

# Board Packets

## November 3, 2022 Special Meeting

### Special Meeting Notice

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### Open Session Item - WittKieffer CEO Search Services Proposal

[WittKieffer Proposal for Northern Inyo Healthcare District CEO Recruitment 1](#) ..... 3



## ***NOTICE***

### **NORTHERN INYO HEALTHCARE DISTRICT BOARD OF DIRECTORS SPECIAL MEETING**

**November 3, 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=TDIIWXRuWjE4T1Y2YVFWbnF2aGk5UT09>

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. Open Session:
    - A. WittKieffer CEO Search Services Proposal (*Board will consider the approval of this proposal*)
  4. Adjournment to Closed Session:
    - A. Conference with Legal Counsel- Anticipated Litigation. Gov't Code 54956.9(d)(2).  
Number of potential cases: (1)
  5. Return to open session and report on any action taken in closed session.
  6. Adjournment.

*Kelli Davis*

Kelli Davis, Chief Executive Officer

*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.*



# Northern Inyo Healthcare District

Chief Executive Officer  
Proposal

Luke Morris, Mark Andrew  
October 2022



Via Email: [Jean.Turner@nih.org](mailto:Jean.Turner@nih.org)

October 20, 2022

Jean Turner  
Chair  
Northern Inyo Healthcare District  
150 Pioneer Lane  
Bishop, CA 93514

Dear Jean:

Thank you for giving WittKieffer the opportunity to submit a proposal to assist Northern Inyo Healthcare District on your recruitment for a Chief Executive Officer.

As the nation's preeminent executive search firm that dedicates its practice to identifying leadership talent in collaboration with organizations committed to improving the quality of life, virtually all (about 99 percent) of our clients maintain a 501(c)3 status, with the majority in healthcare and human services.

On a more focused level, we are very proud of our successful support for CEO transitions in many hospitals and health systems that resemble Northern Inyo Healthcare District - those independent healthcare providers that are pillars in their respective regions and contribute significantly to the physical well-being and economic vitality of the communities they serve.

Over the past five years, we have recruited CEOs for more than 200 hospitals across the United States, and we have great access to outstanding talent. Of those, 45 have been for hospitals with 100 beds or fewer, including numerous critical access hospitals, as demonstrated in the following proposal.

Above all, we are well connected to the community of contemporary healthcare executives and understand how to appraise their skills to lead an independent health system like Northern Inyo Healthcare District that provides access to a continuum of high quality services while inventing new and better ways to optimize the patient experience. It will be just as important to find a leader who is both a visionary and visible within the organization and community. Based on a review of your needs, we have assembled a team of our most aligned experts to partner with you and your colleagues throughout the engagement and to bring the search to a successful and timely conclusion.

I will lead your search team to build a compelling candidate pool, conduct preliminary interviews to determine the most suitable candidates for your full consideration, and serve as your primary point of contact throughout the engagement. I have deep experience in working with boards and have a strong understanding of the rural marketplace.

In addition to myself, the team includes Mark Andrew based out of the firm's Southern California office. Mark Andrew is a Senior Partner with over 25 years of executive search experience serving organizations spanning the complete continuum of care such as hospitals, healthcare systems, academic medical centers, medical groups, and managed

# WittKieffer

care companies. He understands the nuances of working with California hospital/healthcare districts having completed CEO searches for Mammoth Hospital in 2018 and previously Pioneers Memorial Healthcare District in Brawley.

Following is a detailed proposal, which outlines our organizational attributes, capabilities, experience, terms and conditions, and other relevant information. Please feel welcome to contact me directly for further discussion or if you require additional materials.

Again, thank you for considering WittKieffer. It would be an honor to serve Northern Inyo Healthcare District.

Sincerely,

A handwritten signature in black ink that reads "Luke Morris". The signature is written in a cursive, flowing style.

