

# CEO RECRUITMENT GUIDE

Practical Step-by-Step Information for Recruiting a Hospital Administrator

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# CEO RECRUITMENT GUIDE

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### ***Disclaimer***

***The material included in this publication is intended to be a helpful guide in the search for an administrator. Nothing in this publication is intended to replace legal counsel nor laws in individual states. As in every recruitment process, it is advisable to seek local legal counsel to insure compliance with applicable laws.***

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# INTRODUCTION

Recruiting any type of health care professional or executive can be an arduous and frustrating experience, and if not done well, an expensive and repetitive process. The hiring of a new chief executive officer (CEO) may be the most important event a hospital board will face. Often, because of time pressures or lack of an in-house process, important steps may be overlooked in a rush to get this position filled. The results can be disastrous and may negatively affect the work environment as well as the future of the whole organization.

A hospital board should view the hiring of a new CEO as a prime opportunity to strengthen the organization and provide clearly defined direction for the future. By taking all of the appropriate steps in the selection process, the board will have performed to capacity and the effect is more likely to be a positive one for staff as well as the community.

The purpose of this publication is to assist you in making this transition with ease, by providing a step-by-step process which you may integrate and have in place, BEFORE it is needed. Included you will find some practical advice and tools anyone can use to recruit a qualified hospital administrator or chief executive officer.

The process described within was adapted from a recruitment model used by Mountain States Group, Inc. over the past twelve years to help rural community hospitals recruit primary care providers. In addition, Dave Berk supplied many of the tools that are contained within. Mr. Berk, Principal, Rural Health Financial Services, Inc., an accountant, established Rural Health Financial Services, Inc. in 1987 to assist hospitals with their internal financial systems. He has extensive experience working with rural hospitals and has developed a set of tools to improve the financial stability and reporting of rural hospitals. A special thanks to Public Research and Marketing Institute who assembled an initial draft by incorporating materials provided by the authors.

The contents of this publication will take the reader through the entire recruitment process from planning and preparation to establishing performance evaluation criteria for the newly hired CEO. Interspersed the reader will find simple, easy to use tools including:

- ❖ Sample job description (Appendix A)
- ❖ Needed qualifications of a CEO (Appendix A)
- ❖ Sample agenda for interviews (page 30)
- ❖ Sample telephone interview questions (Appendix B)
- ❖ Sample reference questionnaire (Appendix C)
- ❖ Sample budget worksheet (Appendix D)

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- ❖ Sample reference permission form (Appendix E)
  - ❖ Sample final interview questionnaire (Appendix F)
  - ❖ Sample letter of offer (page 39)
  - ❖ Sample performance expectation form (page 41)
  - ❖ Sample interview evaluation form (Appendix G)
  - ❖ Sample moving expense agreement (Appendix H)

In addition, a digital copy (Microsoft Word format - \*.doc and ASCII text - \*.txt) of each of these tools is included on a disk that is located in a pocket on the back cover. We hope you find the information contained in this publication useful in designing or modifying your own recruitment processes.

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# ***Getting Started....***

## **Step-by-Step Process**

There are a number of issues that are critical to a successful recruitment process. The Governing Board needs to provide a Recruitment Team clear directions and reasonable timelines. A normal recruitment process takes anywhere from five to six months, typically in the following areas:

- ✓ 2 months for Advertising.
- ✓ 1 month for receiving and screening applications.
- ✓ 1 month for interviewing and reference checking.
- ✓ 1 month for notification process.

The Recruitment Team also has a responsibility to communicate its' progress to the Board. Although the Recruitment Team handles many of the details of the recruitment process, the final responsibility for selection and development of performance expectations rests with the governing board. The success and failure of the hospital rides on this decision.

The following is a summary of the primary steps in the recruitment process. The remainder of this publication is organized by sections which provide detailed information about each of these steps:

1. Fill the Void – Interim Management Options
2. Identify/Appoint Recruitment Team
3. Approve Job Description, Salary Range, Recruitment Budget, Timelines, and Responsibilities
4. Identify Potential Candidates (Sourcing)
5. Screen Candidates
6. Select Top Finalists
7. Check References
8. Interview Finalists
9. Select Top Candidate
10. Draft Offer and Benefits Package
11. Welcome/Orientation of New CEO

But prior to starting this process, it might be useful to assess your readiness for the recruitment process by going through the following “Readiness Assessment”. Take some time and read through the questions and check those that apply. The following questions may help you assess how ready you are for the recruitment process and may help identify strengths and weaknesses of your opportunity.

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# Readiness Assessment

**a. Recruitment coordinator or person leading recruitment effort  
(check all that apply):**

- This person has experience in recruiting.
- Recruiting will be *the* primary focus of this person's job (over 20 hours/wk).
- Recruiting will be *one* of the primary focus of this person's job (10-20 hours/week).
- Recruiting will be *one of many responsibilities* in this person's job (less than 10 hours per week).
- This person is organized.
- This person has good interpersonal skills.
- This person has sales skills.
- This person has thorough understanding of the community.
- This person is persistent and not easily discouraged.
- This person has an understanding of the health care delivery system.
- This person knows who to contact for technical assistance/consultation in recruiting.

**b. Recruitment Plan (check all statements which apply to the  
recruitment effort):**

- An adequate recruitment *process* budget is in place, excluding compensation/benefits.
- A system for generating, following up and tracking candidates has been developed.
- A draft offer is written.
- A recruitment committee exists of comprised health care people and laypersons.
- Recruitment tasks have been delegated to most appropriate members of the committee.
- Contact has been made to potential sources of candidates.
- The recruitment committee understands the strengths/weaknesses of the opportunity.
- Barriers to recruiting and retaining have been identified and addressed.
- A clear image of the ideal candidate for the community/opportunity has been developed.
- A basic site visit itinerary has been developed and are prepared to pay for the visit.

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**c. Support (check all the statements which apply to the recruitment effort):**

- All local medical staff and hospital staff members support the recruitment effort.
- One or more medical staff members are *actively involved* in the recruitment process.
- Other key members of the health care system/community support the recruitment effort.
- All key individuals are kept apprised on the recruitment effort progress.

**d. Type of Compensation Arrangement (check one):**

- Salary Only
- Salary with Incentive Bonus
- Salary with Stock Options

**e. Total Annual Compensation Amount (after expenses and before taxes/deductions) (Check the compensation amount closest to the offered amount):**

- Less than \$50,000
- \$50,000
- \$60,000
- \$70,000
- \$80,000
- \$90,000
- Over \$100,000

**f. Additional Income (check all that apply to the offer):**

- Signing bonus of five percent of annual salary
- End of year bonus
- Other sources for additional income
- Profit sharing

**g. Benefits provided (check all benefits included in the benefit package):**

- 100% paid medical malpractice insurance
- Partially paid medical malpractice insurance
- 100% paid individual health

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- 100% paid dental insurance
  - 100% paid family health insurance
  - 100% paid family dental insurance
  - Partially paid individual health and/or dental insurance
  - Relocation completely covered
  - Relocation allowance of over \$5,000
  - Competitive retirement plan
  - Vacation and continuing education leave over four weeks per year
  - Continuing education allowance/assistance of \$5,000 or more
  - Housing purchase financial assistance
  - Other benefits (*list*):

**h. Practice Environment (*check only those that truly apply*):**

- Some or all of the medical or hospital staff members are of similar age to the age of candidate sought.
- Adequate and modern hospital technology exists.
- Trained business office staff and clinical staff exist.
- Links with specialists and consultation resources outside the community have been established.
- The medical staff is organized and unified and members are supportive to one another.
- Hospital is fiscally sound.
- Hospital and medical staff enjoy good working relations.
- The hospital and medical staff share a common vision for local health care.
- The medical staff is involved in deciding the future of the hospital/local health care system.

