

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

Agenda for CEO Recruitment Ad Hoc Committee

December 2, 2020, 2:00 – 3:00

Zoom meeting <https://bartletthospital.zoom.us/j/92393291201>

- I. CALL TO ORDER
- II. ROLL CALL
- III. APPROVE AGENDA
- IV. PUBLIC PARTICIPATION
- V. BRIEF OVERVIEW OF PROCESS AND TIMEFRAME (Pg.2)
- VI. NEXT STEPS
 - A. Revisit recruitment announcement after Assembly feedback (Pg.3)
 - B. Advertising/recruitment options (Pg.8)
 - C. First level of screening
 - Explore background
 - 3 – 4 questions (as discussed in executive session)
 - Talk with them in-depth about the position
 - Provide outcome to subcommittee
- VII. OTHER BUSINESS
- VIII. EXECUTIVE SESSION
 - A. Initial applicant screening materials

Motion by xx, to recess into executive session to discuss recruitment examination materials that are confidential.
- IX. REVIEW TIMELINE AND SET NEXT MEETING
- X. ADJOURNMENT

BRH CEO Recruitment Timeline (DRAFT)

	WHO	16-Nov	23-Nov	30-Nov	7-Dec	21-Dec	28-Dec	4-Jan	11-Jan	18-Jan	25-Jan	1-Feb	8-Feb	15-Feb	22-Feb	1-Mar	8-Mar	15-Mar	22-Mar	29-Mar	5-Apr	12-Apr	19-Apr	26-Apr	3-May	10-May
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Pre Recruitment Phase (2 weeks)																										
Subcommittee formation	SC																									
Board Review & Approval of Recruitment Plan	FB																									
Recruitment Phase (8 weeks)																										
Finalize Job Posting	SC																									
Advertise Position	Staff																									
Interact with Recruiters	Staff																									
Selection Criteria Phase (Ongoing)																										
Identify qualities needed in CEO	FB																									
Determine Initial Screen Criteria	SC																									
Develop Selection Process	FB																									
Draft onboarding plan	FB																									
Screening Phase (Ends 2 weeks beyond job closing)																										
Review Resumes	Staff																									
Conduct Initial Phone Interviews	Staff																									
Internet Search Process	Staff																									
Selection of Candidates for SC interviews	SC																									
First Full Interview	SC																									
Initial pre check	Staff																									
Choose Finalists	SC																									
Contact Finalists to verify interest	Staff																									
Selection Phase																										
Arrange for Candidate travel	Staff																									
Selection Process	FB																									
Board Deliberation	FB																									
Final Reference Check	Staff																									
Offer Phase																										
Negotiations with successful candidate	EC																									
Complete compliance checks	staff																									
Finalize onboard plan	EC																									
Onboarding Phase																										
Candidate Relocation Assistance	Staff																									
Candidate Start Date																										

- BOD Subcommittee (SC)
- Full Board (FB)
- Staff
- BOD Executive Committee (EC)
- New CEO



Revised 11/17/20

FOR COVER PAGE (Should be visually pleasing)

Announcing an opening for:

Chief Executive Officer
Bartlett Regional Hospital
Juneau, Alaska
www.bartletthospital.org

NEXT FEW PAGES:

Bartlett Regional Hospital is a municipally owned and operated, community based hospital with the mission of providing quality, patient centered, sustainable health care and health promotion for the people of Juneau and communities of northern Southeast Alaska. As the largest provider of hospital services in Southeast Alaska, Bartlett serves approximately 55,000 people in the region, many in communities inaccessible by road. Tourism expands the daytime population by over 1,000,000 people, primarily between from May to September.