Luke Morris  
Consultant  
WittKieffer  
949.797.3527  
[lpmorris@wittkieffer.com](mailto:lpmorris@wittkieffer.com)

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## WittKieffer Profile

Throughout our 53 -year history, WittKieffer has cultivated a proven and meaningful approach to executive search, specifically designed for mission -driven organizations and predominantly in support of healthcare organizations in pursuit of senior leadership . As experts in strategic leadership, WittKieffer performs over 500 searches per year in support of organizations representing the complete continuum of care as well as related associations and professional/medical societies.

Our success at this level gives us insights into the rapidly changing healthcare landscape and how executive leadership can alter the trajectory of the entire organization. Our footprint across the nation has yielded pertinent knowledge of marketplace dynamics and common trends and challenges that similar systems and hospitals encounter. We are sensitive to the range of objectives and strategic priorities that board members and senior leaders put forth as mechanisms to navigate their organizations through this new era of healthcare.

## Resources, Assets, and Intellectual Capital

WittKieffer has carefully assembled a team of strategic experts across multiple healthcare specialty practices, enabling a dynamic approach to staffing each search engagement according to client specific needs. With locations in major metropolitan areas across the United States, our team of more than 90 consultants and 20 research experts provides deep insights into regional, national, and global markets. Our best -in-class database includes more than one million executives and emerging leaders, and its intuitive framework enables our team to pinpoint leaders based on specific criteria set forth by client constituents, adding unparalleled efficiency to every search.

## Performance

**Client Satisfaction:** On a scale of 1 to 10 (disagree completely to agree completely) clients scoring our work gave us a 9.4 satisfaction rating over the last three years.

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**Candidate Satisfaction:** As trusted client ambassadors, WittKieffer has achieved a 9.7 satisfaction rating among our placements and a 9.4 satisfaction rating among all candidates involved.

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**Reliability:** On average, clients gave WittKieffer a 9.5 rating on whether or not they would use the firm again – which correlates to our high percentage of repeat business.

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**Quality:** Our placements have a nine -year average tenure – a testament to our comprehensive and calculated approach.

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**Diversity:** In total, 53 percent of our placements are people of color and/or women (where identified).

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**Accolades:** WittKieffer is a recipient of the Vizient Overall Membership Satisfaction Award and the Premier, Inc. Legacy Supplier Award.

## Experience

WittKieffer has conducted approximately 200 CEO searches for hospitals and health systems over the past five years, a time period that represents unprecedented transformation among health providers and the American healthcare landscape as a whole.

We have served the complete spectrum of healthcare organizations, from the largest integrated delivery systems to rural critical access hospitals. As demonstrated in the following list, we maintain a strong commitment to serving community hospitals across the country. We have conducted over 50 searches for CEOs at hospitals with 100 beds or less in the past ten years.

### Executive Search Assignments for Hospitals Under 100 Beds

(Bolded organizations represent Critical Access Hospitals)

Organization	Location	Position Title
Alice Hyde Medical Center	Malone, NY	Chief Executive Officer
Asante Ashland Community Hospital	Ashland, OR	Chief Executive Officer
Aspen Valley Hospital	Aspen, CO	Chief Executive Officer
Avera Marshall Medical Center	Marshall, MN	Chief Executive Officer
Aspirus Riverview Hospital & Clinics	Wisconsin Rapids, WI	Chief Executive Officer
Bridgton Hospital	Bridgton, ME	Chief Executive Officer
Baptist Easley Hospital	Easley, SC	Chief Executive Officer
Barton Memorial Hospital	South Lake Tahoe, CA	Chief Executive Officer
Bozeman Health	Bozeman, MT	President/Chief Executive Officer
Cambridge Medical Center	Cambridge, MN	President
Catalina Island Medical Center	Avalon, CA	Chief Executive Officer
Central Vermont Medical Center	Barre, VT	President
CHI St. Luke's Health –Patients Medical Center	Pasadena, TX	President
Cooley Dickinson Health Care	Northampton, MA	President
Copper Queen Community Hospital	Bisbee, AZ	Chief Executive Officer
Cuyuna Regional Medical Center	Crosby, MN	Chief Executive Officer
Decatur County Memorial Hospital	Greensburg, IN	Chief Executive Officer
Granite Falls Municipal Hospital	Granite Falls, MN	Chief Executive Officer
Great Plains Regional Medical Center	Elk City, OK	Chief Executive Officer



