

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
BOARD OF DIRECTORS MEETING MINUTES
Wednesday October 4, 2023**

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

HCHD Board Members Present: Brad Erbe, Sharon Davis, Debbie, Bentz, Dr. Dan Brown, Kathy Cook

HCHD Board Members Present via Zoom: Kara Bowen

HCHD Board Members Absent: Shana Withee

HCHD Staff Present: Catherine White, Dr. Heidi Vanyo, Sammie Masterson, Erik Olson, Dr. Linda Selby, Elaine Wulff, James Basch, Jen Hoke, Bobby Long, Kathy Huffman

HCHD Staff Present via Zoom: Shirley Gillespie

Visitors Present: Amy Paul

Brad Erbe called the meeting to order at 5:32 pm.

ACTION ITEM: Approval of Board Meeting Minutes of September 6, 2023.

Correction: Second page under Medical Staff Re-Appointments, first sentence, the word initial needs to be replaced with re-appointments.

Sharon Davis moved to approve the Board Meeting Minutes of September 6, 2023, as amended.

Dr. Dan Brown seconded and motion passed six to zero.

Public Comment:

None

Review/Discussion:

Medical Staff Report:

- Dr. Vanyo; it is the recommendation of the medical staff that the Board approve the initial and re-appointments of those listed in the amended agenda.

ACTION ITEM: Medical Staff Initial Appointments and Re-Appointments:

Debbie Bentz moved to approve the initial appointments, with recommendations from the Medical Staff for, Benjamin Bruestle, CRNA and the re-appointments of William Schmidt, MD-Oncology, Lincoln Mosier, DO-Family Medicine and Rebecca Ross, PMHNP, PHD, NP-Psychiatric/Mental Health.

Kathy Cook seconded and motion passed six to zero.

Administrative Report:

- ✓ Employee engagement survey, Gallup Q12, will be sent out next week.

- ✓ **Under New Business:** add for a potential RFP for Anesthesia Services.
- ✓ **Clinic Report:** The primary care and OBGYN breakdown volumes for August numbers were substantially better than the July numbers, this helped a lot with the August financials.
- ✓ **Ortho Update:** We have not received anything of substance from Prineville, however we have ordered the power tools and some trays that were needed for a couple of the surgical procedures that were performed during his second week here. We have not dipped into the \$70,000 that was requested at an early board meeting. We still need to have some training for the staff with follow up care after the surgeries.

Governance Committee Report:

- ❖ Governance committee is recommending approval of the proposed policies as listed on the agenda.

ACTION ITEM: Board Policy 100.100, “Evaluating Board Members & Board Self-Evaluation”:

Sharon Davis moved to approve Board Policy 100.100, “Evaluating Board Members & board Self-Evaluation”, as revised and presented. Dr. Dan Brown seconded and motion passed six to zero.

ACTION ITEM: Board Policy 100.130, “Fiscal Planning and Oversight”:

Sharon Davis moved to approve Board Policy 100.130, “Fiscal Planning and Oversight”, as revised and presented. Debbie Bentz seconded and motion passed six to zero.

ACTION ITEM: Board Policy 100.165, “Maintenance and Distribution of District Policies and Procedures”:

Sharon Davis moved to approve Board Policy 100.165, “Maintenance and Distribution of District Policies and Procedures”, as presented. Kathy Cook seconded and motion passed six to zero.

Finance Committee Report:

- ❖ Jim Basch has been working on the cost report and we hope to have the results back by the next Board meeting, if it will be a payable or a receivable from Medicare.
- ❖ Prioritize competing expensive projects; HVAC System, MRI and PT Remodel
 - HVAC: Need to prioritize, we need to be proactive and not wait to be reactive. Staff to come up with options and present to board. Possibilities for funding, timeline to install, can it be done in phases. Possibly request the engineer who did the initial assessment, come back and present an update to the board with what needs to happen and the possible costs.
 - MRI: Has been ordered, will not pay until delivered, with delivery no later than July 2025. This machine is starting to have issues.
 - PT Remodel: We continue to put together information in order to put out RFP’s for project proposals, whenever the board chooses to do so, if they choose to move forward with the expansion. It has been recommended to do this project in phases. With the summer months for the expansion, with 8 or 9 months total construction.