**i. Community Environment (*check all that apply to your community*):**

- Professional or volunteer opportunities exist for spouse.
- Spouses of other medical or hospital staff members are satisfied with the community.
- There is a shortage of permanent housing in our community.
- There is a shortage of family-sized rental properties in our community.
- The local education system is noted for academic excellence.
- Fundraisers and tax initiatives supporting local education are often successful.
- A college or university is located within two hours of the community.

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- The community is located within 60 minutes of a community of 50,000 or over.
  - The community is located within 90 minutes of a major airport.
  - The local economy is generally healthy.
  - All basic consumer needs can be satisfied locally.
  - The community is located in an area that would be commonly described as scenic.
  - The community is located in or near a popular recreation area.
  - We have a moderate four-season climate.
  - There is a strong sense of community among local residents with much visible evidence of civic pride.

Once you have “assessed” your readiness to start a recruitment process, you can start by using the worksheet on the following page designed to help keep the process moving smoothly by setting timelines to these steps, identifying who is responsible, and tracking the status of recruitment activities. The worksheet can be used to provide reports and keep others informed about the recruitment effort.

### SAMPLE CEO RECRUITMENT PROCESS WORKSHEET

<b>TASK</b>	<b>TIMEFRAME</b>	<b>WHO'S RESPONSIBLE</b>	<b>STATUS</b>
Interim Management Options: Board ensures someone is at the helm either the existing CEO or an interim CEO.		Board	
Identify Recruitment Team: 2 Board Members, 2 Community Members, Medical Staff and Hospital Staff Representatives		Board	
Approve job description, salary range, recruitment budget, timelines, and responsibilities.		Board	
Identify Potential Candidates: Identify various free resources; determine advertising budget; identify methods of advertising (newspapers, journals, internet); write/place ads; deadline for receipt of materials.		Recruitment Team	
Screen Candidates: Develop selection criteria to evaluate any written material provided by candidates; evaluate written materials provided by candidates; notify candidates of process.		Recruitment Team	
Select Top Finalists: Finalize questions to interview the top five or six candidates; schedule and conduct interviews; select top three finalists.		Recruitment Team	
Check References: Check references before referring the top three candidates to the Board for final consideration.		Recruitment Team	
Interview Finalists: Use Final Interview Questions and conduct personal interviews with the top three candidates.		Board	
Select Top Candidate: Board conducts final interview and selects top candidate.		Board	
Draft Offer/Benefits Package		Board	
Orientation/Welcome		Board/Staff	

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## **1. FILL THE VOID – INTERIM MANAGEMENT OPTIONS**

From the time the Chairman of the Board either receives a resignation notice from the current CEO or provides the current CEO his/her termination notice, action should begin immediately. If the current CEO has performed well and is leaving voluntarily, negotiations should begin immediately for a notice of at least three (3) months. This process can take up to 6 months to complete and having the current CEO to assist in the process and provide orientation to the new CEO can make for a smoother transition.

If, however, the current CEO has been fired or is unsuitable, then the board should appoint a qualified staff member as the interim CEO. This will give the board time to complete the process thoroughly and efficiently. The board will also be able to assess the acting CEO's performance. This person may well surface as the best candidate to fill the position permanently.

If there is no qualified staff member to fill the position, then it may be appropriate to appoint a board member with administrative skills as interim CEO. It should be made clear to this board member the position is for the interim only and they are expected to step down when the new CEO arrives. Clear communication is necessary to prevent problems that could arise due to any reluctance to step down. Another area of concern is after becoming accustomed to running day-to-day operations, this board member may have a difficult time transitioning back to the policy role of the board.

A more risky but feasible alternative is to appoint someone from outside the organization as the interim CEO. This person will most likely lack the experience to be effective in this position and may have difficulty gaining the confidence of the staff and community.

The importance of filling the position for the interim can not be stressed enough. Going without a CEO for a period up to six months will leave staff without anyone to make decisions, which pushes this obligation up to the board level. Filling the position short term also eliminates the void where power struggles among staffers might arise.

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## **2. IDENTIFY/APPOINT RECRUITMENT TEAM**

An ideal recruitment team will consist of about six (6) members. Ideally, these members will consist of two board members, two community members, and two staff members (one from operations and one from the medical staff). Be sure the individuals appointed are willing to put in the time necessary to keep the process moving and on schedule. The hospital board is responsible for appointing the recruitment team.

Most successful recruitment efforts enjoy some level of community involvement in the recruitment process and the recruitment team approach is perhaps the best way to involve the public. Community participation in the recruitment process demonstrates to candidates that more than just the hospital or clinic wants their services. It demonstrates to candidates the community cares enough about local health care to actually be a part of its success. Community participation on recruitment teams also provides the first opportunity for the candidate and family to begin making personal links with the community, before they move to the community. This fosters their integration into the community and aids long-term retention.

The staff perspective on the needs of the organization is a crucial and valuable one, based on daily involvement in the work and constant exposure to the inside and outside relationships that make up the atmosphere or culture of the facility. Staff may see important factors that could be missed by board volunteers, whose involvement is less frequent. Their participation will, moreover, be essential in integrating and accepting the chosen individual. Soliciting their input at the outset and taking their perspectives seriously will be a major step toward securing their acceptance of the selected person.

The involvement of the outgoing CEO should be addressed early in the process. His or her perspective on the position and skills required is unique and valuable. However, the executive's focus may be on the past, his or her vision of the future may be limited, and the board's tendency to depend heavily on him or her may handicap the process. The team should use the outgoing CEO's time, knowledge, and skills as they are available and needed, but the executive should not be perceived as being directly involved in the selection process. Such involvement inhibits candidates, confuses staff, distracts the board, and tends to keep the organization focused on the present with echoes of the past.

Just like any sports team, each of these members are assigned a position on the team. These positions must complete different but interrelated tasks in order to achieve a shared goal. This keeps the process moving with the common goal of meeting the timetables set forth. These positions are the coordinator, the contact person, the clerk, the candidate interviewers, and the promotion developer. One person may serve in more than one position depending on their expertise and

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interest. The following describes the roles and responsibilities of each of these positions.

**COORDINATOR:** This is the team captain. This position is responsible for making assignments and seeing they are completed. The coordinator makes sure the recruitment team and recruitment process stays focused and on schedule. He/she is involved in, or is well apprised of all activities of the recruitment team. This position needs a person who possesses good organizational and leadership skills.

**CONTACT PERSON(S):** This person's name, day and evening contact information will be on all of your opportunity promotional material. Consequently, the contact person will be the first personal contact the candidate will have with your community. This individual should have strong interpersonal skills. He/she should possess charm, enthusiasm, persuasiveness, good listening habits, and knowledge about the community and the opportunity. Because the contact person is the point person for candidates interested in the position (and is empowered to represent it), this individual is often the same person as the coordinator. In most cases, he/she is also one of the candidate interviewers. The primary responsibilities of this position include: promptly responding to candidate's inquiries by phone, mail, or in person; be available on evening or weekends when candidates often contact opportunity sites; and learning all aspects of the opportunity and community.

**CLERK:** This position is mainly one of information traffic director. The clerk sends your opportunity packets to interested candidates, sends candidate information to the recruitment team, and keeps track of where each candidate is in the recruitment process, i.e., opportunity packet stage, interview stage, reference check, site visit, follow-up, etc. The clerk warns the coordinator when too much time (7-10 days) passes between dates of contact with each candidate.