Organization	Location	Position Title
Gundersen Moundview Hospital and Clinics	Friendship, WI	Chief Executive Officer
Hancock Regional Hospital	Greenfield, IN	President/Chief Executive Officer
Holy Rosary Healthcare	Miles City, MT	Chief Executive Officer
HSHS Holy Family Hospital	Greenville, IL	President/Chief Executive Officer
HSHS St. Francis Hospital	Litchfield, IL	President/Chief Executive Officer
<b>HSHS St. Joseph's Hospital</b>	Highland, IL	President/Chief Executive Officer
HSHS St. Nicholas Hospital	Sheboygan, WI	President/Chief Executive Officer
Huron Medical Center	Bad Axe, MI	President/Chief Executive Officer
Jackson County Memorial Hospital	Altus, OK	President/Chief Executive Officer
Lewis County General Hospital	Lowville, NY	Chief Executive Officer
Mammoth Hospital	Mammoth, CA	Chief Executive Officer
Mary Bridge Children's Hospital	Tacoma, WA	President
Memorial Hospital and Manor	Bainbridge, GA	Chief Executive Officer
Munson Healthcare Manistee Hospital	Manistee, MI	President
North Country Healthcare	Littleton, NH	Chief Executive Officer
North Country Hospital	Newport, VT	Chief Executive Officer
North Valley Hospital	Whitefish, MT	Chief Executive Officer
PeaceHealth Ketchikan Medical Center	Ketchikan, AK	Chief Administrative Officer
Pen Bay Healthcare	Rockport, ME	Chief Executive Officer
Penn Highlands Elk	St Mary's, PA	President
Porter Medical Center	Middlebury, VT	President/Chief Executive Officer
Redwood Area Hospital	Redwood Falls, MN	Chief Executive Officer
Saint Alphonsus Medical Center - Baker City	Baker City, OR	Chief Executive Officer
Saint Alphonsus Medical Center - Ontario	Ontario, OR	Chief Executive Officer
Santa Ynez Valley Cottage Hospital	Solvang, CA	Vice President/Administrator
Sarah Bush Lincoln Health System	Mattoon, IL	Chief Executive Officer
Sonoma Valley Hospital	Sonoma, CA	Chief Executive Officer

Organization	Location	Position Title
St Joseph's Hospital	West Bend, WI	President
St. Charles – Madras	Madras, OR	Chief Executive Officer
St. Mary's Hospital	Streator, IL	Chief Executive Officer
<b>St. Mary's Hospital</b>	Cottonwood, ID	President
Syringa Hospital & Clinics	Grangeville, ID	Chief Executive Officer
UMass Memorial Marlborough Hospital	Marlborough, MA	President/Chief Executive Officer
UPMC Pinnacle Hanover	Hanover, PA	Chief Executive Officer
Vail Health	Vail, CO	President/Chief Executive Officer
Waverly Health Center	Waverly, IA	Chief Executive Officer
Wellspring Gettysburg Hospital	Gettysburg, PA	President
WellStar Paulding Hospital	Hiram, GA	President
Willamette Valley Medical Center	McMinnville, OR	Chief Executive Officer
Wise Health System	Decatur, TX	Chief Executive Officer

## Search Team

WittKieffer's reputation for excellence is built on teamwork. Each search assignment poses a distinct set of needs best served by tapping the collective expertise of more than 90 healthcare search consultants and research staff across the country. We have selected a team of experts with specialized knowledge to collaborate with Northern Inyo Healthcare District on this search.



