

**CEO 2016-17 Performance Goals**

**DRAFT**

**Revisions to goal statements are highlighted in yellow**

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|  | **Performance Goal** | **Board Comments** | **SV Response/Modification** |
| #1 | CEO will oversee the leadership transitions that have been initiated in the Early Childhood Services Department and the Department of Pharmacy. The goal is to:   * Maintain current performance levels * With the exception of reduced funding at the federal level, maintain current funding levels for Early Childhood services. * Maintain or exceed current volume and revenue generated by pharmacy program. * Retain at least 90% of all professional and para-professional staff. * Continued staff/patient/customer satisfaction * Personal and professional growth of individuals in new or enhanced leadership roles | Content good but the items listed need to be measurable for both Early Childhood Services and Department of Pharmacy.  **To maintain current performance levels**: What performance levels will you be monitoring? What is your starting point that needs to be maintained?  **Avoid related loss of funding/revenue**. (May be easier to respond to if it is written as a positive statement) Funding and revenue levels will be maintained at $xxxxxxxxxx (current levels).  **Minimal staff turnover**. What is your target? It is easier to measure retention than turnover since some positions could turnover more than once in a year. Example – 90% of current staff will be retained.  **Continued staff/patient /customer satisfaction** - How will these be measured and what are your targets for each?  **Personal and professional growth of individuals in new or enhanced leadership positions.** How will this be measured? | * For pharmacy the monthly dashboard provides established benchmarks against which future volume and revenue will continue to be measured. * Regarding Early Childhood Services, the benchmark would be number of families served in each program. We could create a similar dashboard from reports that ECS is already required to submit to various funders. * Changed the staff turn-over measure to be limited to professional and paraprofessional staff. * Patient satisfaction survey is conducted regularly in the pharmacy. * Plan to conduct a targeted staff survey at the 10 month transition mark. * Personal and professional growth will be based on observation and subjective evaluation of key characteristics of effective leaders. |
| #2 | CEO will coordinate with an independent consultant to initiate a senior management organizational development initiative that will include individual assessments and 360 evaluations of senior leaders. The project will include an analysis of the team dynamics and effectiveness and the development of techniques for resolving conflict and promoting collaboration. The deliverables to the Board of Directors will include an Executive Summary from the consultant and a formal 360 Evaluation of the CEO. An additional benefit of this study for the Board will be insight for succession/emergency leadership transition planning. | Good |  |
| #3 | Continuing the effort to enhance employee communication, the CEO will initiate a regular monthly “CEO Brief” beginning November 1, 2016 to be published via email at the beginning of each month. | Good |  |
| #4 | Board meeting minutes will be distributed within one-week of the meeting. Board materials for upcoming meetings will be distributed at least one week prior to each month’s meeting with the exception of the Management Team Reports. The material that will be distributed in advance will include but not be limited to: meeting notice, agendas, previous meeting minutes for approval, strategic plan updates (when due), and policies requiring revision. | Good….Modify to include that the minutes of meetings will be distributed within one week of the meeting. |  |
| #5 | CEO will continue to enhance internal visibility and maintain operational knowledge by:   * Visiting each site (including pharmacies)at least once during the year * Accompanying a home visitor on at least one visit per year | Good concept but more frequent visits will be needed to enhance internal visibility and maintain operational knowledge. | A greater number of visits is challenging based on the number of sites and all other demands on my schedule. In addition, site visits without specific purpose tend to cause a disruption in patient flow. |
| #6 | State-level Advocacy: CEO will ensure that incumbent and newly elected officials are knowledgeable of CHC and aware of the value CHC brings to the communities they represent. CEO will continue to be actively engaged with the South Carolina General Assembly, state agencies, and other relevant officials to advocate for state funding to continue and be distributed in a statistically sound and equitable manner. If funding becomes available for capital projects the CEO will advocate on behalf of CHC to support priority projects. | Good concept but how are you going to ensure that incumbent and newly elected officials are knowledgeable of CHC and aware of the value that CHC brings to the communities that represent? What actions will take to make this happen? | I regularly visit the State House grounds when in Columbia and, if unable to meet with any member of the General Assembly, I visit their staff and provide verbal and written updates on anything occurring with CHC.  Regularly attend State Policy and Issues Forum sponsored by the SCPHCA and provide our delegation with an annual update on CHC.  Make specific targeted visits if an issue or opportunity arises that is of interest to a member of our delegation or which a member of the delegation may act on our behalf.  Act upon opportunities to see our state delegation at local and regional events. |
| #7 | National Advocacy: CEO has been identified by the National Association of Community Health Centers as a Key Contact with Congress for the upcoming Congressional Session. CEO will ensure that all incumbent member of Congress and any newly elected members of Congress are fully oriented to CHC and the programs it offers. CEO will use these relationships to advocate for policies consistent with the NACHC legislative agenda and that are advantageous to community health centers. | Good concept but what actions will you take to ensure that **all incumbent members of Congress and newly elected members of Congress are fully oriented** to CHC and the programs it offers? This does not see realistic to me. | I am a member of the NACHC Key Legislative Contacts group which puts CHC at the table in many of the federal policy discussions  I make a minimum of four DC trips per year that include visits to the Hill. During those visits I provide the member of Congress and/or his or her staff with 2 things: 1) a summary of CHC’s sites and services along with the most recent summary of patients and visits; and 2) a targeted brief on some specific program/service or a new development or initiative. These visits are summarized in my monthly reports.  Also attend the Annual NACHC Policy and Issues Forum and take the lead on presenting the national health center agenda to members of Congress representing our seven county service area. |
| #8 | CEO will maintain surveillance of federal funding environment to capitalize on opportunities for new and enhanced funding streams. | Good - Will you report at the end of the year about opportunities that became available? (I am not sure how you measure ‘maintain surveillance’ | Maintaining surveillance is a matter of being on the distribution list of many agencies, as well as periodically visiting various websites that may provide notice of funding opportunities. Any funding opportunities are routinely brought to the board for consideration and I will be happy to include an annual report of those in my final progress report. |
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