Safety & Quality Committee Report:

- ❖ Correction to Report: Under Hospital Report, “2 Patient Safety Alerts submitted, that should have been August” and not July.
- ❖ Sharon Davis recognized Elaine Wulff for the work and positivity that she put into the Annual Critical Access report. Elaine stated she has a little more to do with the report and summary, but will try and present it to the Board at the next meeting.

Board Development Article:

SDAO Article w/HB2805 – Public Meetings Law and Oregon Government Ethics Commission Oversight:

The Board briefly adjourned at 6:38 pm.

The Board reconvened at 6:50 pm

CEO Recruitment Process (full-time position):

❖ Firm

- AMN Healthcare:
 - Would be around \$90,000 dollars, they charge 30% of what the first year salary is, along with any signing bonus or retention bonus
 - They would accept payments in 3 installments
 - They have a very regimented program on how they recruit
 - Screen down to 3 or 5 candidates
 - Would come out to physically meet with the board and see the community
 - Would set up meetings for the candidates with realtors, tours around the communities, food and lodging, which they would bill us for
- Pacific Companies:
 - Initial fee would be somewhat negotiable, possibly 20% to 25%
 - Would be around \$60,000 dollars
 - Charge \$15,000 dollars for advertising
 - Hands on
 - Would do a site visit to meet the board and see the community
 - Would screen down to 2 candidates for board to interview, If you want more than the two candidates, there are additional fees
 - Would set up meetings for the candidates with realtors, tours around the communities, food and lodging, which they would bill us for
 - ✓ **Recruiting firms will cost large sums, so this route is no longer an option.**

❖ Consultant

- Dennis Burke:
 - Referred by Trixie Ortiz, program manager for rural recruitment and retention, who is part of the Office of Rural Health
 - Currently works for Eastern Oregon Coordinated Care Organization
 - Would provide services for a fee of \$2,000 per month plus expenses
 - Believes he could help us have the CEO position filled within 6 months
 - Lives in Hermiston so knows the area
 - Assist in completing major documents, forms and messaging
 - Candidate Sourcing, posting ads/messages on local and regional job boards
 - Would vet the candidates
 - Organize on-site interviews
 - Follow up with each candidate
 - Arrange secondary visit with the select candidate
 - Help with onboarding
 - ✓ **DISCUSSION**
 - ✓ Dan: Dennis has been in healthcare for 30 years, and has connections. His cost is incredibly feasible. Dennis would be my choice to help with this search.
 - ✓ Sharon: Dennis has a lot of expertise, he can help with the job description and compensation package and he would be easy to work with. Would like to retain Dennis as the facilitator for the search.
 - ✓ Debbie: Dennis seems very familiar with our area and what our needs are. Really like what he could do for us. Would like to listen more from the others before choosing.
 - ✓ Kathy: Dennis would be much better than working with a firm. I think we need to finalize our process. I am open to starting with in-house, then going with Dennis, should we not get the results that in-house could provide.
 - ✓ Kara: Dennis seems open to letting us help coordinate what we would like. Both Dennis and in-house are great choices.
 - ✓ Brad: Agrees with what Kara stated. But if we wish to pursue this option more, I would like to have a zoom meeting with Dennis and ask more questions regarding his

process and services. I see one thing that he would offer that is slightly different than in-house, would be the contacts he may have already within the CEO realm.

