

**EXECUTIVE LIMITATIONS COMMITTEE MEETING  
SAGINAW COUNTY COMMUNITY  
MENTAL HEALTH AUTHORITY  
SEPTEMBER 28, 2022 – 5:15 pm  
Room 190/191 [Hancock 1<sup>st</sup> Floor]  
AGENDA**

- I. OPENING PROCEDURE**
- II. PUBLIC PARTICIPATION**
- III. EXPENSE REPORTS & BALANCE SHEETS THRU AUGUST 2022**  
Presented by Laura Argyle
  - i. (Review Report/Receive & File)**
- IV. CEO EVALUATION ON COMPILED EVALUATION RESULTS**
  - i. (Review Report/Receive & File)**
  - ii. (Recommend to full Board)**
- V. MONTHLY REPORTS ON EXECUTIVE LIMITATIONS**  
From Sandra Lindsey
  - i. (Review Verbal Report/Receive & File)**
- VI. OTHER ITEMS OF IMPORTANCE**
- VII. ADJOURNMENT**



**2021 SCCMHA  
CHIEF EXECUTIVE OFFICER EVALUATION**

**Chief Executive Name: Sandra M. Lindsey**

**Review Date: 08/2022**

**Instructions:** Please indicate below, using the following definitions for levels of performance, your perception of the CEO's work performance. Mark only those categories you feel able to assess.

<b>Excellent</b>	<ul style="list-style-type: none"> <li>• Performance is clearly outstanding.</li> <li>• Performance is superior - it far exceeds standards or expectations.</li> <li>• Performance is exceptional on a continuous basis</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>• Performance generally meets or exceeds standards or expectations.</li> <li>• Attains all or nearly all of position objectives.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>• Performance is adequate - it meets standards or expectations, and is developing within the position.</li> </ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"> <li>• Fails to meet one or a few job expectations</li> </ul>
<b>Below Expectation</b>	<ul style="list-style-type: none"> <li>• Performance is below accepted levels.</li> <li>• Fails to meet most job expectations.</li> </ul>
<b>Unknown/Not Applicable</b>	<ul style="list-style-type: none"> <li>• Have not observed this skill or activity</li> <li>• Does not apply to this evaluation period and/or position</li> </ul>

<b>Board Relations</b>	The Chief Executive Officer (CEO) understands and implements the mission of the organization consistent with the long-term vision and in accordance with SCCMHA's stated values.	Excellent	Very Good	Good	Adequate	Below Expectation
		<b>4.4</b>				
		Comments: - SANDY IS THE BEST.  - CEO DOES AN OUTSTANDING JOB OF IMPLEMENTING PROGRAMMING WITH ALIGNS WITH THE VISION AND MISSION OF SCCMHA.				
	The CEO provides Board members with objective, timely and effective communication on issues, needs, and general performance of this organization.	Excellent	Very Good	Good	Adequate	Below Expectation
		<b>4.8</b>				
	Comments: - VERY TIMELY INFO.  - CEO INFORMS THE BOARD MEMBERS OF OPERATIONAL NEEDS AND FUNCTIONS.					
	The CEO offers input to the Board, when needed/requested, on issues requiring Board action; and makes appropriate recommendations based on thorough study and analysis of the situation.	Excellent	Very Good	Good	Adequate	Below Expectation
		<b>4.4</b>				
	Comments: - CEO ANALYZES SITUATIONS AND POLICIES, ETC. AND PRESENTS AN INFORMED RECOMMENDATION TO THE BOARD FOR ANY ACTION ITEMS THE BOARD MAKES.					
	The CEO interprets and executes the intent of Board policy appropriately.	Excellent	Very Good	Good	Adequate	Below Expectation
		<b>4.6</b>				
	Comments: - CEO INTERPRETS BOARD POLICY APPROPRIATELY AND COMMUNICATES WITH BOARD CONCERNING ANY ISSUES OR QUESTIONS.					