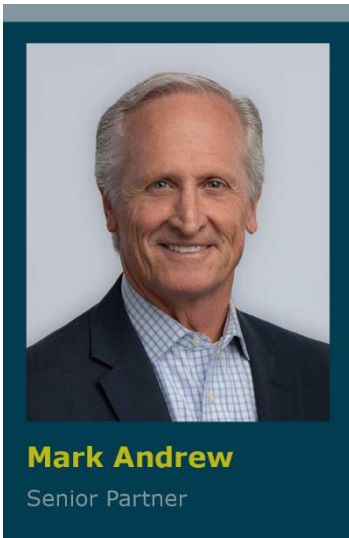
Luke Morris is an experienced HR executive, talent leader, and executive recruiter who believes that culture and people strategy are fundamental to organizational success. A consultant based in WittKieffer's Irvine, California, office, Luke brings to his search work a history of recruiting and coaching top level healthcare executives, driving organizational change and alignment, improving processes, and engaging employees and senior leadership. He also has deep experience in executive recruitment and has conducted numerous CEO, COO, CMO, CNO and CHRO searches throughout his career.

Before joining the WittKieffer team, Luke spent 14 years in key talent roles for Intermountain Healthcare, most recently as Assistant Vice President for Talent in Salt Lake City, Utah. In this role, he oversaw talent for the system, executive recruitment, and led a transformational redesign of talent acquisition across the organization that resulted in vastly improved recruitment metrics and cost savings. In addition, he successfully spearheaded a multidisciplinary team in creating the organization's workforce planning model, competencies, and tools. Prior to that role, Luke was Regional Human Resources Director for Intermountain in Provo, Utah, overseeing HR for seven hospitals.

In his personal life, Luke is passionate about his family and his community, having served as a mentor, advisor, and board member to various civic organizations. He has also been active in professional organizations and is a senior certified professional of the Society for Human Resource Management (SHRM -SCP), as well as a certified senior professional in human resources (SPHR) through the Human Resource Certification Institute.

### Education

M.P.A., Public Administration, Brigham Young University, Provo, UT  
B.S., Business Management, Brigham Young University, Provo, UT  
Associate of Science, Engineering, Utah Valley State College, Orem, UT



Serving organizations spanning the complete continuum of care, Mark Andrew has influenced the leadership dynamic in healthcare organizations across the western United States. His understanding of the interconnectivity between providers, payers, government and public health in each service area enables strong and trusting partnerships with his clients as they pursue transformative leaders. Trustees and senior executives throughout the region value his industry knowledge, personable style and candid, thoughtful counsel throughout the search process.

As a senior partner, Mark has a wealth of experience recruiting senior leaders for hospitals, healthcare systems, academic medical centers, physician practices and managed care companies. Since joining the firm in 1998, he has helped clients attract top talent for key positions including CEOs, COOs, CFOs, CMOs, CNOs, Chief Strategy Officers, human resources leadership and fundraising professionals. Mark draws from his extensive experience to assist clients with executive

compensation, organization structure, succession planning, recruitment and retention.

Previously, Mark was founding partner and chief executive officer of a medical search firm in California, where he recruited physicians and executives in several medical disciplines. Mark is an active member of the American College of Healthcare Executives.

#### Education

B.S., United States Military Academy, West Point, NY

#### Research and Administrative Support

WittKieffer has one of the largest research staffs in the executive search industry and, arguably, the largest devoted solely to gathering intelligence on executives for roles in the healthcare arena. The firm has 20 analysts, librarians, and knowledge managers who generate original research for every search.

In addition, we assign a dedicated executive search coordinator to each engagement, who ensures optimal project management support. Responsibilities include tracking our internal search processes, coordinating client and candidate interviews, scheduling client meetings, and communicating directly with the committee's designated search liaison, among other important duties.

Together, our search teams work in concert to ensure optimal client and candidate experiences.

## Process and Deliverables

Following is a description of WittKieffer's full -service approach to executive search and transition.

### Phase 1: Discovery and Planning Phase

We start by listening to you. We commence the search by conducting meetings onsite with search committee members, senior leaders, direct reports, and other key stakeholders. These meetings will assist us in gaining direct feedback about the environment in which the next leader will operate; an understanding of organizational priorities, challenges, and aspirations in the context of the recruitment; and an appreciation of the factors that can support the placement. We acknowledge any sensitive issues that might affect the recruitment strategy. Our findings will also assist the search committee in better understanding a and benchmarking the qualifications and experiences deemed essential for the role, and serve as the foundation for the search strategy as well as the transition for the successful candidate. We will prepare a comprehensive leadership profile, which articulates the collective vision, functional responsibilities, key competencies, major challenges, principal accountabilities, qualifications, and goals for the position's first 12 - 18 months.

