

Date: December 8, 2018

The end of year (EOY) evaluation was conducted in accordance with the following process:

1. Open conversation for comments on: Overall personal and team performance; projects that were not captured on typical management or working documents; how the CEO can better support the executive; lessons learned, both personally and about the organization; and, new ideas for learning opportunities professional improvement.
2. Review and discussion of current job description.
3. Review of outcomes for strategic work plan and operational priorities, as assigned.
4. Review of department budget.
5. Review and discussion of performance relative to the *General Executive Evaluation Parameters*, as outlined in the *1:1 Meeting Guide* section titled "Outline of Evaluation Items"
6. Open conversation for comments influenced by any of the preceding conversation.

The parameters referenced in Item 5, above, include the following:

General Executive Evaluation Parameters

- Maintains Mission & Plan focus in operational planning and allocation of resources
- Establishes and meets goals and milestones relevant to organizational mission and plans
- Communicates well and at critical times with CEO, other Executives, Enterprise Employees, the Board of Managers, Served Population, and Strategic Partners
- Identifies and resolves conflicts in the best interests of the organization in situations involving competition for resources
- Develops skillsets and competencies of direct reports, including management and leadership talents
- Demonstrates genuine regard for staff and population served
- Presents creative and new ideas to advance the organization or solve problems
- Exercises solid judgment in decision making by placing the organization and the wellbeing of the served population above other considerations

Open Conversation Issues

- Workload is involving increasingly more real estate planning and decision-making.
- Related, in overseeing or participating in key meetings involving delivery of healthcare, the elements of neighborhood, communities of interest, and facility use are key factors in work responsibilities.
- Serving as convener for the Eastern Travis County Collaborative will continue, though the Collaborative's mission and scope will be reviewed following a survey of members.

Job Description

- CEO notes that changes regarding reporting and scope of involvement in enterprise governance are needed to reflect changing work environment. A separate meeting or work session will be held to make these changes.

Outcomes, Strategic Work Plan (SWP) and Operational Priorities (OPs)

- SWP.
 - Made significant strides on service expansion. This strategic objective stems from work that was underway and new service opportunities. Even though existing service expansion predating May 2017 continued, additional service expansion projects were added. Given the volume of work, a refocus of effort on four priority areas was needed. Additionally, the collaborative work via the Eastern Travis County Collaborative (ETCC), a multi-organization work group, was used to inform and stage the initial dialogue needed to coordinate partners. The ETCC was a well-designed group and included several officials in a position to make decisions. The CEO finds, however, that many partners had not performed the follow-up work at an appropriate project management level outside the ETCC meetings to advance stated objectives in all the areas. Further, work on real estate leases that had been commenced approximately 9 to 12 months prior remained unresolved due to work backlogs or changes in partners' intents. These two findings, partners' project management and delays in the real estate work, are not due to Mr. Wallace's oversight or failure to execute. Moreover, partners' commitments were taken under good faith auspices. The findings are, however, a lesson learned that will necessitate more diligence in the future. Such diligence may include narrowing of priorities, letters of intent, memorandums of understanding, and periodic check-in with operational executives in partner organizations to determine the level of project management and follow-through.
 - Strategically, the CEO appreciates and concurs with Mr. Wallace's ideas on the next generation of clinic and non-clinic (i.e., health resources) expansion efforts. Using more provider and data-driven efforts to determine the best modality for delivering care, combined with a more comprehensive real estate development strategy, Central Health can focus on ensuring solid, enterprise-level planning and aligning community engagement work.
- OPs. Operational priorities for which responsibility was taken and significant progress made include:
 - Eastern Travis County Collaborative (and related Community Relations)
 - Programs and Operations Management at SEHWC
 - Administrative Operations (excluding facilities)
 - Enterprise Operations Coordination
- OPs. The inventory of future operational priorities was performed on short notice, and serves as an excellent starting point for upcoming planning work.
- The CEO appreciates Mr. Wallace's commitment to serving on enterprise and community boards and representing Central Health at major events.

Executive Evaluation

- CEO appreciates Mr. Wallace's demeanor and calm in the complex business and operating environment.
- Mr. Wallace's assumption of responsibility and burden is significant and noble. In doing so, addressing matters that are at-risk should not be seen as sole-person endeavors. Going forward, increase communication with other executives to surface at-risk projects or programs.

Department Budget

- Department or program expenditures were at or below a combined 95% of budgeted amounts.

Overall Assessment:

Mr. Wallace has performed at a highly-functioning, executive level and has assumed enormous responsibility. The responsibility includes his role as an enterprise executive, while also serving as chair on the Community Care Collaborative board and member of the Sendero Health Plans, Inc. board. While issues involving future business diligence and communications are noted above, none are seen as performance issues; rather, all are future adjustments in operations, and gleaned from lessons learned during a time of fast and large-scale change at Central Health and health care for the region. Additionally, Mr. Wallace displays a sincere concern for his fellow colleagues, and goes out of his way to assist when and where possible.