

Accountability Recommendations

Basic Principles:

1. Admin Council (AC) accountability within CHD is a reciprocal process. AC is accountable to both the Board of Directors and to CHD Teams.
2. Individual staff members are responsible to their teams. AC members are not individually accountable to the BOD and other CHD staff are not individually accountable to AC.
3. Accountability needs to be based upon clear goals and expectations.
4. Evaluation needs to include a balance of qualitative and quantitative measures.
5. Evaluation systems at CHD always begin with self-assessment (at both individual and team level).

Recommendations for Accountability:

1. Open appraisals:
 - AC will conduct an open appraisal annually.
 - Staff and BOD will be provided opportunities for input into the AC open appraisal.
 - All teams will conduct open appraisals annually.
 - As part of its open appraisal, AC will review the results from the other team open appraisals.
 - AC will identify strategic and operational goals for the coming year including at least one goal in each of the functional areas:
 - Strategic
 - Financial
 - Personnel
 - Legal
 - Community Relations
 - Team Boundaries
 - Information
 - Clinical Leadership
 - AC will identify three to five of these goals to be rigorously monitored and evaluated.
2. AC Goal setting:
 - AC will present their team accomplishments and draft goals from open appraisal to the BOD and to staff.
 - BOD and AC will collaboratively set annual goals for AC.
 - BOD and AC will establish accountability measures for selected goals.
 - Quantitative measures such as financial reports and numbers served.
 - Qualitative measures such as the connection between goals and minutes, All-staff agendas, etc.
3. Communication:
 - AC will present an annual report to BOD and staff including an analysis of:
 - State of CHD
 - CHD strengths
 - CHD accomplishments
 - Challenges
 - Progress toward AC goals will be standing agenda items at All-Staff meetings and BOD meetings.
4. Corrective action:

- As with any plan, not all goals will be accomplished and unanticipated challenges and opportunities will arise. As a learning organization, CHD will address this in a non-blaming and problem-solving way.
- When unanticipated opportunities or challenges arise:
 - AC and the BOD will determine priorities.
 - Establish new goals or modify existing goals.
- When AC goals are not being met:
 - AC will discuss this with BOD.
 - Action plan will be developed to meet the goal or the goal will be modified.
- As a last resort, BOD has the authority to replace AC with a CEO.
- Personnel actions involving AC members are the sole responsibility of AC.