**CANDIDATE INTERVIEWERS:** The candidate interviewer is responsible for conducting phone interviews with all eligible candidates. The interviewer's role is critical to the success of the recruitment and retention effort. They are responsible for gathering as much information about the candidate as needed by the recruitment team to decide how closely the candidate matches the community and the needs of the facility. A flair for sales or persuasive presentations can be helpful for an interviewer. Consider having two or more interviewers on your team to make sure you interview all likely candidates in a timely manner and do not overwork a single interviewer. Interviewers must be personable, good listeners, accurate note takers and confident speakers. Persistency is also a valuable trait for an interviewer, for tracking down and interviewing busy candidates may take several attempts at different times on different days. Interviewers also need to be adaptable enough to schedule interviews at the candidates' convenience not theirs, which means plenty of evenings, including Sunday evenings-the best time to find candidates at home.

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Finally, interviewers should be knowledgeable of what candidates look for in opportunities and be prepared to answer their questions about your opportunity. In many successful cases, one of the interviewers has been one of the contact persons. This allows you to immediately begin screening your candidates at the time of initial contact. All interviewers should be equipped with the same interview questionnaire, opportunity information, and instructions for conducting an interview to ensure consistency from candidate to candidate. If possible, the clerk could schedule group telephone interviews with potential candidates and hold a conference call where all interviewers are present at once. Each could take turns asking the candidate the various questions and the group could discuss each candidate's potential immediately after the conference call. This method also eliminates the worry that one person may not know all the answers to a question raised by a candidate. Someone within the group will probably have the answer. Appendix B contains a sample of Candidate Telephone Interview Questions.

**REFERENCE/CREDENTIAL REVIEWERS:** The reviewers should not be afraid of asking tough questions. They will interview candidates' references using a tool developed by the Recruitment Team to determine how well the candidate matches the community from a third-party perspective. They will also verify that the professional claims the candidates make verbally or on their curriculum vitae (CV's) are accurate. This is probably one of the most important jobs on the team and one of the least desirable. Too often this step is skipped because people are uncomfortable checking references. Don't make that mistake. Always check references, even if there is some reluctance on the part of those listed as references to fully disclose information about the candidate. Appendix C contains a sample Professional Reference Questionnaire that may be helpful in this endeavor.

**PROMOTION DEVELOPER:** This is the person who is responsible for creating the marketing material about the community, facility, and opportunity. The promotion developer determines the best places to market your opportunity. This effort may result in a brochure or packet of materials designed to describe and generate interest in your opportunity. Some have even developed promotional videos, audiotapes, and websites. This requires a talented person because of the nature of the work and the limited time commitment it takes to complete the work, this position is usually easy to fill with community members.

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### **3. APPROVE JOB DESCRIPTION, SALARY RANGE, RECRUITMENT BUDGET, TIMELINES, & RESPONSIBILITIES**

The hospital governing board is also responsible for approving a job description, setting the salary range, establishing a recruitment budget, establishing a deadline for completion of the process, and making the final selection. Most other activities can be delegated to the recruitment team.

A good job description gives both the board and the candidates clear, accurate, and specific information about what will be expected of the CEO. It specifies:

- a. The general parameters of the position: overall purpose of the agency, programs or services provided, reporting relationships, budget and staff size, salary range, and benefits.
- b. The areas of responsibility and specific results for which the person will be held accountable.
- c. The qualifications in education, experience, and demonstrable skills that are required for the position.

The board can prevent much misunderstanding and conflict in the future by ensuring that everyone involved has the same expectations at this point. It is also a valuable training tool for a board to struggle with what exactly, it expects from its CEO. Organizations differ, what matters is that expectations be made clear. The position should not be advertised until an approved job description is in place. Candidates will need it to consider applying and the best candidates may be deterred if it is not available at the onset.

Appendix A contains a sample job description along with an excerpt from "Trustee" entitled "What Does Today's Healthcare Chief Executive Officer Need to Succeed".

Once your expectations of the CEO are outlined, you can determine what is reasonable and competitive to offer the "right" candidate in terms of compensation.

Compensation packages come in various combinations of size and form. Size refers to the total dollar value of the offer, while form refers to the specific compensation arrangement. Both the size and form of your compensation package will impact the attractiveness of your offer.

#### **Compensation Arrangement**

**Salary** – In almost all instances, a hospital simply hires and pays the CEO a set annual income. Under a salary arrangement, the CEO is an employee of the

organization and therefore, is subject to all organization policies and procedures. The board has the responsibility of setting the salary range. Typically, hospital associations conduct salary surveys and may be a source of information on what constitutes a competitive salary. Other incentives may also be offered depending on the organizational structure (profit sharing, bonuses, stock options, etc.). These additional incentives should be clearly tied to established performance expectations.

## Benefits

A competitive compensation arrangement includes more than just a competitive income. A strong compensation package also includes a good scope of benefits. Most benefit packages today include the following:

<b>Benefits</b>	<b>Cash Value</b>
Paid liability insurance	
Paid family health insurance	
Paid relocation expenses	
4 weeks per year vacation/CME leave	
<i>Competitive benefits packages can also include the following:</i>	
Disability insurance	
Family dental insurance	
Retirement plan	
Paid professional dues	
Signing bonus ( <i>usually 5% of annual</i> )	
Housing allowance	
Other benefits	
<b>Total Cash Value of Benefit Package =</b>	<b>\$</b>

To present your compensation package in the best possible light, assign a dollar value to each benefit you offer in the blank space behind each benefit listed above and add this dollar amount to your annual income offer. You will be surprised how much more attractive your compensation offer will look to prospective candidates when you show them total value of your package in hard dollars. A good benefit package will usually increase the size of your offer by at least 30 percent or more of the annual income. Don't short change your whole offer; price out your entire compensation package!

In your compensation package, articulate the non-monetary benefits or "perks" of your opportunity. While perks do not make up for a weak compensation package, they could tip the scales in your favor when comparing your job opportunity to another. The value of perks is the positive professional atmosphere they create for individuals working at your facility. The following are some examples of "perks".

- 
- Remarkable hospital or clinic technology
  - Medical staff that is supportive of administration and easy to work with
  - Desirable geographic location and climate
  - Outstanding community attributes
  - Governing board well versed in roles and responsibilities
  - Telecommunication links with specialists and advanced technology
  - Community involvement and leadership opportunities

The board is also responsible for establishing a budget for recruitment activities and establishing timelines for the recruitment process. This information should be passed onto to the recruitment team so they know what budgetary and time restrictions they need to work within.

Before you begin your candidate search and incurring real recruitment costs, you need to develop a recruitment budget. A sample budget worksheet can be found in Appendix D.

Typically, it takes around five to six months to complete a thorough recruitment process. The majority of time is spent on identifying candidates through advertising and such. A reasonable timeline should be developed to allow the recruitment team to do a thorough job.

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## 4. IDENTIFY POTENTIAL CANDIDATES (SOURCING)

Announcing your opportunity locally is the first step in the candidate search. You then proceed to the statewide, regional and national levels in that order. This gives you every chance to keep recruitment costs down in the event a local source can tip you on a good candidate lead. As a general rule, the farther your message travels, the more expensive that message is to deliver, so begin your search by tapping likely local sources of candidates. For example, local providers may know of an old colleague who may be interested. Local residents may have a friend or a relative who is interested in relocating near friends and family. Make sure that whatever source you use to identify candidates that you are clear about the deadlines for receipt of applications or resumes.

On the state level, contact your hospital association, State Office of Rural Health, or Area Health Education Center. These organizations could help in promoting your opportunity through newsletters and/or generating candidates. On the regional level, contact area colleges and/or universities that may offer degrees in health care administration.

