

CHIEF HEALTH OFFICER EVALUATION PROPOSAL

Purpose:

To assist with the establishment of an agreement for the periodic evaluation for both performance and compensation for the Chief Health Officer (CHO) at the Southern Nevada Health District the following is provided.

General Overview:

Several other entities within Clark County were contacted to understand their methods for evaluating their Chief Executive position. Included were the Las Vegas Water Authority, the Las Vegas Convention and Visitor Authority, and the Regional Transportation Commission. Although there were some differences on the timing (calendar or fiscal) and length of the contract (single vs. multi-year) for their respective chief executives, the following items seemed to be consistent:

- The Board of Directors for each agency established a smaller working committee to evaluate the performance of the Chief Executive and make recommendations to the larger Board.
- The full Board acted with regard to actions they felt were appropriate regarding salary and benefits as well as provided direction on performance and future goals.

This model would work well for the thirteen (13) member Board of Health. A smaller working committee can evaluate the performance of the CHO over the last rating period by considering the relevant established goals, objectives, and measurements for the rating period. This committee could also consider recommendations to salary.

Some initial thoughts as to the possible make-up and focus of a future Board of Health CHO Review Committee follow.

Composition and Structure:

It is recommended that the committee be made up of an odd-number of representatives to alleviate the possibility of tie votes on recommendations. Further, it is recommended that the committee be constituted as follows:

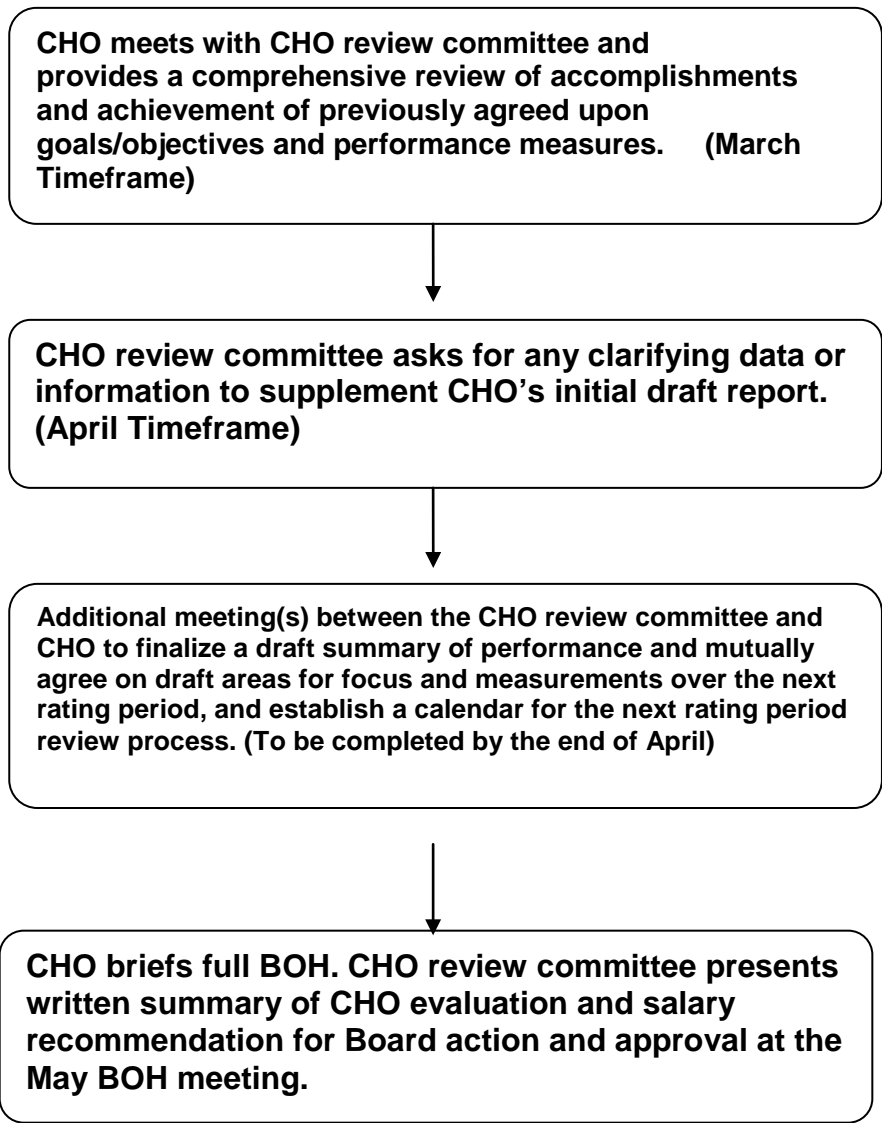
Board of Health Chair	One position and Chair of Committee
Elected Board Members	Two positions representing different entities than the Chair
Non-elected Board Members	One physician representative and one position representing another area of expertise

