

Board Packets

Special Board Meeting, November 7, 2022

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NOTICE

NORTHERN INYO HEALTHCARE DISTRICT BOARD OF DIRECTORS SPECIAL MEETING

November 7, 2022 at 5:30 pm

The Board is again meeting in person at 2957 Birch Street Bishop, CA 93514. Members of the public will be allowed to attend in person or via zoom. Public comments can be made in person or via zoom:

TO CONNECT VIA ZOOM: *(A link is also available on the NIHD Website)*

<https://zoom.us/j/213497015?pwd=TDlIWXRuWjE4T1Y2YVFWbnF2aGk5UT09>

Meeting ID: 213 497 015

Password: 608092

PHONE CONNECTION:

888 475 4499 US Toll-free

877 853 5257 US Toll-free

Meeting ID: 213 497 015

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1. Call to Order (at 5:30 pm).
 2. **Public Comment:** At this time, members of the audience may speak only on items listed on the Notice for this meeting, and speakers will be limited to a maximum of three minutes each. The Board is prohibited from generally discussing or taking action on items not included on this Notice.
 3. Adjournment to Closed Session:
 - A. Conference with Legal Counsel- Anticipated Litigation. Gov't Code 54956.9(d)(2).
Number of potential cases: (1)
 4. Return to open session and report on any action taken in closed session.
 5. Open Session Item:
 - A. Discussion of CEO Search Criteria *(Board will receive and consider approval of CEO search criteria recommended by staff)*
 6. Adjournment.

In compliance with the Americans with Disabilities Act, if you require special accommodations to participate in a District Board meeting, please contact administration at (760) 873-2838 at least 24 hours prior to the meeting.



NIHD CEO EVALUATION ASSESSMENT

Essential functions of a District Hospital Chief Executive Officer

***PLEASE RATE YOUR AGREEMENT WITH THE STATEMENTS BELOW USING THE FOLLOWING SCALE:**

LEVEL 5: *I STRONGLY AGREE* with this statement. The CEO *always* practices this as part of his/her leadership. The CEO's performance in this area is *outstanding*.

LEVEL 4: *I GENERALLY AGREE* with this statement. The CEO *usually* practices this as a part of his/her leadership, but not always. He/she performs *well* in this area.

LEVEL 3: *I SOMEWHAT AGREE* with this statement. The CEO *often* practices this in his/her leadership, but he/she is not consistent. He/she performs *fairly well* in this area.

LEVEL 2: *I MOSTLY DISAGREE* with this statement. The CEO *inconsistently* practices this as a part of his/her leadership. He/she *does not perform well* in this area.

LEVEL 1: *I COMPLETELY DISAGREE* with this statement. The CEO *never* practices this as a part of his/her leadership. He/she performs *very poorly* in this area.

N/S: *Not sure*. I do not have enough information to make a determination about the CEO's performance in this area.

N/A: *Not applicable*.

Leadership Function 1: Medical Staff Relations

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
1a. Develops medical staff cohesiveness and a strong working relationship between the medical staff and management							
1b. Working with the medical staff, defines physician-led initiatives which further the strategic objectives of the District							
1c. Ensures an adequate supply of physicians and physician specialties to meet the health needs of the community by developing specialty-specific recruitment plans							
1d. Supports medical staff leadership in developing patient care improvement processes							
1e. Anticipates, understands and responds in a timely manner to medical staff needs and concerns, particularly in the area of capital planning and technology							
1f. Develops formal and informal communication mechanisms for communication with the medical staff							
1g. Creates an environment that helps physicians capitalize on practice-building opportunities							
1h. Creates a clear vision of the future that is relevant to the medical staff							
1i. Supports the medical staff in all efforts related to quality improvement, patient safety and patient satisfaction							
<i>How can the CEO improve his/her leadership in this area?</i>							

Leadership Function 2: Internal Operations:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
2a. Plans, organizes, manages, evaluates and regularly reports to key constituents on the critical activities impacting hospital operations							