#### *Key Activities and Deliverables*

- Conduct organizational needs analysis and offer general consultation
- Develop project communication plan and search timeline
- Identify critical leadership competencies according to strategic priorities
- Develop full leadership profile; search committee maintains editorial authority
- Establish secure web portal as a repository for search and candidate materials
- Propose recruitment strategy based on client -specific objectives

### Phase 2: Candidate Sourcing and Evaluation

Our firm's vast resources and extensive individual networks provide us with direct access to executive leaders across the country. A combination of broad and targeted personal outreach allows us to identify truly exceptional candidates. We curate a list of prospective candidates from our firm wide networks, quickly and efficiently building an ideal and diverse pool of highly talented leaders. We subsequently conduct in -depth behavioral interviews with each screened candidate to assess the seriousness of interest and potential for success in the position. We evaluate all candidates, internal and external, in the same thoughtful, comprehensive manner, and we treat internal candidates with particular sensitivity, tact, and objectivity.

#### *Key Activities and Deliverables*

- Maintain regularly scheduled, frequent communication with the Search Committee Chair
- Acknowledge nominations and applications
- Proactive outreach to valuable sources and desirable prospects
- Review applications and prospect credentials
- Conduct comprehensive leadership history evaluations prior to candidate presentation
- Screen for prior allegations of harassment or discrimination
- Deliver highly qualified candidates and corresponding materials to committee

## Phase 3: Candidate Interview Support

We work collaboratively with the search committee to narrow the candidate pool to a select group of leaders who merit additional consideration. Our team provides logistical support for semi-structured and final interviews. We are onsite, as needed, to facilitate and help you prepare for and conduct candidate interviews. We provide feedback throughout the interview process and give continued guidance as you select finalists. We continue our referencing for candidates who progress toward the finalist stage.

As part of our exhaustive approach to candidate due diligence, which occurs throughout the process, we conduct sophisticated personal referencing with both candidate-provided and "off-list" contacts; comprehensive media and public record reviews; and verification of employment history, education, certifications, and other professional degrees and credentials. We screen all candidates for prior allegations of harassment and/or discrimination.

As an optional service, WittKieffer can administer a series of psychologist-led executive assessments for each finalist candidate. This service includes an interactive feedback session to interpret and discuss outcomes with the hiring authority, a one-on-one feedback session with the placement, post-hire, and additional structured follow-ups to strengthen the onboarding phase.

### *Key Activities and Deliverables*

- Assist in identifying candidates for first- and second-round interviews
- Coordinate logistics for first- and second-round candidate interviews
- Draft tailored interview questions and share evaluation tools and methods
- Consultant(s) onsite to facilitate first-round interviews
- Conduct additional references and investigate public media sources
- Administer psychologist-led leadership assessments for finalists (optional)

## Phase 4: Selection and Appointment

Our team assists with candidate scheduling for finalist interviews and provides guidance on spousal visits and other activities important to candidates and their families. Following finalist interviews and once you decide to extend an offer, we can advise on terms, salary, benefits, and relocation based on our experience in negotiating executive compensation packages. As an element of our partnership, we offer counsel to help clients smoothly transition new leadership.

### *Key Activities and Deliverables*

- Advise on terms, salary, benefits, and relocation
- Debrief candidate participants once the new hire is announced
- Transition and onboarding planning/support

## Best Practices: Executive Assessment with Onboarding

As part of our evidence-based approach to recruitment, WittKieffer, through our partnership with CMA Global, Inc., offers leading selection assessment and post-hire assimilation services. CMA conducts more than 10,000 leadership assessments annually through their team of 20 PhD, licensed psychologists. Together, our comprehensive, psychologist-led assessment services transcend today's industry standard through a multi-dimensional approach. Our partnership with CMA combines best-in-class scientific instruments with client and role-specific insights and analysis. Our team will integrate critical findings from the discovery phase of each search to customize the assessment process, and further, extend our support to have an active, supporting role during the onboarding process.

