**ED Performance Review – Board Survey**

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The role of the Executive Director is critical to the success of the \_\_\_\_\_\_Division of Family Practice, therefore, performance evaluation is an important component of the Board’s responsibilities. A written annual evaluation helps clarify roles and expectations, and documents the ED’s strengths, achievements, opportunities for improvement, and overall performance. Your feedback as a member of the Board is very important to the growth and development of our ED and the Division. Thank you for completing this survey by [DATE].

**Section One: Executive Director Strategic Goals**

**Please rate and comment on your perception of the ED’s progress towards the following long-term goals and annual objectives:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Goals/objectives:** | **Exceeded** | **Met** | **Not Yet Met** |
| 1. Increase Community Primary Care Capacity & Support Strength of Attachment – Within Practices  * Assess Baseline Practice Capacity & Support Needs |  |  |  |
| 1. Increase Community Primary Care Capacity & Support Strength of Attachment – Within Community  * Administer Physician Retention Program * Develop Home Health Partnerships and Integration |  |  |  |
| 1. Develop and support targeted community programs for difficult to attach or vulnerable populations  * Establish Primary Care Access Clinic |  |  |  |
| 1. Support Other Division programs supporting care of unattached patients, supporting GPs in practice scope, and increasing strength of attachment  * Assess Aboriginal Health Care Needs |  |  |  |
| 1. Increase Public and Patient understanding of attachment |  |  |  |

**Section Two: Key Competency Areas**

For each key competency, please select a rating and provide your comments.

**Leadership**

1. **Integrity and honesty**: ED avoids saying one thing and doing another; acts consistently with words; follow through on promises and commitments; models the core values; leads by example.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Inspires and motivates staff and physicians**: Energizes people to go the extra mile and accept stretch goals; inspires commitment, high energy and a winning attitude.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Practices self-development**: Makes constructive efforts to change and improve performance based on feedback from others; seeks feedback and development opportunities; models self-development for staff.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Develops others**: Is genuinely concerned about the success and professional satisfaction and development of staff; provides training and growth opportunities; gives appropriate balance of positive and corrective performance feedback; takes interest in the work of others.

**Exceeds Meets Needs Development N/A**

**Comments:**

**Technical/Professional**

1. **Entrepreneurial**: Seeks opportunities to promote the Division in a positive manner; proactively develops relationship or collaborative partnerships; and investigates funding sources to achieve results oriented to the strategic plan.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Innovative**: Encourages innovation and new ideas; consistently generates creative, resourceful solutions to problems; constructively challenges the status quo and seeks new and better ways to get the job done; creates a culture of learning that drives individual and organizational development; encourages staff to seek innovative ways to accomplish their goals.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Financial Management**: Investigates and obtains appropriate funding; effectively manages finances consistent with the strategic plan and the values of the Division.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Governance Practices**: Understands and models solid governance practices; ensures effective governance policy and documents are in place; ensures compliance with the BC Societies Act; supports the Board to strengthen governance capacity; helps ensure objectives are realized, resources are well managed, important relationships are nurtured, and interests of stakeholders are reflected in decisions.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Program Management**: Researches and promotes the development of programs to achieve the strategic goals of the Division; ensures program results through effective management practices; values and promotes culture evaluation and continual quality improvement; provides clear communication and coaching to staff and physicians to enable them to achieve program goals.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Strategic Planning**: Participates effectively in the strategic planning process; recommends adjustments to the strategic plan where appropriate throughout the year; ensures annual budget and operational plans align with strategic plan; reports appropriately on the status of the Division’s ongoing work to meet the goals of the strategic plan.

**Exceeds Meets Needs Development N/A**

**Comments:**

**Interpersonal Skills**

1. **Communication**: Is clear, concise and articulate in verbal and written communication; seeks to ensure clarity of understanding of issues, purpose and work among staff, Board and stakeholders; promotes appropriate and timely internal and external communications; utilizes communication vehicles effectively, including meetings, email, telephone, newsletter, website, etc.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Relationship Management**: Capable of identifying and building effective relationships; trusted by Board, staff and stakeholder groups; balances need for productivity and results with sensitivity for employee needs; is professional, approachable and friendly; handles difficult situations constructively and with diplomacy and sound judgement.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Partnership Development & Management**: Able to promote exploration of common interests/needs/goals among stakeholders; capable of exploring and developing effective and mutually beneficial partnerships to help the Division achieve goals; follows through on commitments to partners and maintains Division credibility.

**Exceeds Meets Needs Development N/A**

**Comments:**

**Change Management**

1. **Develops strategic perspectives**: Ensures Division work aligns to the strategic plan; able to translate the vision and objectives into meaningful goals for others; takes the long-term view where appropriate; can be trusted to balance short-term and long-term needs of the Division.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Champions change**: Able to identify change necessary to create efficiency, remove barriers, meet stakeholder needs, and achieve results; champions appropriate projects or programs to achieve strategic goals of Division; able to persuasively represent Division vision, goals and programs to promote support by others.

**Exceeds Meets Needs Development N/A**

**Comments:**

1. **Change Communication**: Is proactive in change-related communications; drives clarity of message related to change tailored for internal and external audiences.

**Exceeds Meets Needs Development N/A**

**Comments:**

**Section Three: General Comments**

Please provide any additional comments related to the current and future performance of the ED. Please also identify the most important areas of focus for the ED in the coming year.

**References:**

* Wills, K, (2006). Resilience, Change & Organizations. Royal Roads University.
* Zenger, J. H., & Folkman, J. (2002). The extraordinary leader: Turning good managers into great leaders. New York: McGraw-Hill.