2b. Implements established policies and maintains general liaison with the board, medical staff and employees of the hospital							
2c. Develops an organizational structure, with clear lines of opportunity, authority and accountability							
2d. Ensures an effective system of internal controls that safeguard the physical, financial and human resources of the hospital, directing corrective actions as necessary							
<i>How can the CEO improve his/her leadership in this area?</i>							

Leadership Function 3: Leadership Development:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
3a. Creates a productive, open communication environment in which all affected parties are motivated to achieve, feel appreciated and work to their highest levels of efficiency and productivity							
3b. Provides strong and effective leadership to employees to ensure they understand and are focused in their support of the hospital's mission and vision							
3c. Ensures that progressive educational programs and training opportunities are provided to assure effective skill building among employees and medical staff							
3d. Assists department managers and other personnel in identifying methods and systems for improving productivity and quality							
3e. Encourages managers to capitalize on every opportunity to improve productivity and quality in their areas							
<i>How can the CEO improve his/her leadership in this area?</i>							

Leadership Function 4: Leadership and Strategic Development:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
4a. Ensures that all departments/programs establish and submit annual operating plans that support the hospital’s strategic objectives							
4b. Demonstrates seasoned, mature leadership							
4c. Provides assertive leadership and a “winning philosophy” to employees, and community members							
4d. Is aware of changes outside the organization that have impact on internal operations, and reacts appropriately with strategic focus							
4e. Earns and maintains respect among employees and the medical staff							
4f. Enhances and improves the morale and spirit of employees and the medical staff, motivating them to perform to their maximum potential							
4g. Holds department managers accountable for the responsibilities of their positions; regularly measures managers performance against established criteria							
4h. Provides leadership to promote the hospital’s role as a vital community health improvement resource							
4i. Establishes a culture build around quality, service and continuous improvement							
4j. Motivates and challenges the medical staff and employees to respond appropriately to the issues facing the District							
4k. Responds effectively to changing circumstances in order to maximize opportunities and eliminate barriers							
4l. Creates and maintains an environment that contributes to optimal efficiency, productivity, and results							
4m. Gains cooperation of staff members in achieving hospital and departmental goals							
4n. Inspires confidence through personal attitude and performance							
4o. Stays current with national and local issues affecting the District							

4p. Monitors key statistical indicators that measure hospital performance, taking timely action as appropriate							
4q. Monitors the hospital's marketing efforts in order to improve the hospital's reputation and market share							
4r. Regularly informs and advises the medical staff and employees on trends and other forces that affect the performance of the hospital							
4s. Initiates effective action on issues with no policy, but which require immediate action							
4t. Analyzes and develops new business opportunities which promote hospital growth, profitability and service to the community							
4u. Establishes and revises long-range strategic plans which support the District's mission and vision							
<u>How can the CEO improve his/her leadership in this area?</u>							

Leadership Function 5: Financial development:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
5a. Understands financial data and leads the analysis of that data to determine required strategic decisions							
5b. Takes quick and effective action to cure controllable financial problems and implements required recovery mechanisms							
5c. Establishes and monitors long-range facilities plans, and coordinates those plans with financial capabilities and strategic needs							
5d. Leads department managers in determining resource allocations, including budgets, equipment, facilities and personnel							
5e. Develops the annual budget with active participation of department managers and others, as appropriate							
5f. Ensures that capital expenditure budgets are developed to reflect the program and service							

needs of the hospital in meeting the health improvement needs of the community							
<u>How can the CEO improve his/her leadership in this area?</u>							

Leadership Function 6: Community Relations:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
6a. Works effectively with community leaders, and with other health providers in the region to understand and respond to unmet community needs							
6b. Responds effectively to community health care service needs, comparing existing hospital services and programs to those needs and designing new programs and services to address unmet needs							
6c. Encourages integration of the District with the community							
6d. Perceived by community leaders as a resource							
6e. Continually maintains awareness of community needs, and identifies ways to meet those needs							
<u>How can the CEO improve his/her leadership in this area?</u>							