The hospital's values are described by the acronym "CARE" – Courtesy, Accountability, Respect, and Excellence. Bartlett has a vision to be the best community hospital in Alaska, and considers three foundational principles to have a natural link to this vision: delivering more value through a focus on improving quality, patient satisfaction, and patient safety, and minimizing patient costs. updating the hospital campus

Bartlett Regional Hospital currently operates 73 beds with a staffing of 485 FTEs, including over 118 licensed nursing staff. Medical staff, which includes both employed and private practitioners, have specialties that include orthopedics, radiation oncology, medical oncology, psychiatry, urology, and ENT. BRH provides robust healthcare services including:

- Bartlett Beginnings, an eight-bed unit and a program with prenatal and parenting education.
- Behavioral Health (Mental Health Unit), providing both inpatient and outpatient mental health services. The twelve-bed inpatient Mental Health Unit is staffed by psychiatrists and a specialized nursing staff.
- Cardiac Rehabilitation
- Critical Care Unit, a nine-bed specialty unit that obtained the Bronze Beacon Award for Critical Care Excellence. The Critical care unit provides eICU coverage under arrangements with Providence Hospital in Anchorage.

- Infusion and Chemotherapy, with four patient chairs and one bed.
- Rainforest Recovery Center, offering comprehensive treatment services for people with substance abuse, substance dependence, and other addiction disorders.
- Community Wellness including Diabetes Education and Tobacco Cessation Programs
- Physical & Occupational Rehabilitation
- Respiratory Therapy
- Emergency Services, with the capacity to treat 12 patients in private settings, including three trauma bays, a minor surgery room, an orthopedic room, five exam rooms, a behavioral health room, and an ENT room.

Reporting to the Bartlett Regional Hospital board of directors, the CEO will provide the vision, leadership, direction, and administration of all aspects of the organization's activities to ensure compliance with established objectives and with the realization of high quality, economical healthcare services. The new CEO will focus his or her attention on the operations of the hospital directly, having in-depth knowledge of all aspects, including quality and process improvement, physician relations, and financial performance. Additional important responsibilities include working collaboratively, efficiently, and creatively with the medical staff. The new CEO will also importantly serve as a community figure and a symbol of stability and strength, both within and outside of the hospital.

GOVERNANCE:

Bartlett Regional Hospital is an Enterprise Fund of the City and Borough of Juneau, Alaska. The City and Borough of Juneau's charter provides for a nine-member board of directors to govern the hospital; directors are appointed by the City and Borough Assembly and serve three-year terms. Board meetings are open to the public and attended by a Juneau Assembly liaison. Although the City and Borough of Juneau own the land and assets of the hospital, the board is responsible for its economic viability and oversight of the management of medical operational issues.

JUNEAU:

The City and Borough of Juneau is Alaska's capital city. Juneau is home to approximately 32,000 people and hosts over 1,000,000 visitors a year, primarily between May and September. The economy is driven by government, tourism, and natural resource industries including mining and fishing. In addition to being the seat of state government, Juneau is also home to the University of Southeast Alaska.

Juneau is a unique community that offers a small town feel with the sophistication of a larger community and unparalleled access to wilderness recreation opportunities. We have a vibrant arts community that includes two opera companies, a professional theatre company, a symphony, and a rich and varied population of visual artists and galleries. Recreation opportunities include hiking, boating, skiing, fishing and hunting. In addition, there are a variety of adult and youth sports leagues that support all levels of swimming, running, skiing, biking, rowing, skating, and many other disciplines.

Juneau is located in the Southeastern panhandle of Alaska. It is 900 air miles north of Seattle and 600 air miles southeast of Anchorage. The community sits at sea level below steep mountains about 3,500-4,000 feet high. The area of Juneau is almost as large as Rhode Island and Delaware combined; with a total area of 3,255 square miles, it is the third-largest municipality in the United States by area. Juneau is accessible only by sea or air; cars and trucks are transported to and from Juneau by barge or ferry. Juneau International Airport is serviced by Alaska Airlines which provides jet service multiple times daily to both northern and southern destinations.

Juneau features a cool temperate climate that is milder than its latitude may suggest, due to the influence of the Pacific Ocean. Winters are moist and long, but only slightly cold; temperatures drop to 20°F in January, and highs are frequently above freezing. Spring, summer, and fall are cool to mild, with highs peaking in July at 65 °F. Snowfall averages 84 inches and occurs chiefly from November to March.