Nationally there are a number of Internet websites that will post your vacancy and also journals that are designed and distributed to healthcare executives. Another good source of information that can be found on the Internet is the Bureau of Labor Statistics homepage located at <http://stats.bls.gov/bls/home.htm>. This website provides descriptions of various occupations including Health Services Managers and includes information about the nature of the work, working conditions, employment, training, other qualifications, and advancement, job outlook, earnings, related occupations, and sources of additional information.

There are typically two ways in which you can generate candidates interested in your opportunity: classified advertising and recruitment firms.

### Classified Advertising

Classified ads are the most commonly used form of advertising for promoting job opportunities around the country. They are usually placed in regional or national professional journals. Using newspaper classifieds to promote your opportunity is also another option. However, the cost to reach large areas is excessive.

To improve results of your advertising, apply the simple AIDA model when drafting your ads and designing all your promotional materials:

1. Get the candidate's **A**ttention
2. Generate **I**nterest in your opportunity
3. Create a **D**esire for more information on your opportunity

- 
4. Urge them to take **Action** right away.

We have placed both display classified ads and simple classified ads and have noticed no real appreciable difference in the number of candidates generated. Yet display advertisements are much more expensive. For the typical recruitment budget, we, therefore, recommend you stick to simple classified ads – concisely and creatively written, of course!

Your classified ad should pique the reader's interest and help them determine whether or not your community might fit them. Pull out your opportunity description information and promote a couple of the real positive and unique attributes of your opportunity in your ad.

### **Tips for writing a good classified ad**

1. Use a short, catchy headline.
2. Write the ad as if you were speaking about your opportunity to your ideal candidate face to face.
3. Remove words like “a” or “the” if they do not seem necessary.
4. Use only commonly accepted abbreviations.
5. Only use the name of your town in the contact information. Unless your town is a familiar destination such as San Francisco, the name means nothing to most candidates. Creatively and briefly describe the area instead.
6. Once your ad is written, compare it to the AIDA model. Does it work?
7. When candidates respond to your ad, ask them why they responded, what they liked about the ad and what information in the ad was not particularly helpful.
8. Place your ad in journals or newsletters targeted at the specific healthcare executive you seek. For example, one major journal for healthcare executives - the Journal of Healthcare Management and a magazine entitled Healthcare Executive are produced by the American College of Healthcare Executives (<http://www.ache.org/>).

The American College of Healthcare Executives is an international professional society of nearly 30,000 healthcare executives. ACHE is known for its credentialing, educational programs, and annual conference that draws more than 4,000 participants each year. ACHE's publishing division, Health Administration Press, is a major publisher of books and journals on all aspects of health services management in addition to textbooks for use in college and university courses.

The ACHE's website has a wealth of information of available resources including their most recent ad rates for their magazine Healthcare Executive. (<http://www.ache.org/PUBS/HCEXEC/RATES.HTML>) You can also post your vacancy information and search for potential candidates at this website.

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Other potential resources include:

- ❖ The National Association of Health Services Executives (NAHSE), which is a non-profit association of Black health care executives founded in 1968 for the purpose of promoting the advancement and development of Black health care leaders, and elevating the quality of health care services rendered to minority and underserved communities (<http://www.nahse.org/>).
- ❖ The Association of Hispanic Healthcare Executives (AHHE) which was founded in 1988 as a national voluntary organization seeking to foster programs and policies to increase the presence of Hispanics in health administration professions (<http://www.institutefordiversity.org/AHHE.htm>).

## Recruitment Firms

While we do not discourage the use of recruitment firms, we do urge caution when contracting with them. While some are good at finding candidates, few have a good track record when it comes to retention. Before contracting with a recruitment firm:

1. Ask other rural communities about the firm.
2. Ask the firm about the retention record of its candidates.
3. Ask how dutifully it helped recruit a second candidate in instances where the first candidate left prematurely – get references.
4. Use contingency firms versus retainer firms whenever possible – Contingency firms only charge a fee when a placement is made. Retainer firms require a fee up front, regardless of placement.
5. Consider using the money you will have to pay a recruitment firm for a placement for hiring a local resident to coordinate the recruitment process, instead. Why not keep the money in the community? Health professional recruitment is not rocket science, it is personality, persistency and some basic knowledge of recruitment. Plenty of free education materials on the subject exist.
6. Understand the motives and incentives for recruitment firms. The placement fee and not necessarily your satisfaction or the retention of your provider is the main objective for a recruitment firm. Keep in mind many recruiters are only paid by commission. If you are going to use a recruiter, simply understand your professional relationship and make sure your best interests are the recruiter's as well.

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*When using a recruitment firm:*

- Carefully screen all candidates – Some argue if you have to carefully screen candidates supposedly screened by the recruitment firm, why use a recruitment firm? Good questions!
- Be watchful of high compensation packages requested of you by the firm. There *is* a BIG difference between recruiting a CEO and buying one! Call other communities to find out what is a competitive compensation package. Sure the more you are willing to offer, the better chance of a placement. But can you afford the high offer? What will the local community think about your high offer?
- Have the firm give you regular progress reports on the recruitment activities they have conducted on your behalf.
- Make sure you recruit the candidate you want and not just the candidate the recruitment firm says is a good match. If you are not sure, you have not been involved enough in the recruitment process. The average placement fee charged by recruitment firms today should be motivation enough to stay on top of all the candidates and the actions of the firm itself.
- Finally, if you do use a recruitment firm, consider including provisions in your service contract with the firm's candidate that require the candidate to repay you for all or part of the recruitment firm's fee.

If you are considering using a recruitment firm, there is an inexpensive resource that contains a collection of hundreds of current executive search firms, headhunters and recruiters. This Directory now contains more than 950 contacts representing most major urban and rural areas across the United States and only costs \$39.95. (<http://www.pohly.com/dir4.html>)

In addition, the Internet provides a vast array of potential recruitment services, some free and some at considerable costs. The American College of Healthcare Executives, for instance, provides free access to resumes and job listings (<http://www.ache.org/>).

There are a number of other websites that will also post your vacancy. If you have access to the Internet, "search" for recruiting healthcare executives. It took a few minutes to identify the following websites. Note – we are not recommending that anyone use these sites, they are merely listed as potential resources.

- ❖ JobScience.com <http://www.jobadministrator.org/>
- ❖ NationJob Network <http://www.nationjob.com/>
- ❖ MedHunters.Com [http://www.medhunters.com/jobs/Hosp\\_Admin.html](http://www.medhunters.com/jobs/Hosp_Admin.html)

## 5. SCREEN CANDIDATES

Once you have identified a qualified field of applicants, it is critical that the recruitment team develop selection criteria based on the job description and any other qualifications deemed necessary by the recruitment team and/or governing board. Recruitment team member(s) use the criteria to evaluate written materials provided by candidates. These criteria should be based on the job description and other qualifications (refer to Appendix A). The following is a sample of a form for evaluating potential candidates.

### SAMPLE ADMINISTRATOR SELECTION CRITERIA MATRIX

CRITERIA	APPLICANT #1	APPLICANT #2	APPLICANT #3
Education-Masters Degree HCA			
Experience-4 years as CEO			
Experience-board relations			
Experience-physician relations			
Experience-community relations			
Experience-hospital operations management			
Experience-teambuilding			
Management Skills			
Human Relations Skills			
(Other Criteria)			

You will also need to track the candidate's progress through your recruitment process. The purpose of tracking is not to let too much time lapse between contacts with the candidate until your work with the candidate is concluded. If too much time lapses, the candidate may take another offer. One simple way to track each candidate's progress is by using a chart like this one below. The chart can tell you at a glance where each candidate is in the recruitment process, the last time contact was made with the candidate, and source of the candidate.