Leadership Function 7: Teambuilding:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
7a. Deals with organizational conflict and builds teamwork and consensus throughout the management team							
7b. Coordinates key activities of the medical staff and other hospital staff with a focus on responding to community needs							

7c. Determines the effectiveness of hospital programs and services and implements changes where necessary							
7d. Actively promotes teambuilding among employees, the medical staff and the Board of Directors to accomplish hospital objectives							
7e. Builds commitment between the medical staff, and employees to fulfill the mission and vision							
<u>How can the CEO improve his/her leadership in this area?</u>							

Leadership Function 8: Regulatory Compliance:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
8a. Ensures compliance with regulatory agencies governing health care delivery							
8b. Effectively represents the hospital in relationships with health agencies and other organizations impacting the hospital							
8c. Establishes a schedule and designates a specific individual responsible for the filing of required state/agency filings							
<u>How can the CEO improve his/her leadership in this area?</u>							

SECTION 2: PERSONAL ATTRIBUTES OF THE CEO

***IN THIS SECTION, PLEASE RATE YOUR AGREEMENT WITH THE STATEMENTS BELOW USING THE FOLLOWING SCALE:**

LEVEL 5: The CEO *always* demonstrates this as part of his/her leadership. The CEO's performance in this area is *outstanding*.

LEVEL 4: The CEO *usually* demonstrates this as a part of his/her leadership, but not always. He/she performs *well* in this area.

LEVEL 3: The CEO *often* demonstrates this in his/her leadership, but he/she is not consistent. He/she performs *fairly well* in this area.

LEVEL 2: The CEO *inconsistently* demonstrates this as a part of his/her leadership. He/she *does not perform well* in this area.

LEVEL 1: The CEO *never* demonstrates this as a part of his/her leadership. He/she performs *very poorly* in this area.

N/S: Not sure. I do not have enough information to make a determination about the CEO’s performance in this area.

N/A: Not applicable.

Management Style:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
2.1a Projects a feeling of openness, interest in the opinions of others; approachable, friendly							
2.1b Values strong rapport and professional working relationships at all levels							
2.1c Seeks input from others; supports team discussion and encourages dialogue on critical issues							
2.1d Effective public speaker							

Communication:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
2.1e Grasps important information in one-on-one and group communications, and interprets in a way which avoids or solves problems							
2.1f Communicates with and relates to others effectively, winning confidence and establishing support for various positions							
2.1g Regularly informs employees about relevant hospital activities and plans impacting their jobs							
2.1h Effective in presenting ideas or tasks to individuals and groups							
2.1i Able to synthesize complex issues into easily understood messages							
2.1j Understands the communication styles of others and responds appropriately							

2.1k Maintains dialogue with the medical staff on issues, activities and decisions of importance to the medical staff							
2.1l Establishes effective communication across the spectrum of hospital personnel, programs and services							
2.1m Effectively delegates through the routine assignment of administrative responsibilities							
2.1n Maintains open lines of communication at all levels							

Problem Solving/Creativity:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
2.2a Willing to assume risk and explore creative methods for addressing difficult challenges							
2.2b Handles ambiguous situations well, always bringing focus to the hospital's pursuit of its mission and strategic objectives							
2.2c Thinks quickly and assimilates ideas well in providing direction and leadership to the hospital							
2.2d Values collaboration							
2.2e Understands the need for balance between, process, structure and outcome							

Ethics:

	<u>Lev.</u> 5	<u>Lev.</u> 4	<u>Lev.</u> 3	<u>Lev.</u> 2	<u>Lev.</u> 1	<u>N/S</u>	<u>N/A</u>
2.3a Demonstrates strong values of fairness, honesty and compassion in dealing with all constituencies							
2.3b Demonstrates a high level of commitment to the mission and vision, and to the community served by the hospital							
2.3c Effectively combines strong ethical judgment with technical and management skills							
<i>What other leadership skills and assets do you think the CEO should possess?</i>							