This make up would ensure that the committee members represent different geographic areas and political backgrounds of the county in order to give the most diverse and equitable representation to the entire southern Nevada area population possible.

Timing and Process:

The CHO review committee should consider and direct when to begin the CHO evaluation process, taking into account the date on which they would ideally like to conclude and provide a report to the full Board of Health and the steps involved in the evaluation process. In order to coincide with the current CHO employment contract, the February BOH meeting the BOH Chair would make the committee appointments. During March and April the CHO review committee would meet and at the May BOH meeting the committee would report to the full BOH as an agenda action item.

In order to facilitate a thorough discussion on all the relevant areas of performance and incorporate goals for the next evaluation period, the following steps are suggested as a minimum in the process:



Areas of Evaluation:

The CHO review committee and CHO should have a meaningful dialog about the goals and objectives and activities established for the rating period. At least 5 key performance categories should be included in performance expectations each year:

- Strategic Planning and Direction (e.g. execution of annual strategic planning processes; program alignment with district mission, vision and goals, and community health indicators and need assessments)
- Executive Management & Employee Relations (e.g. work environment, communication, business plan implementation; progress against plan reporting; development of key staff; policy development and execution)
- Resource Development and Management (e.g. budget alignment with business plans; acquisition and diversification of revenue sources; functioning of budget performance monitoring systems)
- Community Involvement (e.g. membership/representation on key boards and committees; coordination/collaboration with federal, state and local officials, and community leaders; legislative and media activities; conference and community group speaking engagements)
- Board Communication (e.g. response to information requests; agenda preparation and management; program reports and updates; annual report to the community)

The agreed upon goals, measurements, milestones, and other indicators of success should be captured in a memorandum which documents current performance strengths, areas of increased focus going forward, and expectations for the next rating period.

The CHO review committee may wish to consider additional indicators of performance including the following:

- Year-over-year results of the SNHD Service satisfaction survey
- Overall recruitment and retention statistics
- Commendations and CHO recognitions
- Awards and agency recognition
- Other relevant and objective indicators of organizational health or performance.

The CHO review committee and Chief Health Officer may wish to minimize the time spent in the annual review by meeting at intervals throughout the year (quarterly, semi-annually, etc.) to update each other on expectations and performance against goals.

Summary and Recommendation:

The timely, fair, and comprehensive review of performance is one of the most critical aspects of keeping personnel motivated, engaged, and productive. Any process adopted by the Board should have the purpose and effect of ensuring both open and effective communications between the Board of Health and the Chief Health Officer. Once agreed upon, the annual review process should be incorporated into the Chief Health Officer's employment agreement as an addendum.

Although many incidents and factors occurring between ratings may be unanticipated, challenging, and frustrating, the consistently applied process of objectively reviewing performance in a way that allows for a full, fair, and objective discussion of the District's goals and objectives and the performance of the Chief Health Officer will serve both the Board of Health and the citizens of Southern Nevada in a manner that upholds the highest tradition of the Health District.