

# Bartlett Regional Hospital

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## Minutes CEO RECRUITMENT COMMITTEE MEETING December 2, 2020 – 2:00 p.m. Zoom Videoconference

**Called to order at 2:02 p.m., by Kenny Solomon-Gross**

**CEO Recruitment Committee and Board Members Present:** Mark Johnson, Rosemary Hagevig, Kenny Solomon-Gross, Mila Cosgrove, Max Mertz, Wayne Stevens, Dr. Bob Urata, Brenda Knapp, Marshal Kendziorek, Lance Stevens, Iola Young

**Also Present:** Michelle Hale, Dallas Hargrave

**Agenda**—no changes

**PUBLIC PARTICIPATION** – None

Mr. Solomon-Gross thanked everyone who is on the committee. Everyone is here except Dr. Urata. Dr. Urata then arrives to meeting.

### **Overview of CEO Timeframe and Process**

Mr. Hargrave shared the timeframe that has been approved by the Board. We are in the third week on the schedule. Scheduled this week is in light green—determining initial screening criteria—we can talk about the process in open session and the specific screening criteria in executive session. The CEO recruitment committee has some tasks this week that we are planning on addressing in this meeting. Last week, the Board was determining CEO desired qualifications, the recruitment plan, and the vacancy announcement. We can discuss today whether the CEO Recruitment Committee is interested in Mr. Hargrave engaging with any recruiters. It is good to use this schedule as a guide and to have an understanding of who is doing what and when. Ms. Hagevig didn't see any mention of the COVID-19 issues in the recruitment announcement. She asked whether we should have a desired qualification regarding the ability to address pandemic-like situations in the future. She thinks the candidates should know what we have done and be prepared to respond to it during the recruitment process. Ms. Knapp agrees because it is not unlikely that we would face another pandemic. Ms. Knapp believes that we should also let the candidates know our COVID-19 response efforts and it should be part of the recruitment process. Mr. Johnson agrees and believes that material should be included. Dr. Urata suggested a desired qualification such as “must be able to deal with unexpected emergencies such as COVID”. Dr. Urata said that there could be other emergencies to address and that we should inquire with the candidates what they did in response to COVID. Mr. Johnson and Ms. Hagevig agree with Dr. Urata and Ms. Hagevig thinks the website should be updated. Mr. Kendziorek thinks that we should mention the changes we are making in our planning due to COVID, but address the specific questions in executive session. Mr. Kendziorek suggested that the COVID response items be



included in the list. Mr. Solomon-Gross agrees that there should be a bullet point on what we have done in the pandemic and there should also be a desired qualification regarding being able to address emergencies. Mr. Stevens suggested creating a more detailed list of changes on the website and link to it. Mr. Hargrave stated that he knows Chuck Bill has started to address updating the website. Ms. Cosgrove suggested that the ability to respond to emergencies should be beyond COVID. Mr. Johnson has some other suggested changes to the recruitment announcement that he will share with Mr. Solomon-Gross and Mr. Hargrave. The committee gave Mr. Hargrave direction to update the recruitment announcement with Mr. Solomon-Gross and get it posted.