Our approach includes the following activities and deliverables for each finalist candidate:

- Pre-assessment interview between each candidate and a PhD, licensed psychologist
- A comprehensive set of assessments (described below)
- A debrief session with the Search Chair/hiring authority prior to finalist interviews
- Custom questions and interview strategies based on assessment findings, as desired

### *WittKieffer/CMA Onboarding Support for Candidate of Choice*

- A 90-minute debrief and feedback session with the placement prior to or at the commencement of their employment. This session will support the leader early in their transition, elevating their self-awareness regarding their strengths and behavioral tendencies, helping them calibrate pace and overall approach to the culture and the articulated measures of success for the role.
- A planning session with the placement and hiring authority in the first month to ensure a smooth transition. This session helps solidify the partnership between our placement and their supervisor, reviewing assessment information, identifying supports and establishing approaches that align to the articulated goals for the role and best position the leader for success.
- A meeting with the placement at 100 days post-hire. This is a milestone time for when new leaders reflect on their first 90 days to calibrate their approaches and progress. WittKieffer's search team leader and a CMA licensed psychologist will meet with the placement to discuss progress, potential needs/supports, helping ensure early, successful assimilation into your organization and the community.

Our comprehensive set of assessment instruments include:

- **Watson Glaser Critical Thinking Questionnaire (WG):** Assesses how a person processes and critically evaluates information
- **California Psychological Inventory (CPI):** Assesses and compares the candidate to the general population on several job-related personality factors such as dominance, achievement, responsiveness
- **Motivation Questionnaire (MQ):** Describes the extent to which a number of factors motivate an individual (such as hard work, commercial outlook, recognition, etc.)
- **Leadership Effectiveness Analysis (LEA):** Indicates what the candidate emphasizes in leading and managing people and tasks

## Timetable and Work Plan Summary

Searches of this nature typically take between four and six months to complete, from the initial discovery phase meetings to offer acceptance. At the outset of the engagement, we will develop a timeline and work plan according to search committee needs and preferences. Following is a sample timeline and work plan summary.

Discovery Phase 1 to 2 days	WittKieffer meets with the search committee, leadership, and other key stakeholders to understand Northern Inyo Healthcare District and the nature of the position to create the ideal leader profile.
Development of Leadership Profile and Recruitment Strategy 2 weeks	WittKieffer submits draft leadership profile and suggested recruitment strategy. Search committee provides input and approval.
Recruitment and Candidate Evaluation 6 to 8 weeks	WittKieffer launches a thorough national recruitment targeting potential candidates. For each screened candidate, we conduct behavioral interviews and initiate our due diligence process. We maintain frequent and regularly scheduled contact with the search committee throughout the recruitment phase.
Candidate Review 2 hours	WittKieffer meets with the committee to review candidates and identify semi-finalists for interviews.
Semi -finalist Interviews 1 to 2 days	WittKieffer prepares the search committee for semi -finalist interviews (typically 4 -6 candidates) and assists with selection of finalists (typically 2-3) for finalist interviews. We conduct additional references, media checks, education/employment verifications, and if desired, administer a battery of leadership assessments for finalists.
Finalist Interviews 1 to 2 days	Finalists interview at Northern Inyo Healthcare District with a broad range of constituents. The candidate of choice is identified from this round of interviews and negotiations commence.
Selection and Negotiations variable	When the hiring authority decides to extend an offer, WittKieffer can advise and/or assist with negotiations.
Search Conclusion variable	Once the candidate of choice accepts the offer, WittKieffer supports smooth transition. After the appointment is announced, WittKieffer notifies the other participants of the outcome.



## Advancing Leadership Diversity

WittKieffer’s commitment to advancing diversity is underscored by our proven history of conducting inclusive searches and promoting the value of leadership diversity – from the boardroom to the C-suite and beyond. During the recruitment phase, we identify leaders from underrepresented groups through a network of relationships built on trust over many years, an essential trait when recruiting leaders who are heavily sought in a high demand environment.