	The CEO identifies and/or provides opportunities for Board education and development.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.3				
Comments: - ALWAYS PROVIDES OPPORTUNITIES.  - CEO ENCOURAGES PARTICIPATION IN A LEAST ONE BOARD CONFERENCE PER YEAR TO EDUCATE AND TRAIN BOARD MEMBERS AND COORDINATES AND INFORMS MEMBERS OF OTHER TRAINING OPPORTUNITIES.						
	The CEO operates within approved executive constraints.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.7				
Comments: - TIRELESS ADVOCATE.  - CEO WORKS WITH THE ENTIRE BOARD AND ESPECIALLY THE EXECUTIVE LIMITATIONS SUBCOMMITTEE IN A COOPERATIVE MANNER THAT STAYS WITHIN THE LIMITATIONS OF THE POSITIONS.						
Leadership & Planning	The CEO works as an advocate for the organization before government, consumers/members and the general public.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.9				
	Comments: - BIG HEART.  - CEO PARTICIPATES ON MANY COMMITTEES, SPEAK WITH LEGISLATORS, INTERFACES WITH LOCAL OFFICIALS AND THE GENERAL PUBLIC ALWAYS WITH THE BEST INTEREST OF CONSUMERS DRIVING HER CONVERSATIONS AND ACTIONS. CEO IS A LEADER IN THE STATE FOR HER ADVOCACY FOR CONSUMERS.					
	The CEO understands the needs of the region's consumers, CMHSP Participants, and other key stakeholders; and seeks to address them consistent with the organization's mission and policies of the Board.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.3				
Comments: - CEO IS ABLE TO PUT CONSUMER / STAKEHOLDER NEEDS FIRST AND FOREMOEST.						
The CEO stays current regarding trends in the industry and recommends innovations in accordance with the SCCMHA mission and policies of the Board.	Excellent	Very Good	Good	Adequate	Below Expectation	
	4.7					
Comments: - CEO'S INNOVATIVE ABILITIES ARE DEMONSTRATED IN THE FACT SHE AND HER STAFF HAVE SUBMITTED AND BECAME PARTICIPANTS IN PILOTS FOR PROGRAMMING.						
The CEO achieves the strategic objectives and performance expectations set by the Board.	Excellent	Very Good	Good	Adequate	Below Expectation	
	4.5					
Comments: - CEO MEETS AND EXCEEDS BOARD EXPECTATIONS.						

Strategic Relations	The CEO seeks to build and maintain positive and productive legislative relations.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.7				
Comments: - ALWAYS CONNECTED.  - CEO IS QUITE ADEPT AT MAKING AND MAINTAINING LEGISLATIVE RELATIONSHIPS WHICH ARE PRODUCTIVE FOR CONSUMERS / STAKEHOLDERS. LEGISLATORS SEEK CEO'S INPUT IN MANY AREAS REGARDING MENTAL HEALTH IN STATE.						
Strategic Relations	The CEO remains open to ideas, seeks and accepts input from the Board/others, and works to improve on suggestions.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.5				
Comments: - CEO IS OPEN TO LEARN AND GROW FROM FEEDBACK OF ALL KINDS.						
Fiscal Accountability	The CEO is able to forecast financial needs of the organization through an annual budget, and reports periodically on the state of the SCCMHA budget.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.5				
	Comments: - CEO FORECASTS AND CONTINUES TO UPDATE BOARD ON THE FINANCIAL SITUATION OF THE ORGANIZATION, AS WELL AS THE SCCMHA/MSHN FINANCIAL STATUS.					
Fiscal Accountability	The CEO ensures that organization funds are spent appropriately and in the best interest of the organization.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.4				
	Comments: - CEO IS MINDFUL OF USING FUNDS TO THE BEST INTEREST AND THE GREATEST NUMBER OF CONSUMERS / STAKEHOLDERS POSSIBLE.					
Fiscal Accountability	Under the CEO's leadership, the organization maintains compliance with accounting standards and achieves favorable fiscal audit reports.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.8				
	Comments: - CEO AND STAFF HAVE REPEATEDLY RECEIVED FAVORABLE AUDIT RESULTS. CEO INFORMS THE BOARD OF ANY AREAS OF CONCERN WELL BEFORE ANY AUDIT IS CONDUCTED.					

<b>Personnel &amp; Contract Management</b>	The CEO maintains a staff and provider network that is sufficient to administer high quality and competent operations and services.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.6				
		Comments: - CEO ENCOURAGES A CLIMATE OF EXCELLENCE IN HER STAFF AND CONTRACTORS - CORRECTIVE ACTION PLANS ARE PUT IN PLACE WHERE WARRANTED.				
<b>Personnel &amp; Contract Management</b>	The CEO promotes a work culture that supports creativity, self-direction and provides opportunities for input and feedback.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.3				
		Comments: - CEO CULTIVATES A WORKFORCE WHICH IS SKILLED, CREATIVE, AND OUTSTANDING AMONG THEIR PEERS THROUGHOUT THE STATE. MANY OF HER STAFF SERVE ON STATEWIDE AND LOCAL COMMITTEES PUTTING CONSUMER NEEDS FIRST.				
<b>Personnel &amp; Contract Management</b>	The CEO implements effective contract management practices.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.5				
		Comments: - FROM VARIOUS AUDITS AND REVIEWS, CONTRACTS SEEM TO BE EXECUTED EFFECTIVELY.				
<b>Personnel &amp; Contract Management</b>	Third party performance reviews demonstrate evidence of compliance with resource, capacity and competency requirements.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.7				
		Comments: - CEO AND HER STAFF DEMONSTRATE COMPLIANCE AND NECCESARY COMPETENCIES IN AUSITS AND OTHER REVIEWS BY ALL LEVELS OF GOVERNMENT AND OTHER ENTITIES.				
<b>Judgment &amp; Professionalism</b>	The CEO maintains standards of ethics, honesty and integrity in professional relationships pertaining to SCCMHA.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.4				
		Comments: - VERY ETHICAL.  - CEO CONDUCTS HERSELF WITH TRANSPARENCY AND INTEGRITY IN HER PROFESSIONAL RELATIONSHIPS.				
<b>Judgment &amp; Professionalism</b>	The CEO maintains poise and emotional control in the full range of professional activities even when faced with unexpected/disturbing situations.	Excellent	Very Good	Good	Adequate	Below Expectation
		4.4				
		Comments: - ALWAYS CALM.  - CEO IS PROFESSIONAL EVEN IN HIGH STRESS SITUATIONS. SHE DOES NOT SHY AWAY FROM NEEDED ACTION YET DOES THIS WITH CONTROL AND PROFESSIONAL SKILL.				