DESIRED BACKGROUND AND QUALIFICATIONS

The successful candidate for Chief Executive Officer will be visible and accessible, visionary and creative, and a strategic problem solver with a demonstrated track record of outstanding hospital operations. The ideal candidate will possess superior business and political acumen and a high degree of emotional intelligence. Additionally, the ideal candidate will possess a history of successes in transparently collaborating with physicians to create winning situations for patients, physicians, and the hospital.

We are looking for an excellent leader who will have a strong understanding of healthcare and hospital financial dynamics, along with analytical, organizational, and team-building skills. He/she will possess the skills to organize board, staff, [Assembly](#) and community support with all stakeholders necessary to make the vision a reality. It is essential that the new CEO be a person who is committed to high quality care and someone who is willing to be involved in the leadership of operations and think creatively. He/she must possess excellent interpersonal skills and a transparent communication style, including experience with and the ability to work well with the medical staff.

Therefore, we seek candidates who have:

- A high level of integrity and the ability to listen and communicate honestly and openly in a transparent manner with the board and other important constituent groups.
- Excellent medical/nursing staff relations and knowledge of the issues that these groups face on a daily basis, with experience in addressing those issues.
- An understanding of current and future medical technology and demonstrated experience in using the technological knowledge to keep a hospital advancing through technological changes.
- A sincere interest in the community, demonstrated by the giving of her/his time and talent to community initiatives.

- An inclusive and approachable management style at all levels of the organization, including with the board, physicians, leadership team, and employees.
- Understanding and commitment to running a community hospital, including a demonstrated awareness of public or community health issues, behavioral health issues and substance abuse treatment issues.
- A sense of vision for the organization, enhancing existing strategic goals with additional opportunities for future success.
- Demonstrated experience successfully operating a hospital or similar facility through a regulatory environment similar to the Bartlett's.
- Excellent interpersonal skills, particularly as they relate to medical staff. Experience in physician recruitment will be viewed favorably.
- While still promoting a sense of community and hospital pride, the ability to make difficult decisions when necessary.
- The willingness and ability to mentor and develop staff.
- Demonstrated experience working with a variety of different medical models, such as joint ventures, employed physicians, contracted physicians, and physicians in private practice.
- The ability to effectively communicate the organization's vision and motivate others to achieve it organizationally, departmentally, and personally/ professionally.
- A decisive leadership style; this individual should not be reluctant to say "no" or hold difficult conversations.

The appropriate candidate for this position will possess a bachelor's degree in a relevant discipline, along with an appropriate advanced degree such as MHA, MBA or appropriate medical degree. He or she will have at least eight years of experience in upper management, at the level of chief executive officer/administrator or chief operating officer/assistant administrator, in relevantly-sized successful organizations that have faced similar challenges and excelled.

COMPENSATION

The successful candidate will receive an attractive and competitive compensation and benefit package.

ADDITIONAL INFORMATION

To apply for this position, please submit a resume and letter of interest to: INCLUDE TALEO HERE. For more information, please contact Dallas Hargrave, Human Resource

Director at (907)586-0225. The position is open until filled; however, applications will be reviewed beginning December 21, 2020.

Please note: the names of individuals applying for this position are subject to public disclosure.

CEO Recruitment Options

December 1, 2020

Online

- BRH Website
 - Jobs page
 - Front page announcement
- Indeed.com
- Alaska Department of Labor and Workforce Development

Social Media

- LinkedIn
 - Promote
 - Recruiter—actively reaching out to people
- Facebook
 - Posted
 - Sponsored

State and National Organizations

- ASHNHA—www.ASHNHA.com
- American College of Healthcare Executives—www.ache.org
- National Rural Health Association (NRHA)—www.ruralhealth.org

Outside Recruiter (Headhunter)

PROS

- Recruiters often have their finger on the pulse of who is looking within the industry.
- A good recruiter will also contact individuals who are not looking and proactively source candidates for you.
- Less taxing on current staff resources.
- Recruiters often have their finger on the pulse of who is looking within the industry.

CONS

- You may only be offered the candidates within that recruitment firm's "stable" of executives.
- There would be a fee to the recruitment firm if that is where the final candidate is selected from.
- Can be expensive.
- Moderately staff intensive as prescreening would still be conducted at the staff level.