

BOARD OF HEALTH – PROGRAM, POLICY, & APPEALS COMMITTEE

Agenda for March 19, 2025 at 8:30 AM

1. Call to Order
 - a. Roll Call
 - b. Approval of the Agenda
2. Public Comment
3. Unfinished Business
 - a. Health Officer Evaluation Tool
4. New Business
 - a. None
5. Public Comment
6. Adjournment - Next meeting: Full Board meets March 27, 2025. PPA next meeting is scheduled for April 16, 2025

Public Comment:

For the purpose of public participation during public hearings or during the public comment portion of a meeting, every speaker prior to the beginning of the meeting is requested but not required to provide the Board with his or her name, address and subject to be discussed. Speakers are requested to provide comments that are civil and respectful. Each speaker will be allowed to speak for no more than three (3) minutes at each public comment opportunity.

Program: Administration	Effective Date: 1/27/2022
Subject: Health Officer Evaluation Policy	Revised Date: 1/23/2025

Purpose: The purpose of this policy is to define how the Health Officer will be evaluated.

Authority: Branch-Hillsdale-St. Joseph Community Health Agency Board of Health. Administrative policies shall be subject to revision or termination by the Board of Health at its discretion. This policy replaces and supersedes any prior policy on this subject matter.

Responsibility: The Board of Health or a designee appointed by the Board shall be responsible for the administration and enforcement of this policy.

Policy Statement:

The Board of Health shall evaluate the performance of the Health Officer annually at the September Board of Health meeting using the following process:

- The Secretary to the Board will provide each Commissioner assigned to the Board of Health with a link to the performance evaluation tool, after the Board of Health Meeting proceeding the evaluation.
- To validate responses for the purpose of quality control, each evaluation considered will require the author’s name. Responses received with no name, or from anyone other than a current Board of Health member, will be discarded.
- Each evaluation response, in whole, will be provided in the evaluation packet for the Health Officer and the Board of Health Members. A composite of all responses will also be provided.
- The Board will be presented a copy of the annual employee satisfaction survey at least one month prior to the evaluation taking place.

Upon a satisfactory evaluation, the Board of Health may award merit pay per the negotiated contract with the Health Officer. The merit pay shall be voted on at the September meeting, and paid as a supplemental payroll charged to the fiscal year which the Health Officer was being evaluated on.

Questions on Evaluation (likert Scale Options: 1 Excellent, 2 Good, 3 Satisfactory, 4 Needs Improvement, 5 Unacceptable, No basis for judgement)

1	Performs the functions of the Health Officer for this Agency
2	Maintains a work style which is open to constructive suggestions
3	Demonstrates the leadership, initiative and persistence needed to accomplish goals and objectives.
4	Assigns tasks to personnel capable of carrying them out.
5	Maintains the professional culture that is needed to carry out the mission, strategic directions and organizational goals.
6	Monitors current budget and operational data to assure continued success of the organization.
7	Handles problems in a professional manner.
8	Demonstrates knowledge and understanding of Public Health programs.
9	Assures that facilities and equipment are suitable for the Agency's immediate and long-range goals.
10	Assures the agency is in compliance with applicable standards, codes, laws and regulations.
11	Anticipates trends and opportunities affecting agency operations and develops an appropriate and timely response.
12	Promotes a positive image of the Agency to the community.
13	Represents the Agency at community activities.
14	Works with community leaders in determining local health care needs.
15	Maintains an active advocacy role in promoting Public Health in the community.
16	Works with the Board of Health in developing the mission and long-and-short-range strategic plans.
17	Communicates with the Board of Health and provides appropriate information at and between meetings.
18	Is readily available to board members.
19	Keeps the Board of Health apprised of the Agency's financial status.
20	Keeps the Board of Health apprised of the status of Public Health programs and services.
21	Provides educational programs for the Board of Health on a regular basis.
22	Has fostered good communication between the Board of Health and the Agency's administrative team.