❖ In House

- Bobby Long & Jen Hoke
 - Would have the board to review the job description to assure accuracy
 - Would come up with a compensation package for the board to review and approve
 - Would come up with a posting for the board to review and approve
 - Would post the position for up to 30 days with job boards, magazines and associations
 - Would filter the candidates to what the board has specified they are searching for
 - Would set up interviews with the candidates that the board would like to hear from
 - Candidates chosen for a second interview and site visit, in-house would arrange, flights, lodging, dinners for both the candidate and significant other
 - ✓ **DISCUSSION**
 - ✓ Dan: It's important that the community, the candidates and staff all need to view this as an unbiased process, the most high level that we can achieve. Not to say our own people couldn't do it, but in fairness to all of those as well as the existing interim CEO, it should be out of house from the beginning.
 - ✓ Sharon: I still believe Dennis would be able to help us more, from a CEO perspective.
 - ✓ Kathy: Would like to try in-house recruiting for 90 days, if no results that the Board agrees to, then go with Dennis.
 - ✓ Kara: Really likes Jen's ideas of involving the community, having a home cooked dinner for the candidate, board, admin and some community members. Has faith in our people that they would be able to do this.
 - ✓ Brad: Believes the in-house could do what Dennis is offering. Would like to do the in-house for 90 days, then go with Dennis if necessary.
- **General Discussion**
 - ✓ Job description and compensation package are some of the things we need to do as a board, how drastic are we wanting to change the job description.
 - ✓ Compensation is public record, so we should be able to find that on our own and come up with a comparable package.
 - ✓ No matter which path is chosen, the board is going to have to dictate the process.

ACTION ITEM: CEO Hiring Process Decision (consultant vs in-house):

ACTION: Sharon Davis moved to hire Dennis Burke as the consultant for recruiting the new permanent CEO. Dr. Dan Brown seconded, motion failed two to four. With Brad Erbe, Kara Bowen, Kathy Cook and Debbie Bentz objecting.

ACTION: Kathy Cook moved to do in-house recruiting for the permanent CEO position. Debbie Bentz seconded.

Discussion:

- ✓ Should we have the verbiage in this motion, that we would go with Dennis Burke after 30, 60 or 90 days, or do we wait
- ✓ We should put a time limit on this, as there could be value in the consultant if our staff are unable to get the results we would like
- ✓ The in-house feel that 90 days is reasonable, especially since we are approaching the holidays. Also, at any time during the process, the board has the option of changing from in-house and going with Dennis.
- ✓ The 90 days should start after the board has decided on the process, reviewed the job description and come up with a compensation package. This will require another board work session before the next board meeting.
- ✓ Next board meeting be ready to vote on the process, compensation package and search committee.

ACTION: *Kathy Cook amended her original motion to engage our in-house staff to proceed with the permanent search for the CEO, after the board has voted on the job description, the compensation package, the process and the search committee, the 90 days shall begin, if after 90 days, there are no satisfactory results, the board will than retain Dennis Burke to facilitate the search for the permanent CEO position. Debbie Bentz seconded, motion passed four to two. With Sharon Davis and Dr. Dan Brown objecting.*

ACTION ITEM: Appoint Recruitment Committee (if prepared):

No action on this at this time.

Old Business:

None

New Business:

- Foundation Employee Campaign Fundraiser
 - Funds from this will finish out the CPR machine EMS.
 - Employees / Departments donate items and make up baskets to be raffled off. In the past the board has participated by giving gift certificates to the Silvies Valley Resort.
 - Sharon will check and see if this would be available and what the cost would be for each board member. Brad will donate \$50.00 of gas to go along with the basket.
- **ADDITION TO AGENDA:** RFP for Anesthesia Services.

ACTION ITEM: RFP for Anesthesia Services.

Discussion:

- In the past we have had two employed CRNA's that alternate every two weeks, we now only have one employed CRNA which is Luke. He has been arranging and getting us other CRNA's to contract and be relief. We have about seven credentialed relief CRNA's. It is very expensive to have the relief CRNA's.
- Luke has come up with the idea that he would contract out the entire service of CRNA and Pain Management as opposed to him being employed, which he presented to Catherine.
- If we decide to go the route of contracting out this service, we would need to come up with a proposal and draft an RFP that the board would have to approve, due to the large sum of money.
- We would want the RFP to include all that is being provided now along with the pain management that Luke currently provides.
- Catherine has checked with our cost report folks, to see if we contracted out this service, would Medicare still reimburse us.
Sharon Davis moved that Catherine or whoever she designates, write an RFP for contracted CRNA services, with the board reviewing and approving before being sent out. Dr. Dan Brown seconded, motion passed six to zero.

The Board adjourned at 8:26 pm.

Respectfully Submitted,

Kara Bowen, Board Secretary

Next Board Meeting: Wednesday November 1, 2023 @ 5:30 pm