### **First level of application screening**

Mr. Hargrave is proposing that he uses board approved screening criteria to apply to candidates as the applications are coming in. The information would be compiled as the applications come in. Mr. Hargrave would have discussions with the qualified candidates and document initial discussion, applying the screening criteria that the board has approved to apply. Mr. Hargrave would come back to the committee and summarize the results with recommendations for the board, so the board can decide who can move to the next phase of interviews with the recruitment committee. This gives the opportunity to have a two way conversation and describe the community and the hospital to the candidates. This is a good first step that will take a significant amount of time. Mr. Solomon-Gross said that Mr. Hargrave will enter all the candidates into a spreadsheet so the Board will know everyone that applied. Ms. Hale asked whether the questions would be discussed with the entire Board in executive session and Mr. Solomon-Gross said the board is invited to the committee's discussion on this. Mr. Hargrave discussed what would occur in weeks 10, 11, and 12 for the committee to conduct the interviews to select finalists. Mr. Solomon-Gross said the board would always be invited to committee meetings. Ms. Hale wanted to make sure that the board is invited and could participate in the interview process because she has heard concerns about the composition of the CEO Recruitment Committee. Mr. Solomon-Gross said that the whole board will be invited to the committee meetings and executive session. He welcomes participation as long as there is not a big time crunch. Mr. Lance Stevens noted that interviewing is a specific process, with a specific set of questions and consistent people asking them. This is important to creating a fair process. When the board interviews the finalists, it will be totally different. Mr. Hargrave points back to the process to show that there is a full-board input into the process for the committee to apply the standards. Ms. Cosgrove pointed out that the selection process is very time consuming and the first phase of full interviews should have consistent attendance. This is why boards usually designate a committee to do this level of screening. She also agrees with Mr. Steven's comments regarding consistency in the process. Mr. Kendziorek appreciates what Ms. Cosgrove said for the first round of interviews where there should be more process and thinks that there should be more flexibility for discussion in the second round of interviews. Mr. Hargrave agreed and said that the finalist process would likely have a public meet and greet, opportunity to meet with the board, and other assessment processes. Mr. Kendziorek asked that a line be added that better describes the finalist process and how much time will be devoted to that. Ms. Knapp wants to make sure that there is a consistent way to get feedback from the stakeholders on the finalists, so the groups should have a way to provide feedback. Ms. Hale asked if the full board would have input into the questions that are asked in the interview. Mr. Solomon-Gross stated that he thinks that is what will occur. Mr. Hargrave would recommend that the committee develop a set of questions that the board will sign off on. Mr. Solomon-Gross and Ms. Hale agreed that it makes sense for the board to provide input to the committee on the interview. Ms. Knapp said that it is important to be consistent in questions and interviewers in the beginning. Mr. Solomon-Gross said that the committee will recommend the interview questions to the board for approval.



## **CEO recruitment options**

Mr. Hargrave explains the advertising and posting options in the attachment. Mr. Johnson suggests that we also post to the American Hospital Association. Mr. Wayne Stevens asked whether the going rate for a recruiter. Mr. Hargrave said that BRH usually uses a flat fee template agreement with recruiters and it would likely be for tens of thousands of dollars, maybe up to \$30,000. Mr. Wayne Stevens thought it could be more and Mr. Solomon-Gross believes it to be 10% to 15% of the annual salary. Mr. Wayne Stevens thinks we should use a recruiter if we don't get good candidates from our own recruiting. Ms. Cosgrove noted that there is an advantage to starting without the recruiters because applicants that they may refer may apply on their own. Mr. Kendziorek, Ms. Young and Ms. Knapp do not see the value in using Facebook for recruiting. Ms. Cosgrove doesn't think Facebook hurts the process and can help spread the word, and have a connection to all the other posts from the hospital. Mr. Solomon-Gross thinks Facebook is a good way to get the word out. Ms. Knapp changed her opinion after listening to Ms. Cosgrove and Ms. Hagevig agrees. Mr. Hargrave noted that sponsoring the Facebook post is a boost that spreads the post. Ms. Hale said that you can really pick the demographics on a boost. Mr. Wayne Stevens and Mr. Solomon-Gross both thought you could turn the comments off.

Mr. Mertz made a comment about the process and bringing candidates into town during the pandemic. He thinks it is important to be able to interact with candidates on a personal level and see how they interact with a group. Mr. Mertz asked if it made sense to push back the timeframe by a couple months to have a successful in-person process. Mr. Lance Stevens said we may be able to use our testing enhancements in the lab to have in person interactions. Mr. Johnson agrees that Mr. Mertz makes good points and we should watch what is happening. Dr. Urata said that the CDC announced more flexibility in shorter quarantines today. Mr. Solomon-Gross reminded everyone that we tried to shorten the timeframe before, and in the end, we will just have to be flexible.

Mr. Hargrave summarized the advertising options from the committee and board members.

***Ms. Hagevig made a Motion to recess into executive session to discuss proprietary information having to do with the CEO selection materials. Mr. Johnson seconded. Motion approved.***

The committee went into executive session at 2:58 p.m. and returned to regular session at 3:28 p.m. No action taken.

## **Future Schedule**

Mr. Solomon-Gross addressed the timeframe for the next meeting. Mr. Hargrave said that it would be good to get something ready by the week of January 4 or 11 to present to the board on the process from here. Mr. Hargrave could update the committee with the applicant pool at the next meeting too. Mr. Solomon-Gross asked Mr. Hargrave to send a doodle poll for the next meeting. Dr. Urata noted that he has a conflict on the week of February 8.

Mr. Solomon-Gross thanked everyone for their participation.

**Adjourned 3:34 p.m.**