previously indicated, this matter will be placed on the \_\_\_/\_\_\_/\_\_\_ Human Resources Committee agenda, for discussion. If you have any questions or concerns, kindly contact me at 954-473-7027 or via email to discuss.

# PERFORMANCE EVALUATION FOR DIRECT BOARD REPORTS

- The direct reports of the Board of Commissioners are evaluated annually in accordance with performance review criteria established by the Board of Commissioners and their contractual stipulations and/or Broward Health policy.
- The performance review process provides candid and constructive feedback on his/her past performance, and sets clear and measurable goals and expectations for the upcoming fiscal year.
- Performance is evaluated based on ten dimensions of performance (competencies).
  - ❑ These include the five star values (Exceptional service to all, collaborative team, accountability for positive outcomes, fostering innovation and valuing employee and community family) as well as 5 leadership dimensions specific their job responsibilities (strategy & planning, operations management, leadership, financial management, and human resources).

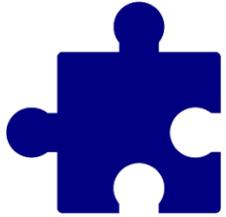
# BROWARD HEALTH COMPETENCIES



Leadership  
Competencies

Five Star  
Values

# LEADERSHIP COMPETENCIES & THE BOARD'S ROLE



**Strategy & Planning:** Assess the individual's success in developing a comprehensive metrics driven/evidence-based strategic plan and operational goals to support system integration to align with Broward Health's, Mission, Vision, objectives and values specific to their area of responsibility. How well did the individual convey the organization's vision and develop clear guidelines for current and future action?



**Operations Management:** Evaluate the individual's ability to provide departmental leadership and oversight for operational and business plans to support Broward Health's success. Utilize local, national industry standards. Did the individual successfully execute business strategies and what was the impact?

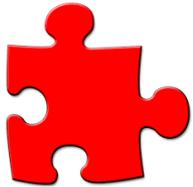


**Leadership:** Determine whether or not the direct report established and maintained an active role in positive, productive and collaborative relationships with internal and external partners to support Broward Health's value, business position and reputation. Did the individual motivate & energize employees to improve the patient, employee and or community experience and perception?

# LEADERSHIP COMPETENCIES



**Financial Management:** Establish accountability for the key financial indicators of Broward Health's financial stability and performance. Is the organization/business line meeting its short term financial objectives or made progress in achieving long-term financial performance objectives?



**Human Resources:** Assess the individual's oversight and effective utilization of Broward Health's employee partners/workforce, as well as their ability to manage change, and align people, processes and practices for success. Did the individual promote and model an environment and culture of high performance, high ethics, continuous improvement and inclusion?

# OTHER COMPETENCIES- FIVE STAR VALUES



**Exceptional Service:** Examine whether the individual took assertive actions to build internal and external customer relationships and loyalty. How well did this leader interact with the community, regulators, media, employee partners, patients (if applicable)?



**Collaborative Team:** Determine if the individual initiated and participated in mutually beneficial alliances, partnerships, and joint work efforts within work group and across department and organizational lines. Did he/she collaborate with others to mitigate/ minimize risk achieve overall organizational high-performance, quality outcomes and Broward Health's goals and objectives?



**Accountability for Positive Outcomes:** Assess whether the individual takes personal responsibility for meeting and exceeding goals and standards; acts to continuously improve products lines and services; seeks opportunities for continuous development; assumes responsibility for errors and learns from them?

# OTHER COMPETENCIES- FIVE STAR VALUES



**Fostering Innovation:** Evaluate whether the individual initiates and responds to change positively seeks and recommends or implements creative improvements in products and services; takes sound risks in trying new approaches; encourages and applies out-of-the-box thinking; challenges current practices when they are counter to goal achievement; focuses on doing the right thing as well as doing things right to accomplish strategic objectives. Did the individual demonstrate a vision for the development of new/better interface between technology and care transformation? Are there technology or system strategies in place to improve the patient experience?



**Valuing our Employee Family:** Does the individual create an atmosphere of appreciation and acceptance for all others; treat co-workers, customers, and business partners with dignity and respect; create a sense of inclusion for all different backgrounds and cultures?

# CONDUCTING THE PERFORMANCE APPRAISAL



Review the direct report's self-assessment/achievements for the year.



Compare the direct report's performance to established metrics/dash board.



Score his/her performance based upon the performance review scale, quality of work, quantity of work, completion of last year's goals, adherence to budget and other organizational goals.



Provide objective statements/evidence for the direct report if they exceeded or did not meet performance expectations.



Develop new performance goals which align with organizational initiatives and metric targets utilizing the SMART method (specific, measurable, achievable, relevant, time-bound goals) for objective performance criteria.

# PERFORMANCE APPRAISAL RATINGS



- **Performance Level Ratings for Broward Health Competencies:**  
**Rating Values are 0 - 5**  
*5 = Performance consistently **exceeds** expectations*  
*3 = Performance consistently **meets** expectations*  
*0 = Performance was inconsistent and **requires improvement***
- The most beneficial method of determining the appropriate rating level for each competency is to predetermine or establish expected Performance Standards for each.
- The establishment of organizational or system standards, targets, and goals are proven to improve system outcomes. Standards may be set based on national, state guidelines, benchmarking against similar organizations, or organization-specific targets, the Board or leaders' expectations, or other methods.
- The performance standards chosen should reflect the organization's strategic priorities and mission, as well as more specific goals articulated in documents such as e.g. the organization's strategic plan, Balanced Scorecard.

# CURRENT SCORING METHODOLOGY

## *Sample Score Card for a Board Direct Report*

	Exceptional Service	Collaborative Team	Accountability for Positive Outcomes	Fostering Innovation	Valuing Employee Family	Strategy & Planning	Operations Management	Leadership	Financial Management	Human Resources	TOTAL SCORE
Chair Angier	5	3	5	3	5	3	5	3	5	3	40
Commissioner Gregoire	3	5	3	5	3	5	3	5	3	5	40
Commissioner Waugh	5	3	5	3	5	3	5	5	5	5	44
Commissioner	5	3	5	5	3	5	5	5	5	5	46
Commissioner Pernicano	3	3	3	3	3	3	3	3	3	3	30
Commissioner Hage	4	5	3	3	3	3	0	3	0	0	24
Commissioner Williams	5	5	5	5	5	5	5	5	5	5	50
Commissioner Berry	3	5	3	5	5	5	3	5	3	3	40
<b>AVERAGE SCORE</b>											<b>44.86</b>

- The competency ratings from each Commissioner is recorded in a sample scorecard (e.g. above).
- The average score is used as the direct report's final score on the final performance appraisal.
- The performance appraisal is typically signed by the Chair of the Board of Commissioners.

# CURRENT EVALUATION PROCESS OVERVIEW

## The Human Resource Committee's Role:

- Conduct discussions of the self-evaluations of the (3) direct Board Reports, the Board members own observations of the 10 competencies and accomplishment of the established goals from the previous year. The committee also discusses and establishes directives/goals for the upcoming year that align with key business strategies.
- Summarize and incorporate the individual Commissioner ratings and feedback unto one appraisal document, including opportunities for improvement, where applicable, and the average of all ratings.
- Candidly present evaluations at designated Board meeting.
- Upon approval of proposed appraisal at Board meeting, the Board Chair signs the evaluations. Discussion and approval of any salary adjustments may occur at this time, at the discretion of the Board.

# QUESTIONS?