Workplace Satisfaction Survey Results	2024	2025
Please identify the location of your home office.		
CW	48.15%	
HD	18.52%	
TR	14.81%	
I don't want to answer this question (I'm afraid it may identify my answers)	18.52%	
Which best describes your current position?		
AAA	3.70%	
EH	12.96%	
PH&DP	31.48%	
HE&P	14.81%	
AS	5.56%	
Don't Want to Identify	31.48%	
How long have you worked for the Agency?		
Less than 1 year	24.07%	
1-5 years	48.15%	
5-15 years	14.81%	
16+ years	12.96%	
Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neither Disagree Nor Agree, 4=Agree, 5=Strongly Agree	Weighted Average	
The management team and staff maintain respectful relationships.	3.92	
I am generally satisfied with my salary and benefits.	2.83	
My supervisor is flexible and willing to accommodate my family-related needs.	4.62	
The agency has a clearly defined and intentional leadership development strategy.	3.58	
The agency's effectiveness is not hampered by adversarial relationships between staff members and their supervisors.	3.62	
I trust my supervisor.	4.20	
I trust the administrative team and health officer. Question Changed in 2024 to: I trust the agency directors and the health officer.	3.63	
Conflict is resolved as quickly and effectively as possible.	3.54	
Everyone knows and understands the lines of authority within the organization.	3.75	
Established lines of authority are usually followed.	3.72	
Systems for quality assessment are in place and functioning effectively.	3.71	
Systems for quality improvement are in place and functioning effectively.	3.69	
I enjoy working in this organization.	4.23	
The agency is focused on achieving outcomes that fulfill its mission.	4.08	
My supervisor provides regular feedback about my performance that is objective and motivates me to improve as a professional.	4.16	
Job openings within the agency are filled using a well-defined hiring process.	3.63	
Staff members are encouraged to pursue additional education and training.	3.47	
My supervisor fosters a culture that celebrates the achievements of subordinates.	3.98	
I am valued by my supervisor.	4.33	

The agency is quick to adapt to the changing circumstances, technologies or public health best practices.	3.54	
My talents, training and expertise are used effectively.	3.86	
The health officer and administrative team do an effective job of leading the agency through change. ---Question changed in 2024 to: The health officer and directors do an effective job of leading the agency through change.	3.79	
I feel respected by my supervisor.	4.25	
I respect my supervisor.	4.38	
I feel respected by my co-workers.	4.10	
My supervisor seeks and values my opinion about the department's policies and procedures.	4.14	
The agency is managed in an ethical and professional manner.	3.90	
Supervisors/Administration seek advice and feedback from others before making significant decisions. Question changed in 2024 to: Supervisors/Directors seek advice and feedback from others before making significant decisions.	3.46	
I fully support the agency's mission and values as articulated in its official documents.	4.15	
The environment in the workplace is comfortable and safe.	4.06	
I am knowledgeable about program plans for the programs I am assigned to work.	4.00	
The agency's strategic plan is reviewed annually with the staff.	3.98	
Employees are treated fairly and equally.	3.49	
I feel a great deal of stress on my job.	2.90	
My position adds value to the agency and the community.	4.35	
I am trusted to work autonomously.	4.38	
I understand my job responsibilities in the agency and have the tools needed to complete my assignments.	4.14	
I would encourage a friend to work for this agency.	3.90	
Below is a list of attributes related to our services that link to the agency's current mission, vision and value statements (changed in 2024). A short explanation of what each term means has been provided. Using the following Likert Scale, please rank how well the agency demonstrates these attributes to our clients. For each category identify one of the following ratings: We do: Very Well, Well, Fair, Poor or Very Poor.		Inverted Scale (Lower Numbers are better)
Likert Scale: 1=Very Well, 2=Well, 3=Fair, 4=Poor, 5=Very Poor		
Accessible Services: How accessible are our service for our clients? This includes: hours, location, explaining eligibility requirements, etc.	1.93	
Client-Focused Services: Do we deliver services in a way that demonstrates we are sensitive to their preferences and are culturally competent?	1.76	
Collaboration: Do we work well with other agencies and organizations to assure that the diverse needs of our clients are met?	1.78	
Coordination: Do we work well internally to assure that clients receive all the services they need?	1.68	