Differentiating our strength in the field, we have a long, productive relationship with the American Hospital Association’s Institute for Diversity and Health Equity (IFD), the National Association for Health Services Executives (NAHSE), and Executive Leadership in Academic Medicine (ELAM), which identifies and coaches future M.D. and Ph.D. women leaders. We regularly speak at national conferences and coordinate on initiatives that promote diverse leadership and leverage these relationships to source and identify strong, diverse leaders.

WittKieffer’s Diversity Council drives and explores the most effective methods of executing the following mission, internally and externally:

*WittKieffer believes a culture of diversity and inclusion, where the entire range of human experience is welcomed and celebrated, can strengthen and transform organizations. We strive to model this belief in our work and service to our clients.*

The following evidence supports our continual efforts to raise awareness, partner successfully with our clients, and steward strong, diverse leaders.

- Per our most recent analysis:
  - 23 percent of our placements are people of color.
  - 40 percent of our placements are women.
- Combined, 53 percent of all WittKieffer placements are people of color and/or women.
- Of WittKieffer’s more than 200 employees, 72 percent are women and 19 percent are people of color.
- The firm has been recognized by the National Association of Health Services Executives (NAHSE) for Outstanding Organization of the Year and by the Institute for Diversity and Health Equity (IFD) for Outstanding Organizational Support to the Mission.

As a core strategy when evaluating all leaders, we challenge candidates to demonstrate their ability and/or present their accomplishments in championing diversity initiatives in their current organizations or within their respective fields. We are interested in gauging candidates in their thought leadership contributions to delivering culturally competent care/programs as well as working within multicultural teams and collaborations. We also investigate talent at organizations that have had great success in not only retaining diverse staff, but also in developing programs that strengthen awareness and inclusivity.

## Pricing Overview

Following is an overview of WittKieffer's pricing and terms.

### Professional Fees

Professional fees for this search assignment are one-third of the position's total cash compensation, inclusive of base salary, target annual incentives and any guaranteed cash compensation due during or in respect of the candidate's first full year of employment. Upon candidate's acceptance of offer, we will adjust our fee up or down depending on the compensation arrangement finalized in the accepted offer letter.

### Technology, Research & Data Expenses

A one-time per project fee of 10% of the professional fee will be billed for data and technology services, WittKieffer's proprietary database of more than 1.5 million leaders, specialized third party candidate database access, verification and compliance checks, and other search expenses that are integral to but not easily segregable for this individual search assignment.

### Out-of-Pocket Expenses

Out-of-pocket expenses directly related to this search assignment will be billed, with such expenses to include, but not necessarily be limited to: WittKieffer consultant and candidate travel and accommodations, courier services, video conferences (if charges apply) and other consultant candidate interview costs, education and licensure verification, media checks, advertising, overnight delivery, and professional printing.

### Background Checks

It is WittKieffer's practice to conduct a series of background checks on each candidate, internal and external, who is advanced to client interviews. These background reports, solely used for employment purposes, include employment, education, licensure and certification verifications as well as a review of public sources for relevant information, in a manner that is fully compliant with the Fair Credit Reporting Act (FCRA). In order to maintain the highest standards of due diligence, WittKieffer has enlisted the Mintz Group LLC, a consumer reporting agency under the FCRA and the only such firm with membership in the Association of Executive Search and Leadership Consultants (AESC). At the initiation of the search, we will provide you with the standard end user certification form, if you have not already signed one in a previous engagement, for you to sign as the hiring authority and to certify compliance with the FCRA.

In addition to the background check, you, as the hiring agent, are strongly encouraged to conduct credit and criminal background checks on the finalist(s). We can refer you to reliable consumer reporting agencies if you would like.