TRACKING LOG			
Candidate Name	Greg Walker	Mary Smith	John Doe
Date of First Contact	8/5/00	9/15/00	9/30/00
Source	ACHE Ad	Newspaper Ad	ACHE Website
First Letter Mailed	8/6/00	9/16/00	10/1/00
Phone Interview Scheduled	NA	9/23/00	10/13/00
Reference/Credential Check		11/15/00	10/30/00
Site Visit		12/4/00	11/20/00
Contract		12/15/00	
Disposition	Doesn't meet requirements	Signed	Wasn't a good match
Start Date	NA	2/1/01	NA

The steps in the candidate screening portion of your search usually follows this order of events after the candidate responds to your promotional efforts by phone, mail and/or FAX:

- 
1. Call the candidate to acknowledge receipt of their inquiry if they respond by mail or FAX.
  2. Send the candidate information on your opportunity (job description, salary range, information on community and facility) with a cover letter requesting their CV, if they have not already sent it. Include information on the approximate timelines of your recruitment process and when they can expect to hear from you.
  3. Review each CV immediately against pre-determined selection criteria to determine whether this candidate, on paper, matches your needs and wants.
  4. If the candidate doesn't meet your needs, send a letter thanking them for their interest and informing them they will not be considered further.
  5. If they do meet established criteria, they will move to the next stage of the process (selecting finalists).

---

## 6. SELECT TOP FINALISTS

The recruitment team selects the top five or six candidates based on the pre-determined selection criteria. The team then finalizes the questions it will use to conduct a telephone interview of the top five or six candidates. A sample of an interview questionnaire is included in Appendix B. This particular sample allows each interviewer to rank the responses of the candidates to each question and arrive at a score. This simple ranking mechanism would make the selection of the top three candidates fairly simple and straightforward.

It is preferable to conduct a group conference call with potential candidates so that all team members hear the same information. If for scheduling purposes that isn't possible, then whoever is assigned the task of conducting the initial telephone interview should practice asking the questions to make sure that all needed information is provided to the recruitment team to help them make the best selection decisions. Usually the top three candidates are typically referred to the governing board for final consideration after their references are checked.

Before contacting candidates, it is a good idea to rehearse your part of the interview first:

- Conduct mock interviews to work out the rough spots in the interview and to get accustomed to how individuals may respond to your questioning. Ask for a critique of your interview style and the questionnaire.
- Prepare yourself for questions the candidate may ask you during the interview. A fact sheet with brief answers to potential questions will come in handy during the phone interview.

As mentioned earlier, all candidate interviewers should be personable individuals who possess good communication and listening skills and have knowledge of the opportunity and community.

*The candidate phone interview will follow these steps:*

1. If the candidate meets your selection criteria, call them to schedule a telephone interview. Prior to contacting the candidates, check with the interviewers to identify the best times for them to sit in on a group conference call. Keep in mind the average initial interview lasts about 45 minutes.
2. During this initial phone call, ask the candidate if they had an opportunity to review the information provided about the opportunity and answer any questions they have or make sure the answers are provided through a follow-up call.

- 
3. During the interview, go through your questions, keeping the interview in a conversational tone. If the group is interviewing, have members take turns asking a series of questions. Do not feel obligated to follow the exact order of your questions. Allow the interview to flow naturally. But before you end the interview, make sure you have answers to all your questions.
  4. Write down what they say and how they say, when you feel the candidate's tone or attitude are worth noting. If using the sample interview questionnaire (Appendix B), assign a score to their responses to each question and tally their scores at the end of the interview.
  5. Answer any questions posed by the candidate. Be prepared: have a fact sheet on the opportunity readily available.
  6. Avoid talking about specific income amounts until you are certain the candidate meets your standards – and not vice versa. A simple yet honest answer to the “how much?” question is “what we offer the right candidate will depend on how well he or she matches our needs, but a ballpark figure for income and benefits would be about \$ \_\_\_\_\_. The “ballpark” figure still leaves you negotiating room with candidates who may have somewhat higher or even lower income expectations than you are prepared to offer. It will also help eliminate those candidates whose income demands far exceed your comfort level. Remember, the negotiating game begins the minute you promote your opportunity and begin building expectations about your opportunity. By giving a candidate an impression that the dollar figure quoted in your written materials or during the interview is cast in stone, you may be unwittingly losing candidates who may agree to sign for just a few thousand dollars more than what you are promoting.
  7. Request a list of references if not already provided and gain permission to contact these references.
  8. Thank them for their time, give them a date by which you will get back to them, and encourage them to contact you when questions about your opportunity come to mind.

Immediately after the interview, the group should discuss their perceptions about where the candidate's attributes and interests matched and did not match the opportunity and community. By assigning a value or rank to the questions, a quantifiable score can be assigned to each candidate by each interviewer. These scores can be averaged and a ranking of scores completed for each candidate.

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Within two days of the interview, send the candidate a brief note thanking him or her for the time and provide the candidate any additional information you could not provide during the interview.

**Some helpful interview preparation tips:**

- ❑ Develop a well-structured initial interview that takes no longer than an hour.
- ❑ Focus on behavior questions – technical knowledge will be determined through the CV information and references.
- ❑ Avoid asking different questions that simply elicit a repeat of a previous answer.
- ❑ Rehearse the interview.
- ❑ Modify or remove questions that do not elicit the answer you want after using it in a few interviews

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## 7. CHECK REFERENCES

Once the recruitment team has identified the top three candidates, they should request references if they haven't already provided them and obtain permission to contact the candidate's references. Appendix E contains a sample form to obtain permission to check references.

Members should be identified to contact the references for all three candidates and complete a reference questionnaire. A sample has been included in Appendix C. Copies of this information should be shared with all members of the recruitment team. If one or more of the candidates doesn't receive a good reference, consider discarding them and selecting from the remaining candidates. Check their references before referring the top three candidates to the Board for final consideration.

Because of the perceived legal ramifications, many references refuse to provide information of any depth or substance, and, often, people in charge of checking references do not really push the issue. Consequently, reference checks are probably the most neglected part of the screening process. Yet a thorough reference check will usually provide you with a critical, objective perspective on how well the candidate matches your opportunity. For example, references can describe the candidate's work ethic, professional interactions with medical staff and support personnel, and personal commitment to his or her career. In reference checks also remember what is *not* said or how something is said is often quite telling about the candidate.

### **Legal Reference Checking**

References, long a basic part of employee selection at all levels, are harder to get and much scarier to give than at any time in the past. Lawsuits filed by former employees claiming an employer's reference defamed him or her have received a great deal of publicity. The "doctrine of qualified privilege" provides some immunity from liability when responding to reference requests. Concern about the high cost of defending lawsuits has made many employers adopt a say-nothing reference policy. However, failing to disclose negative job-related information about a past employee or exercising reasonable care when hiring employees can leave employers liable for "negligent referral or hiring" practices.

### **Qualified Privilege**

Under this legal theory, employers have the right to share job-related information about former workers, even when the information is negative, if a legitimate business need exists. This qualified privilege protects employers from defamation claims related to reference inquiries, provided the employer:

- 
- Discloses truthful, accurate, and documented information about past employees' job performance or job-related characteristics (not their personal lives);
  - Responds only to specific inquiries made by persons with a legitimate business-related need to know;
  - Avoids disclosure of any information to uninvolved third parties; and
  - Does not act with deliberate malice or disregard for the truth.

### **Negligent Hiring or Referral**

Under the negligent hiring principle, an employer has a duty to exercise reasonable care when hiring employees, who, if incompetent or impaired, might pose a risk of injury to the public or fellow employees by means of his or her employment. Negligent referral theory obligates employers to disclose negative information about former employees when the information has bearing on the job in question.

To reduce the risk of "negligent hiring", employers should contact both personal and professional references of potential employees. If contacting former employers by telephone, it is helpful to use a checklist form. The items on the list should bring out the job elements you have already determined crucial for success on the job.

