

**Metropolitan Board of Health of Nashville and Davidson County
Special Personnel Committee for Evaluation of Director William Paul, MD, MPH
Minutes of Meeting 7/7/16**

Present: Chairman Sam Felker, Carol Etherington, Dr. Henry Foster, Jr., Dr. Thomas Campbell and Francisca Guzman

1. The purpose of the meeting was to continue planning the evaluation of Dr. William Paul.
2. The Committee reviewed and modified the list of participants/survey targets, as follows:
 - (a) Bureau Chiefs (Shoana Anderson, Muriel Hodgson-Vargas, Sanmi Areola, Peter Fontaine, and Tina Lester);
 - (b) Other key MHD managers (Brian Todd, Tom Sharp, Angie Thompson, Tracy Buck, Jim Diamond, Lauren Bluestone, Celia Larson, and Leslie Robeson);
 - (c) Community partners (Dr. John Dreyzehner of Tennessee Department. of Health, Dr. Frieda Outlaw of the Healthy Nashville Leadership Council, Ted Cornelius of YMCA; Dr. Consuelo Wilkins of the Vanderbilt/Meharry Alliance; Carol Westlake of the Safety Net Consortium, Melissa Jagers of Alignment Nashville, Katina Beard of Matthew Walker Community Health Center, Mary Bufwack of United Neighborhood Health Services, Dr. Rhonda Switzer of Interfaith Dental and Tony Majors of Metro Nashville Public Schools) [**Committee added Dr. Joseph Webb, CEO of Nashville General Hospital at Meharry and Janie Parmley, former Chair of BOH**]
 - (d) Board of Health members;
 - (e) Random sampling of MDH staff [**Committee decided to include 30 randomly selected employees from a cross-section of the Department**]; and
3. The Committee reaffirmed its decision to use the REDCap software, and there was discussion about the message to be sent with the Survey. The randomly selected employees must be told how they were selected and assured that the Survey is anonymous.
4. The Committee modified the Survey questions, as follows:

Dr. Paul demonstrates knowledge and competence in the field of public health. (current on issues affecting public health needs in Nashville; demonstrates an understanding of the mission of MDH and its programs; employs data-driven techniques in addressing public health needs in the community; stays current on developments and trends in public health from local, national and regional perspectives).

Dr. Paul effectively shapes the outcomes and advances the mission and strategic plan of the MHD. (familiar with MHD strategic plan and leads effectively to accomplish its goals; effective in marshalling assets and resources available to achieve MHD strategic plan and goals; collaborates effectively with community partners in order to leverage limited resources; good working relationship with key constituents including Mayor's office and Metro Council).

Dr. Paul demonstrates effective leadership skills in directing and managing the work of the MDH. (effective in motivating and managing MDH's senior leadership and program directors; manages conflict within and outside the department appropriately; effective in delegating and supervising work of other MDH managers; exhibits leadership skills to key constituents outside the department; makes a good impression as representative of MDH; assumes leadership role in the community and advocates for issues important to MDH; sets expectations of senior managers and holds them accountable).

Dr. Paul effectively communicates to managers and staff in MDH, to key constituents and community partners and to the Metro Board of Health. (keeps senior management apprised of expectations and communicates effectively regarding success and areas that need improvement; communicates effectively with community partners and key constituents; keeps the BOH apprised of important developments and seeks their guidance on significant issues; effectively communicates with and motivates employees in the department).

Dr. Paul emphasizes teamwork, collaboration, fairness and transparency in order to boost employee morale and contribute to making MDH a desirable place to work. (intentional about making MDH employees feel they are treated fairly and respected for their contributions to the department; builds trust with employees and senior management through words and actions; before making decisions gathers input from others and effectively communicates basis for decisions; makes others feel they are heard and their input is received and valued).

For each statement, we will ask the respondents to choose: 1. "Strongly Agree" 2. "Agree" 3. "Disagree" 4. "Strongly Disagree" and 5. "Unsure". There will be a place for comments, and respondents can choose not to respond because there is an insufficient basis to evaluate.

5. The meeting was adjourned and the Committee will next meet on July 28 at 3:30 p.m. at the Board Room.

Respectfully Submitted,

Samuel L. Felker, J.D.
Board Chair