Human Resource Committee Meeting
Sep 11, 2019 12:00 PM EDT

Table of Contents

1. Notice of Meeting..................................................................................................................2
2. Call to Order..........................................................................................................................3
3. Roll Call.................................................................................................................................3
4. Public Comments..................................................................................................................3
5. Election of Human Resource Committee Officers.................................................................3
6. Approval of Minutes..............................................................................................................3
7. Topic of Discussion...............................................................................................................6
   7.1. Discussion of Management Appraisal Evaluations as it pertains to Board Reports....6
8. Adjournment........................................................................................................................19
NOTICE OF MEETING

NORTH BROWARD HOSPITAL DISTRICT

BOARD OF COMMISSIONERS

A Human Resource Committee meeting will be held on Wednesday, September 11th, 2019, immediately following the Quality Assessment and Oversight Committee meeting, at the Broward Health Corporate Spectrum Location: 1700 Northwest 49 Street, Fort Lauderdale, Florida, 33309. The purpose of this committee meeting is to review and consider any matters within the committee’s jurisdiction.

Persons with disabilities requiring special accommodations in order to participate should contact the District by calling 954-473-7100 at least 48 hours in advance of the meeting to request such accommodations.

Any person who decides to appeal any decision of the District’s Board with respect to any matter considered at these meetings will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.
HUMAN RESOURCE COMMITTEE MEETING
Immediately Following Building Committee Meeting
July 24, 2019

1. **NOTICE**

Notice of this meeting is attached to the official Minutes as **EXHIBIT I**. The official Agenda for this meeting, as presented for the consideration of the Committee, is attached to the official Minutes as **EXHIBIT II**.

* Please note, due to technical difficulties the live stream video was inaudible and could not be viewed until the commencement of item 6.

2. **CALL TO ORDER** 4:52 pm.

3. **COMMITTEE MEMBERS**

   1. Ray T. Berry / Chair
   1. Andrew M. Klein
   1. [X] Marie C. Waugh (Not Present)

**ADDITIONALLY PRESENT** Commissioner Nancy W. Gregoire, Commissioner Stacy L. Angier, Gino Santorio/CEO, Alan Goldsmith/CAO, Alex Fernandez/CFO, Linda Epstein/General Counsel, Brett Bauman/Associate General Counsel, Nigel Crooks/Chief Internal Auditor.

4. **PUBLIC COMMENTS** None.

5. **APPROVAL OF MINUTES**

Approval of the Human Resource Committee meeting minutes dated March 21, 2019.

**MOTION** It was **moved** by Commissioner Klein, **seconded** by Commissioner Berry, to:

   **APPROVE THE HUMAN RESOURCE COMMITTEE MEETING MINUTES DATED MARCH 21, 2019.**

Motion **carried** unanimously.
6. **TOPIC OF DISCUSSION**


Ms. Hatcher stated that items 6.1, 6.2 and 6.3 on the agenda were for informational purposes and that no action would be taken. A PowerPoint presentation was given, detailing each item as seen below.

6.1.1. Employee PL Cash in

Employee PL Cash in would allow eligible employees to cash up to 80 hours of their accrued personal leave time, as they could forgo taking time off in support of their commitment to the organization. Mr. Goldsmith clarified the cash out amount was already accounted for in the financials.

6.1.2. Management Merit Process

A market review would be conducted and based on the data all leaders with a passing score would be eligible to receive a board approved percentage increase. The staff recommendation was to add a one, two or three percent, based on an individual’s score.

6.1.3. Performance Appraisal Timeline for Board Reports

- September Human Resource Committee Meeting: Discuss the process in detail
- October 1st: Self-evaluation for board reports due
- October 4th: Self-evaluations transmitted to board members for review
- October 25th: Individual board member response due
- October Human Resource Committee Meeting: Reviews conducted
- October Board Meeting: Final board approval
6.2. Balance Scorecard

Mr. Fernandez presented on the metrics, targets and points that were established to serve as Broward Health’s Fiscal-Year 2020 Balanced Scorecard. A Power Point presentation was given detailing each pillar, which included, People, Quality, Growth, Finance, and Service.

6.2.1. Approval of 2020 Balance Scorecard

6.2.2. Balance Scorecard Spreadsheet, Informational

The committee agreed to move Approval of the Balance Scorecard action item to the consent agenda for the July 31st board meeting. The committee requested that staff provide comparative data, industry best practices and Broward Health’s 2019 metric results for further discussion.

7. ADJOURNMENT 5:46 pm.

MOTION It was moved by Commissioner Klein, seconded by Commissioner Berry, to:

ADJOURN THE HUMAN RESOURCE COMMITTEE MEETING.

Motion carried unanimously.

Respectfully submitted,
Commissioner Stacy L. Angier, Secretary/Treasurer.
PERFORMANCE EVALUATION TOOLKIT FOR DIRECT BOARD REPORTS
NBHD BOARD REPORTS:
2019 ANNUAL PERFORMANCE APPRAISALS TIMELINE

June 28
Notification to board reports regarding the time frame for submission of self-evaluation to HR Administration

October 1
Deadline for submission of self-evaluation

October 4
Transmit Board reports self-appraisals to Board members for their review and input

October 25
Board member Appraisal Due Date Attn: Mhatcher@browardhealth.org

November 20 & Nov 27th
HR Committee meeting to conduct review, set performance expectations and goal Setting Full Board meeting for approval of HR Committee recommendations
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 constructive feedback on his/her past performance, and sets clear and measureable 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 to their job responsibilities (strategy & planning, operations management, leadership, financial management, and human resources).
BROWARD HEALTH COMPETENCIES

Leadership Competencies

Five Star Values

- Human Resources
- Exceptional Service
- Collaborative Team
- Accountability for Positive Outcomes
- Fostering Innovation
- Valuing our Employee Family
- Strategy & Planning
- Operations Management
- Financial Management
- Leadership
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?
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?
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?
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

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### AVERAGE SCORE

- 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.
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, 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.
The Human Resource Committee’s Role:

- meet to discuss the CEO’s self-evaluation and Board member’s own observations of the 10 competencies and establish directives/goals for the upcoming year.

- Document and summarize the individual Board ratings and documents feedback on one appraisal document along with the average of all ratings.

- Upon approval of proposed appraisal at Board meeting, the Board Chair signs the evaluation. Discussion and approval of any salary adjustments may occur at this time, at the discretion of the Board.
PROPOSED EVALUATION PROCESS

Proposed Performance Appraisal Process for Board Reports

• The relationship between the Board and a direct report is not typical of the other supervisory relationships within any organization.
  – A supervisor assigns tasks, works with the employee on a day to day basis, observe the employees performance from many angles and participates in the same organizational structure and operates with the same constraints and processes.

• Consequently industry standards recommend a 360 approach in order to take customer and employee feedback (at all levels) into account. This allows leaders to think about performance in context and with the end-user's/customer’s/employee’s experience in mind.

• **360 Approach**: Direct reports of the Board of Commissioners would be able to solicit feedback regarding aspects of his/her performance from Board Members, select peers, and subordinates in order to assess technical and soft skills.
  – This approach would provide insight on how others work with the individual employee and utilize the feedback as a coaching or development opportunity.
PERFORMANCE EVALUATION TOOLKIT FOR DIRECT BOARD REPORTS