### **Appropriate Areas for Reference Inquiries**

#### Appropriate Topics

Factors related to successful job performance including:

*Skills needed for the job*  
*Ability to work with people*  
*Quality of work*  
*Amount of work done*  
*Ability to follow directions*  
*Judgment*  
*Timeliness*  
*Accuracy*  
*Reasons and circumstances for leaving or seeking other employment*  
*Attendance and punctuality (with some exceptions)*  
*Management or supervisory skills, if a part of the job*  
*Ability to respond to supervision, criticism or correction*  
*Confirmation of information provided on the application or during interviews*

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## Inappropriate Areas for Questioning

Areas not related to actual on-the-job performance, including:

*Religious beliefs or activities*

*Political beliefs or activities*

*Marital status*

*Number and ages of children*

*Residence, and with whom residing*

*Past legal actions, such as worker compensation claims, discrimination charges, or safety complaints*

*Attendance problems related to disability, compensable injury, or state or federal Family Medical Leave programs*

The above section was taken directly from a publication called “Conducting the Lawful Employment Interview” by the Idaho Department of Employment, an outstanding resource for any one involved in screening employees and candidates.

### **Decision Point**

After you have completed the candidate phone interviews and reference checks, you have three choices:

1. Reject the candidate – If you reject the candidate, simply write a brief letter thanking them for their time but stating you are no longer interested at this time. Do not feel compelled to provide a reason.
2. Invite the candidate and spouse for a site visit to your community. Only invite the candidate on the site visit if you can answer “yes” to the following statements:

- a. I am certain the candidate is sincerely interested in our opportunity.

**YES      NO**

- b. I am certain the candidate and spouse resemble our ideal candidate (or match the needs of our opportunity and the characteristics of our community).

**YES      NO**

- 
- c. I know the candidate and spouse well enough that I can design a site visit itinerary that appeals to their specific needs.

**YES      NO**

- d. The candidate is qualified or licensed to work as a hospital administrator (and/or nursing home administrator) in my state.

**YES      NO**

If you answered “no” to one or more of the statements under Number 2 above, continue interviewing the candidate, spouse and/or references, and/or continue checking the candidate’s credentials until you can answer “yes” to all the statements or until you reject the candidate.

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## 8. INTERVIEW FINALISTS

The Recruitment Team should develop a Final Interview Form and provide the Board with a final draft for their review, approval, and use along with all the information on the top three candidates. This will include their resume or application materials, the results of the reference checks, and the results of the telephone interviews. The Board finalizes the Final Interview Questions form and uses it to conduct the interview of the top three candidates.

The following is a summary of a sample agenda for the final interviews.

FINAL INTERVIEW PROCESS  
MONTH XX, 200X AT 7:00 PM  
AGENDA

1. Introductions (by Board Chair)
  - ✓ Board members, hospital staff, medical staff
  - ✓ Candidate introduction
    - Tell us about yourself, why you applied for the position of Administrator, and why you feel that you are the most qualified candidate?*
2. Interview Candidate
  - ✓ Each Board Member asks designated questions
  - ✓ Candidate is given opportunity to ask questions of board
  - ✓ Board chair closing remarks about timelines and process
3. Selection Discussion
  - ✓ Candidate is dismissed
  - ✓ Complete Evaluation Form
  - ✓ Describe selection process and the general ground rules for selection prior to any discussion
  - ✓ Each Board member, in rotation, discuss strength's and weakness' of the candidate
4. Official Vote
  - ✓ Hand out voting form
  - ✓ Each member will vote (No names required)
  - ✓ Yes or No (Maybe is considered a No vote)
  - ✓ Reason for vote (if applicable)
  - ✓ Tally votes and discuss

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The Board reviews all candidate information and schedules in-person interviews with the top three candidates. During and after the interview, the board members complete an Interview Evaluation Form (refer to Appendix G for sample). Caution: there are certain questions you cannot ask a job applicant. Avoid questions regarding date of birth, marital status, number of children, race, religion, sex, or disability.

You can expect to compensate out of area candidates for their travel costs. You might even consider having their spouse join them. It would be best if you set up interviews on separate days so that each candidate had an opportunity to tour the area with a real estate agent or board member, tour the hospital, meet with physicians and key hospital staff, and have a social dinner with the Board after the interview has been completed.

Roll out the welcome mat, but keep the welcome wagon in the garage. While it is important to show your enthusiasm for the candidate and spouse, remember, you are still *screening* or checking out the candidate. And the candidate is certainly still checking you out!

There are two goals for the site visit. One is to confirm whether or not the candidate and spouse approximate your ideal candidate enough to make them an offer. The other is to provide the candidate and spouse every opportunity to determine how well the community matches their needs and expectations and to decide whether to accept an offer if it were tendered. Communities most often fall short on the second goal.

Too often, communities use the same general itinerary for every candidate, which ignores the fact that each candidate has uniquely different interests in your opportunity and community. The most effective site visits are those that tailor the itinerary to the candidate's and spouse's interests and preferences. Of course, this can only be achieved when you have become familiar enough with the candidate and spouse to know what they need and want to know about your opportunity and community.

Site visits should last, at least, a day to a day and a half. Shorter site visits should be avoided, for it is too difficult to show all aspects of your community and opportunity. Short site visits usually create a wrong impression and result in candidates making decisions based upon partial information or misconceptions. Site visits are typically conducted on weekends, usually because of convenience rather than practicality. The ideal situation is two-day site visit that includes at least one business day. This gives the candidate and spouse a better feel for daily life in the community and in the hospital or practice setting.

You should avoid conducting a site visit with a candidate and spouse who are also planning to visit other opportunities in your state or in neighboring states on the same trip. While such multiple site visits may save each community on the

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tour some money, you will find the candidate and spouse far from being a captive audience.

The site visit should balance professional and personal venues. In general terms, a properly organized site visit itinerary will include ample time to:

1. Tour and experience the community – first with an escort and then alone – allowing the candidate and spouse to see the good and the “less than good” of your community.
2. Meet and visit with physicians on medical staff.
3. Tour the hospital and meet key hospital staff members.
4. Tour other relevant health care facilities.
5. Visit places of particular interest to each candidate and spouse – ask them before the site visit.
6. Have a social gathering with the recruitment team.
7. Conduct a personal interview between the governing board and the candidate.
8. Have a separate itinerary for the spouse when the candidate is involved in itinerary stops of professional concern – after the spouse is no longer needed or interested in that stop.

A sample site visit itinerary appears below.

#### Site Visit Itinerary

R.U. Willing and spouse, Ann

*Note: Candidate and spouse are accompanied by the sites host at all itinerary stops, except when candidate and spouse are provided private time.*

Thursday

5:00 p.m. Pick up candidate/spouse at airport and travel to community.

7:00 p.m. Check in at local motel.

*Use the drive time to explain the opportunity in more detail, introduce them to your area, go over the itinerary and find out if they want to make any other stops not included on the itinerary.*

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Friday

- 8:00 a.m. Meet for breakfast  
- hospital board chair or other identified host(s)
- 9:15 a.m. Conduct brief drive-through of the community to orient candidate and spouse to community
- 9:30 a.m. Tour the hospital  
- visit with Director of Nursing Service  
- introduce to other key hospital personnel
- 10:30 a.m. Tour other health care facilities

Spouse Itinerary:

Friday

- 9:30 a.m. Tour of Elementary School (or school appropriate to spouse's children's ages).  
- Visit principal and/or school counselor, teachers for grades appropriate to the age of the candidate's children.
- 10:30 a.m. Tour of Real Estate (have local realtor take spouse on tour of available real estate).