Effective Services: Do we provide services in the most competent and organized manner?	1.83	
Equitable Services: Are we fair and impartial as we work with different populations and individuals?	1.73	
Quality Services: Do we maintain standards of excellence as we provide services?	1.70	
Timeliness of Services: Do we deliver services within a reasonable timeframe?	1.91	
Valued-Services: Do the services we deliver add value to our clients' lives and make a difference?	1.53	
Below is a list of attributes related to your job that link to the agency's current mission, vision and value statements (changed in 2024). A short explanation of what each term means has been provided. Using the following Likert Scale, please rank how well the agency demonstrates these attributes to our employees. For each category identify one of the following ratings: We do: Very Well, Well, Fair, Poor or Very Poor.		Inverted Scale (Lower Numbers are better)
Likert Scale: 1=Very Well, 2=Well, 3=Fair, 4=Poor, 5=Very Poor		
Challenging: Is your job providing opportunities for professional growth?	2.51	
Communication: Is the information you need readily available so that you can accomplish your job and do messages flow freely though various channels?	2.09	
Coordination: Are team approaches being utilized to accomplished tasks and complete projects?	1.92	
Equitable: Are standards of performance applied fairly to all employees?	2.21	
Fiscally Responsible: Is the agency a good steward of the public funds we receive?	1.87	
Rewarding: Is your job satisfying and does it add meaning to your life?	1.79	
Safety: Is your work environment clean and free of hazards?"	1.81	
Technology: Is the electronic equipment and other tools provided adequate to accomplish your job?	2.06	
What do you enjoy most about your work experience with this agency?		
What do you least enjoy about your work experience with this agency?		
If you had the authority and resources to solve one internal problem in the agency, what would it be?		
If you could communicate anything to the Health Officer and Directors that would contribute to improving the work of this agency, what would you communicate?		
What do you see as the most significant opportunities for your division/section over the next five years?		
What resources will be needed to take advantage of these opportunities?		
What are the most significant obstacles for your division/section over the next five years?		
Where do you see our agency in five to ten years?		
Where would you want our agency to be in five to ten years?		
Do you have any suggestions you think would help improve internal communication?		
Additional comments:		

LETTER OF AGREEMENT
October 27, 2022

LETTER OF AGREEMENT, by and between Rebecca Burns and the Branch-Hillsdale-St. Joseph Community Health Agency for the position of Health Officer.

This is intended to be a binding contract by and between the parties effective January 1, 2023 through December 31, 2025. Either party may terminate this agreement with or without cause upon giving a 60-day notice to the other party of the intention.

The agreed upon base salary by both parties shall be \$100,000 per year. During the terms of this contract the Health Officer shall be granted any percentage increase in pay as approved by the Board of Health for employees of this agency.

The Board of Health shall evaluate the performance of the Health Officer annually per the evaluation policy adopted by the Board of Health. Upon a satisfactory evaluation, the Board of Health may award up to \$5,000 in merit pay.

It is hereby agreed by both parties that the Health Officer position shall be a full-time position. The duties of the position shall be defined in the job description created by the Agency and in compliance with the requirements of the State of Michigan.

It is hereby agreed by both parties that Rebecca Burns, a current employee of this Agency, will retain her current fringe benefits which are consistent with the benefits listed in the Agency's Personnel Policies; health insurance, life insurance, disability insurance, MERS, etc.

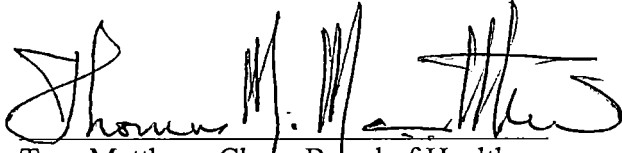
It is hereby agreed by both parties that Rebecca Burns shall be paid the agency rate per mile for necessary business travel for the completion of her assigned duties in accordance with the Agency's Travel Policy.

It is hereby agreed by both parties that Rebecca Burns shall retain her current accrued vacation and sick time and earn future vacation and sick time in compliance with the Personnel Policies of the Agency at the rate of 10 years or more of service.

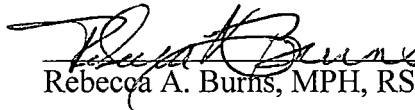
It is hereby agreed by both parties that Rebecca Burns shall be reimbursed the amount of expenses incurred for the successful completion of trainings, classes, or conferences taken as deemed necessary for the position.

It is hereby agreed by both parties that if termination of this contract becomes necessary with or without cause that Rebecca Burns shall be paid any and all accrued time (vacation and sick leave) upon termination earned to date.

The terms of this contract may continue for 60 days after December 31, 2025 as long as it is mutually agreed by both parties.


Tom Matthew, Chair, Board of Health

Date: October 27, 2022


Rebecca A. Burns, MPH, RS, Health Officer

Date: 10-27-2022