## Billing Arrangements

An initial invoice for one third of the Estimated Professional Fee plus the One Time Technology, Research and Data Support Expenses will be submitted at the start of the search. Two additional invoices, each for one third of the Estimated Professional Fee plus any Out-of-Pocket Expenses, will be submitted at 30 and 60 days. Invoices for additional Out-of-Pocket Expenses incurred will be submitted monthly thereafter. Once compensation has been determined at the conclusion of the search, the Professional Fee will be adjusted up or down and an invoice or adjustment for the balance of the fee, if any, will be submitted. Payment on invoices are due within 30 days. A late penalty of 1.5% per month will be charged for past due invoices. All bills must be paid within 60 days of the candidate signed offer letter to activate the placement guarantee described below. Sales tax will be invoiced with fees, if it is applicable for the organization and the state.

## Leadership Assessments with Early Onboarding Support

We believe that integrating these assessments into the search process – coordinated closely with our consultants and licensed psychologists – materially reduces the risk in your hiring decision while enhancing success in onboarding the right candidate for you. WittKieffer offers a flat rate for optional Executive Assessment with Onboarding services billed at \$9,500 per engagement (for up to three finalist candidates). Our package includes the administration of a comprehensive set of best in-class assessments for all finalist candidates, debrief sessions with the hiring authority and ultimate placement, and ongoing support through the early stages of onboarding. As an alternative, client may opt to apply these services to the candidate of choice, following a successful hire. The flat fee for this option is \$4,000.

## Hiring of Additional Candidates

If an additional candidate is hired by Northern Inyo Healthcare District as a result of this search assignment, there is a professional fee equal to 20% of such candidate's first year's total compensation including base salary, target annual incentives and any guaranteed cash compensation due during or in respect of the candidate's first full year of employment. This fee applies to any individual candidate hired within six months of the close of the search. WittKieffer's guarantee is not applicable to any such additional hire.

## Quality Guarantee

If the executive we place with Northern Inyo Healthcare District ceases to be employed by the client in any capacity within one year of the executive's commencement of employment, then WittKieffer will search for a replacement to fill the original position without additional professional fees or One Time Technology, Research and Data Support Expenses charged to the client. WittKieffer's guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring, material changes in the position, death or disability. Additional out-of-pocket expenses associated with the replacement search will be charged in the same manner as the original search.

## The WittKieffer Difference

As experts in impactful leadership, there are multiple factors that will distinguish your partnership with WittKieffer.

*Organizational alignment:* Dedicated to serving organizations that are committed to improving the quality of life, we do our best work when we can directly connect the mission and ethos of our firm with our client's. As a result, our fit with Northern Inyo Healthcare District is uniquely and powerfully suited.

*Specialization in healthcare:* Through continuity in the field, we have become integral to the fabric of the industry helping to solve the most pressing issues through exceptional talent identification and development.

*Continuity and scale:* By committing to the select arenas we serve, we have been able to specialize our support over time, attracting passionate team members and perpetually building subject matter expertise in key areas. Importantly, WittKieffer team members do not work in silos. Our consultants work in teams, often overlapping practice areas.

### Areas of Expertise

#### General Areas of Expertise

- CEOs/Presidents (system, regional, and site)
- Operations
- Finance and Business
- Service Line
- Human Resources
- Nurse Executives
- Strategy and Growth
- Marketing and Communications

#### Specialty Practices

- Physician Integration and Leadership
- Academic Medicine and Health Sciences
- Information Technology
- Legal and Compliance
- Children's Healthcare
- Managed Care
- Senior Care, Home Care and Hospice
- Board Services

### Portfolio of Services

In addition to elite executive search, WittKieffer offers customized services to enhance your existing talent management programs.

#### Interim Leadership

*Easing the transition of C-suite leadership with contemporary, consultative executives*

#### Professional Search

*Recruiting today's top core talent and the next generation of healthcare executives*

#### Leadership Advisory and DEI Services

- Executive Assessments – as part of every search or standalone internal assessment
- Onboarding – multiple options from value-added planning to full-service execution
- Succession Management – we evaluate your bench and help chart your future talent strategy
- Executive Coaching – ongoing support for key leaders according to strategic needs
- Multi-Cultural Coaching – Executive coaching through a DEI lens
- Implicit Bias Training – for leadership teams, departments, and/or search committees