*Advise the realtor that he or she is responsible for being a tour guide only on what will amount to as a "tour of homes" that match the particular interests of the candidate and spouse. This is not a home sale opportunity. However, the realtor should be ready to answer questions regarding mortgages, lending rates, resale market, current and future market values, seller motivation, and so on.*

*If spouse was following a different itinerary on the first morning, he or she should rejoin the candidate for lunch.*

- Noon Lunch at hospital board or conference room  
- Medical staff  
- Board of directors  
- Director of nursing service/other key hospital staff
- 1:15 p.m. Meet with candidate and spouse to discuss mornings activities.

*This brief meeting serves two purposes: 1) provides you the chance to address any questions or concerns they have from their morning visits while the concerns are fresh in their minds, and 2) assess and adjust to any changes in the candidate's and spouse's level of interest in the opportunity.*

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2:00 p.m. Conduct Interview with Candidate.

*Provide them a vehicle for touring the community by themselves and allow spouse to check out community while the interview is completed.*

4:00 p.m. Drop the candidate off at the hotel

7:30 p.m. Dinner at local supper club

- Medical staff and spouses
- Hospital board representatives
- Clinic and hospital administrator
- Key civic leaders

*If the candidate and spouse have an opportunity to visit with the dinner guests earlier in the day, the dinner will be more relaxed for all involved, especially the newcomers – the candidate and spouse. A word of caution, existing staff and spouses may use the dinner as a rare opportunity to spend some quality time with one another, unwittingly ignoring the candidate and the spouse. A little coaching or rehearsing before hand may help dinner guests remember the primary purpose of the site visit and dinner.*

### Saturday

9:00 a.m. Breakfast – Discuss the previous days events and address any concerns

10:00 a.m. Return to the Airport

*Take advantage of the return drive to draw out and address any concerns that may be preventing the candidate and spouse from pursuing your opportunity.*

*Give the candidate and the spouse a gift or memento of their visit to your community – something unique to your community would be ideal.*

### INTERVIEW CAUTIONS

#### **DON'TS:**

Do not ask questions regarding **race, religion, age, ethnic group, national origin or ancestry, political beliefs or affiliations, or disabilities.**

- Don't ask personal questions (marital status, number of children, spouse's occupation, etc.)

- 
- Don't allow false notions to influence your decision (neat grooming, age, firm handshake.)
  - Beware of tendencies toward stereotyped thinking (women, older workers, disabled persons.)

***DO TALK ABOUT:***

- The job, its duties and responsibilities.
- The organization, its mission, programs, and achievements.
- Career possibilities and opportunities for growth, development, and advancement.
- Where the job is located, travel, mobility, equipment and facilities available.
- The individual's qualifications: abilities, experience, education, interests.

***Follow these three rules of thumb:***

1. Ask only for information you intend to use in making a hiring decision.
2. Know how you will use the information to make the decision.
3. Recognize that it is difficult to defend the practice of seeking information which is not job-related.

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## 9. SELECT TOP CANDIDATE

The Board discusses the results of the final interview and votes on each candidate (hire, not hire). If more than one candidate is considered for hiring, then further discussion may be warranted until a majority of the Board agrees to offer the job to one candidate. The Board may even decide to bring back someone for another interview or ask additional questions of candidates.

The board may want to look at the strengths and weaknesses of each of the candidates and develop a list of “pros” and “cons” for each candidate.

Month XX, 200X

### Candidate A

#### Pro's

Has experience as a Hospital Administrator and Nursing Home combination.

Has worked in a rural community and wants to stay in that type of environment.

Has proven strength with physician recruitment in small hospitals in rural areas.

Is very well read regarding positioning of rural hospitals.

Gets along well with medical staff.

Gets out in the community and participates as a hospital representative.

Has a participatory management style, laid back, but is willing to make decisions.

Has worked with the Board on education issues such as pricing, strategic planning.

Has worked in a hostile board environment.

#### Con's

Had problems with the Nursing staff due to a strong willed individual.

Wife is a RN and worked at the hospital causing internal problems.

Is a thinker type of personality and sometimes is misinterpreted as aloof, but this did improve over time.

Could not resolve differences with the Board and its direction versus the administrator's direction.

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During the personal interview portion of the site visit, try to further determine how well the candidate matches your ideal candidate and how interested the candidate is in your opportunity. Use the interview as a face-to-face opportunity to draw out from the candidate his or her concerns or reservations about your opportunity. Sales people call this “identifying objections to making a purchase”. If a candidate ultimately rejects your offer, he or she had reasons for doing so. Therefore, during the interview and other appropriate times of the site visit, you must try to get the candidate and spouse to articulate their concerns and reservation, so you can address them *before* they leave the community.

If a candidate rejects your opportunity and you don't know why, you failed to learn enough about the candidate during the site visit. You may have also failed to properly present your opportunity and community to the candidate. Candidates often reject an opportunity over some issue that could have been easily addressed had the community known it was a concern in the first place. A simple but pointed question that must be asked at some point during the site visit is “what concerns must be addressed before you would work in our community?” Either way, you are going to get some important insights on your chances for signing the candidate.

Finally, after you make an offer to an attractive candidate, do not expect or force the candidate to make a decision on the spot. You will allow the candidate a specified amount of time after the site visit to make his or her decision. If you do not provide the candidate some sort of deadline for when to make a decision on your offer, he or she usually will delay their decision until lured away by another community – a community that did, as they say in sales, “lock” the buyer in.

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## 10. DRAFT OFFER AND BENEFITS PACKAGE

The Board should have a draft offer ready by the time the final interviews are completed. Once the Board has made a final decision on a candidate, a letter of offer is sent to the candidate. If the candidate accepts the offer, then the start date is negotiated and performance expectations agreed to. If the candidate declines the offer, the Board may want to ask why to see if there is some small point that could be negotiated.

The following are some items that can go into an employment agreement.  
*Employment Agreement Suggested Content*

### **Introduction**

- Effective date
- Parties involved
- Purposes: intention, goals and objectives of the agreement

### **Term**

- Start date

### **Employment Status**

- Full or part time
- Permanent or temporary
- Probationary or trial period

### **Performance Expectations**

- Performance criteria
- Performance evaluation process
- Procedures for changes in “status quo”

### **Execution of the Agreement**

- Signatures/effective date

### **Compensation and Benefits**

- Compensation arrangement type(s): straight salary, bonus, incentive plans
- Pension/retirement plans
- Insurance (health, life disability)
- Pay schedule
- Payroll deduction services
- Social Security
- State unemployment
- Worker’s compensation
- Federal unemployment
- Paid holidays, vacation, sick leave, personal leave, education leave, funeral leave, disability leave, maternity/paternity leave, leave without pay
- Parking
- Professional dues, subscriptions, fees, books, journals, tapes
- Conference fees, travel and educational benefits
- Automobile and mileage expenses
- Moving expenses

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The following is a sample letter of intent and a listing of performance expectations that would be attached to this letter.

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Month XX, 200X

Name  
Address  
City, State Zip

It was a pleasure to meet with you during the week of Date XX, 200X. During our Month XXth Board Meeting, we voted and are please to offer you the position of Administrator of \_\_\_\_\_ Hospital and Nursing Home. The following paragraphs will formalize our offer and our expectations to you for considerations in your deliberation of acceptance.

As you are aware, the \_\_\_\_\_ Hospital and Nursing Home has gone through the strategic planning process and our goals have been clearly spelled out by ourselves and the community we serve. Our expectations of your performance will closely follow the findings of this planning effort. Please review the attached performance elements that will be used as part of your mid year performance review, your annual review and subsequent annual reviews. We of course realize that the priorities and expectations may change as the hospital progresses into healthcare reform but as a Board we feel strongly that these are the needs of the facility and community. These expectations and timelines are to be used as a guide and may be changed as we discuss your employment and as outside influences change the direction of the hospital.

