

2.3 Monitoring Chief Executive Officer Performance

Board-CEO and Board-Chief of Staff Linkage

Version Number	Description of Changes	Effective Date
1	Initial release	1997-09-24
2	Revision	1999-01-27
3	Revision	2007-10-24
4	Revision	2007-12-19
5	Revision	2012-07-19
6	Revision	2015-12-16
7	Revision	2016-03-23
8	Revision	2017-06-20
9	Revision	2021-02-24
10	Comprehensive revision	2025-03-26
11	Formatting updates	2025-07-22
12	Comprehensive revision	2025-09-24
13	Revision	2026-09-30

Purpose

Ensure that the Board of Directors regularly and fairly evaluates the performance of the Chief Executive Officer by verifying compliance with Board policies, the achievement of the Ends, and adherence to executive limitations.

Scope

This policy applies to the Board's monitoring of the CEO's performance against the Ends policies and the Executive Limitations policies. It is to be read together with Policy 2.1 – Delegation to the CEO and Policy 2.5 – CEO Evaluation.

Guiding Principles

- 2.3.0** The board will monitor the CEO's performance regularly according to the established schedule, taking into account only the expected results related to the application of policies concerning the organization's goals and operations, within the limits outlined in the policies on executive constraints. The performance evaluation will take place in April of each year.
- Accordingly:
- 2.3.1** Monitoring is simply to determine the degree to which Board policies are being met. Data which do not do this will not be considered to be monitoring data.
- 2.3.2** The Board will acquire monitoring data by one or more of three methods:
- by internal report, in which the CEO discloses compliance information to the Board,
 - by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and
 - by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 2.3.3** In every case, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored.
- 2.3.4** All policies which instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.

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Definitions

Board Ends: Statements that define what HGH must accomplish, for whom, and for what purpose. They represent the Board's long-term priorities and guide all strategic decisions.

Executive Limitations: Board policies that define the boundaries and parameters within which the Chief Executive Officer must operate. They ensure that the means used to achieve the Ends respect expectations regarding safety, finances, management, and governance.

Monitoring: The process by which the Board evaluates the performance of the Chief Executive Officer to ensure compliance with Board policies, using internal reports, independent evaluations, or direct examinations.

References

- ❖ **HGH By-Laws:** Official document governing the operation, powers, responsibilities and structure of the Board of Directors and the governance of the HGH.
- ❖ **HGH Strategic Plan:** A document that defines the vision, mission, values, and strategic directions for a given period.
- ❖ **Board Monitoring Report Submission Schedule:** Document presented to the Board at its first meeting following the Annual General Meeting of Members. It establishes the dates for presenting various monitoring reports, aligned with the Board's meeting schedule.
- ❖ **Policy 2.5 – Chief Executive Officer Performance Evaluation**
- ❖ **Policy 4.0 – Strategic directions of the Board of Directors**

Appendix A – Executive Limitations

Executive Limitations	Method	Frequency	Month ¹
3.1 Financial Planning and Budgeting	Internal	Annually	January
3.2 Financial Condition and Operational Performance	Internal External	Quarterly Annually	Feb., June, Sept., & Nov. June
3.3 Treatment of Clients	Internal	Annually	April
3.4 Treatment of Staff	Internal	Annually	October
3.5 Protection of Assets and Prioritization of Disbursements	Internal	Annually	October
3.6 Communication and Support to the Board	Internal	Annually	May
3.7 Compensation and Benefits	Internal	Annually	March
3.8 Emergency Replacement of the CEO and Long-term Succession Planning	Internal	Annually	December
3.13 CEO's External Liaison Functions and Representation	Internal	Annually	June
3.14 Bilingualism at HGH	Internal	Annually	June
3.15 Risk Management	Internal	Annually	March
Annual Professional Practice Report	Internal	Annually	May

¹**Note:** The months indicated for the presentation of monitoring reports are provided for reference only. They may be adjusted based on the official submission schedule, which is presented annually to the Board of Directors at the first meeting following the Annual General Meeting of the members.

Appendix B – Strategic Directions of the Board of Directors

Ends	Method	Frequency	Month
4.1 Provide personalized, inclusive, and patient-centered care	Internal	Annually	Fall
4.2 Empower our people and foster a thriving workforce	Internal	Annually	Fall
4.3 Foster sustainability and responsible business/financial practices	Internal	Annually	Fall
4.4 Strengthen collaborative partnerships across sectors	Internal	Annually	Fall
4.5 Leverage technology and continuous improvement	Internal	Annually	Fall