### **What are the CEO's major strengths?**

- ABILITY TO COLLABORATE WITH OTHER COMMUNITY AGENCIES AND LEADERS. STRONG ADVOCATE FOR CMH CONSUMERS.
- COMMUNICATION
- VERY KNOWLEDGEABLE ABOUT POLICY AND PROCEDURES, EXCELLEN IN COMMUNICATING THE NEEDS OF CONSUMERS AND PROTOCOLS.
- POISE, PROFESSIONALISM IN THE MIDST OF CHALLENGES. KNOWLEDGE OF ORGANIZATIONAL AND CONSUMER NEEDS. SHE IS THE EPITOME OF LEADER.
- HER RELATIONSHIPS WITH COMMUNITY PARTNERS.
- A STRONG, PASSIONATE ADVOCATE FOR CONSUMERS AND CMH.
- VERY WELL PREPARED FOR HER JOB.
- COMMUNICATION WITH BOARD ON CURRENT TOPICS AND WORKING WITHIN OUR BUDGET.
- CEO'S MAJOR STRENGTHS ARE HER ABILITY TO UNDERSTAND STATE AND NATIONAL LAWS, POLICIES, PARAMETERS, ETC. AND COMMUNICATE THOSE TO THE BOARD AND HER STAFF TO ENABLE SCCMHS TO OPERATE TO ITS FULL POTENTIAL TO ASSIST CONSUMERS AND SAGINAW COUNTY AS A WHOLE.

### **What are the CEO's most significant opportunities for improvement?**

- NEED TO MAKE SURE THAT THE AGENCY PROVIDE DIVERSE MENTAL HEALTH SERVICES TO MINORITY COMMUNITIES DURING THESE CHALLENGING TIMES.
- STAY THE COURSE


### **Goals for the CEO for the coming year:**

- CONTINUE TO MONITOR LEGISLATIVE ACTIVITY AND POTENTIAL CHANGES TO CMH FUNDING.
- ONGOING PLANNING FOR THE FUTURE.
- KEEP WORKING FOR US!
- KEEP BOARD UP TO DATE ON ALL HEALTH MATTERS.
- TRY TO FIND OTHER FORMS OF REVENUE TO HELP OFFSET GENERAL FUNDS FOR CONSUMERS.
- CONTINUE TO MOVE SCCMHA FORWARD AS A LEADER IN MICHIGAN IN CONSUMER SERVICES.

**SCCMHA CEO Evaluation approved by Board of Directors on 07/13/2015.**



**TO:** SCCMHA Board of Directors

**FROM:** Sandra M. Lindsey, CEO 

**DATE:** September 23, 2022

**RE:** Executive Limitations Report

**EL-1.1: TREATMENT OF CONSUMERS:**

*With respect to interactions with consumers or those applying to be consumers, the CEO shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.*

There has been no violation of this policy.

**EL-1.2 GLOBAL POLICY PROBATION: TREATMENT OF STAFF:**

*With respect to the treatment of paid and volunteer staff, the CEO may not cause or allow conditions that are unfair or undignified.*

There has been no violation of this policy.

**EL-1.3: FINANCIAL PLANNING AND BUDGETING**

*Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan.*

There has been no violation of this policy.

**EL-1.7: COMPENSATION AND BENEFITS:**

*With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity or public image.*

There has been no violation of this policy.

**EL-1.8: COMMUNICATION AND SUPPORT TO THE BOARD:**

*The CEO shall not permit the Board to be uninformed or unsupported in its work.*

There has been no violation of this policy.

**EL-1.9: ENDS FOCUS OF GRANTS OR CONTRACTS**

*The CEO may not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.*

There has been no violation of this policy.

