

Mission Statement

Enriching lives through better health

True North Statement

To be the healthcare partner of choice for our community.

Values

Compassion – Showing empathy and respect

Integrity – Demonstrating moral and ethical principles

Quality – Achieving the best possible outcome

Safety – Committing to Safe Practices

Teamwork – Caring for the success of the team

This institution is an equal opportunity provider

**HARNEY COUNTY HEALTH DISTRICT
SPECIAL BOARD OF DIRECTORS MEETING MINUTES
Wednesday June 7, 2023**

JOIN VIA ZOOM: E-Mail invitation, with instructions & links

HCHD Board Members Present: Sharon Davis, Dave Ferre, Dr. Dan Brown, Ann Vloedman, Stuart Boyer, Brad Erbe

HCHD Board Members Absent: Shana Withee

HCHD Staff Present: Bobby Long, Jen Hoke, Cliff Stoutenburg, Erik Olson, Perrilyn Wells, Dan Winn, Kathy Huffman

HCHD Staff Present via Zoom: Shirley Gillespie

Visitors Present: Visitors Present via Zoom: Kara Bowen

Sharon Davis called the meeting to order at 4:00 pm

How do we want to proceed in recruiting a new CEO:

We have two options;

- ✚ Accept applications ourselves, review them ourselves then make a decision.
 - We have already received some applications, even though we have not advertised or put the word out, if we determine we want to do the search ourselves, in house
- ✚ Retain a recruiting search firm.
 - Advantages
 - They do a thorough analyzes of what the job entails for a critical access hospital and what our company culture is. They go through a candidate pool process, looking for candidates that would match what we are looking for.
 - They have access to national candidates, which would not be a regional as what our search would be.
 - They screen / interview the candidates based on education, achievements, references, interviews, career history, resume, what is on their media, competencies, experience, personality traits, functional knowledge of the industry and what drives them, as well as check their legal backgrounds.
 - They then arrive at a short list for us to look at, usually around three candidates. If the board doesn't like any of those, then the recruiting company rescreens for additional candidates.

Discussion:

- Clearly this is the most important decision a board will have to make. Therefore this decision should be made with the new board, starting in July.
- Advocate for an interim status. Have the board appoint someone as interim to serve for six to twelve months. This will allow the board to take their time to thoroughly search for a permanent replacement.
- Two things that was learned from the search the last time.
 - One; the board has to decide in advance, what the process is going to be. They need to decide the qualities that they want in a candidate.
 - Two; the mistake that the board made, was we did not have the involvement from our employees. We did have some from our community but not employees. So we should make sure that we do this time.
- ✓ The last search the board conducted, which was without a recruiting/search firm, we had 57 applicants. The requirements were five years' experience in healthcare management and a master's degree. It took about six months to fill the position.
- Someone who is serving in an interim status from outside the organization, could provide some critical input as to what they think the position might best be filled.
- An in house interim would be easier to hire and transition, but may cause other issues. There could be more of a downside than upside, to hiring an interim position from within the organization than utilizing someone from the outside.
- We have people interested in the interim position internally and externally.
- A recruitment firm would cost approximately between \$40,000 and \$50,000.
- A recruitment firm averages filling positions within four to six months.
- For the permanent position, we should utilize our own recruiting team, Bobby Long and Jen Hoke. If they are not successful within a certain time limit, then retain a search firm.
- The board should choose to hire an interim, and have them in place a month prior to Dan leaving.
- An interim should be hired now and then let the new board make the permanent decision.
- Having an interim hired now, overlapping, prior to Dan leaving in September, could be beneficial.
- Hire an interim, with urgency now and put in place. We have a person who is moving on, who has to be distracted with the new job and moving, so getting someone into that interim position should be the board's highest priority. Even if Dan is not distracted, does the organization have some type of uncertainty and uneasiness? Another reason to address this sooner than later.
- Not sure if an interim now would help dispel the uncertainty and uneasiness of the employees, as there would still need to be a CEO permanently hired.
- Should we have the interim start prior to Dan leaving and have that person shadow, or should there just be a clean break, where the interim starts the day Dan leaves.
- Is there a candidate profile package that was used before that we could look at and update, which could be used.
- Board needs to review the CEO Job description, to see if the interim job description fits. Governance Committee can review this.
- What would the expectations be of an interim?
- Besides the list that Sharon already has on those interested in an interim position, the board would like Bobby and Jen to possibly provide other names that may qualify. The candidate should have past CEO experience
- If you hire an interim with only CEO experience, you are automatically precluding any internal candidates. There are some distinctive advantages to hiring an interim from within; that person would already have vast knowledge of the organization, it would alleviate some of the uneasiness of the staff. If you hire the wrong external candidate, they can do a whole lot of damage in six months.
- If we hired an interim from within the organization, would they be willing to step back down or would they want to be considered for the permanent position.

- Hire an interim that only wants to serve as an interim and not be hired into the permanent employee.

The Board will hold an Executive Session on Wednesday July 5th, 2023 @ 4:00 pm., prior to the regular Board Meeting to further discuss the process, names that have been submitted and if they wish to recruit using our in-house personal or hire a recruitment firm.

The Board adjourned at 5:00 pm.

Respectfully Submitted,

Dr. Dan Brown, Board Secretary

Not Approved