Your first few weeks on the job may be the most critical. Our facility has struggled through a dozen administrators over the past five (5) years. The staff and community are going to be skeptical of the person accepting this position based on what has happened in the past. It will be imperative that you tread lightly for the first few months only proposing changes to the board that you feel will benefit operations. Because of your need to familiarize yourself in the acute care side of the facility this will make a conservative approach more acceptable. Your references indicate that you are outstanding in framing problems and in the recognition for alternatives for solutions. This skill will be very necessary for you to be successful at the facility.

You have asked about increasing your delegated authority to match what is in the position description. The Board will be happy to accommodate that request over time, as it is one of our goals to eliminate some of these responsibilities. Please appreciate why the Board found it necessary to take over these functions. However, based on your performance and the various proposals and timelines to insure internal control, the Board will be willing to discuss and re-delegate what is appropriate.

Your salary as negotiated will be \$\_\_\_\_\_ for the first year and your probationary period will be twelve (12) months. Vacation time will be accrued at

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fifteen (15) days annually. Sick leave is accrued at twelve (12) working days annually with a cap. The facility also has eight (8) paid holidays per year. Workmen's compensation is available for injuries. Health insurance is currently available through Blue Cross and the facility pays 80% of the employee's premium with dependents premium paid by the employee. Life insurance is also paid for by the hospital under a non-discriminatory plan.

Moving expenses covered will be limited to a total of \$5,000 and will be based on actual expense receipts. Expenses covered will be moving of personal goods, sale and purchase of a home for primary residence (traditional real estate selling and closing costs), temporary quarters, motel expenses, mileage to Our Town and Your Town at \$.28/mile, etc... You will be responsible to pay the \$325/month rent and utilities but can be reimbursed under the moving expense maximum. The time for submitting bills tied to moving expenses will expire six (6) months after your date of hire unless an extension is negotiated thirty (30) days prior to this date. Under no circumstances will the extension be granted after one (1) year from your hire date. An example for an extension will be if closing on a residence will occur after the six (6) month date. All reimbursable expenses must comply with IRS regulatory requires and a 1099 will be issued to you for those items considered income under these regulations.

In conclusion, it has been a pleasure to talk with you these past few weeks. We feel you match our community very well and that both the hospital and you can thrive as we work to improve health care ties to our facility. Please review this letter and the attachment carefully. Call if you need further clarification. Please notify us in writing by Month XXth if you are accepting our offer. If you accept our offer, we would expect you to report to work on or before Month XX, 200X.

Sincerely,

Board Chair

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## SAMPLE PERFORMANCE EXPECTATIONS

Administrators Name  
Appraisal Priorities  
Month XX, 200X

<b>Priority</b>	<b>Expectation:</b>	<b>Date:</b>
Physician Recruitment	Detailed plan to include targeted specialties, clinic space, existing physician requirements, financial plan, etc....	
Review of Strategic Plan	Review of the Strategic Plan that has been prepared by the Board with comments and recommendations as to the integration of the plan into your short-range goals and objectives for the facility. Plan should include current hospital services, chore services, community needs.....	
Fiscal Management	Preparation of a fiscal plan to keep the financial process developed by the outside consultants' active and updated. The plan should include Salary and Wage analysis, Capital Expense Budget, Facility Budget and preparation, internal controls. A plan for the monthly financial reporting to the Board and assisting the Board in interpretation of the Reports, i.e.. budget to actual.	
External Funding	Research and identify available grants for rural health services and the preparation of a plan for pursuing these types of funding.	
Affiliation Development	Develop a formal plan for the networking with other facilities and agencies to expand the services and viability of the facility. Plan should include a list of facilities and key contacts.	

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## 11. WELCOME/ORIENTATION OF NEW CEO

The Board along with key staff members should provide an orientation to the facility prior to the new CEO's arrival or immediately upon his/her arrival. This orientation should include introductions to all staff, a copy of the organization's mission, vision, strategic plan, and bylaws, copies of all policy manuals, and any other written materials that will help orient the new CEO.

Once the new CEO begins working in your community, you need to implement retention strategies that accomplish the following objectives:

- ❖ Make their relocation to your community as hassle free as possible.
- ❖ Welcome the new CEO, spouse and family to the community.
- ❖ Anticipate and address concerns or issues which may encourage the CEO, spouse or family members to want to leave the community.
- ❖ Reduce the sense of professional isolation and career stagnation often experienced by rural professionals.

### ***FAILURE TO RETAIN IS VERY EXPENSIVE***

- Requires costly recruitment
- Is a psychological blow to all concerned
- May make future recruitment more difficult

### **RETENTION FACTORS**

- Quality matching during recruitment is critical
- Communications must be early and often with both candidate and spouse
  1. Are expectations being met?
  2. Are financial goals being achieved?
  3. Are there signs of maladjustment?

Don't assume integration will occur naturally.

1. Conduct a good orientation using the "buddy system".
2. Teach customs, traditions and local flavor.

### **THE FIRST YEAR IS ALL-IMPORTANT!**

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# APPENDIX A

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## Job Description

### Hospital Administrator

*Department: Administration*

*Responsible To: Board of Trustees*

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**Approval/Revision Date:** \_\_\_\_\_

**Board Approval:** \_\_\_\_\_

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#### **Occupation Summary:**

- Provides overall leadership and coordinates activities of all aspects of the Hospital and Nursing Home, with the objective to ensure that the delivery of patient and healthcare service programs are consistent with Demonstration Memorial Hospital and Nursing Home's values, as set forth by the Board of Trustees in their mission statement.
- Maintains contemporary knowledge of ideas and developments in all phases of hospital administration. Provides leadership to all personnel of the Hospital and Nursing Home, the Board of Trustees, and the Medical Staff in the form of continuing education as to the changes in the healthcare industry.
- Promotes the financial management of the Hospital and Nursing Home, to include an internal budgetary process, prepared by the department managers, monitored on a monthly basis, and reported to the Board of Trustees, for the evaluation of the financial viability of the Hospital and Nursing Home as set forth in the strategic plan.
- Promulgates and enforces all rules and regulations for the proper conduct of the Hospital and its purposes made by and under the authority of the Board of Trustees. Formulates, establishes and enforces such additional procedures, rules and regulations as may be necessary to provide for the proper admission, care, safety and discharge of patients.

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**Job Description  
Administrator  
Page 2**

**Primary tasks, duties and responsibilities:**

**Board Relations and Development:**

- ◆ Works closely with the Board of Trustees to enhance its effectiveness in meeting the needs of the Hospital and Nursing Home.
- ◆ Recommends policy positions concerning legislation, government and other matters of public policy.
- ◆ Provides comprehensive and accurate information for Board of Trustees, for their use in decision making and policy matters.
- ◆ Assists with identifying potential Board Members.
- ◆ Make available to the Board of Trustees and its committees, periodic reports showing the professional services and financial activities of the Hospital and Nursing Home and submits such special reports as may be required by the Board.
- ◆ Attends all meetings of the Board of Trustees and its committees, as required.

**Planning:**

- ◆ Provide leadership to the Board of Trustees, involving the Board of Trustees in the strategic planning and financial planning process, which supports the Hospital and Nursing Home's Mission Statement and Goals.
- ◆ Participates with the Board of Trustees in charting the course of the Hospital and Nursing Home in response to the needs of the community.
- ◆ Evaluates the effects of external forces on the Hospital and Nursing Home and integrates appropriate responses in the Hospital and Nursing Home's short and long range strategic plans.
- ◆ Completes annual operating plan to facilitate achievement of goals established in the Hospital and Nursing Home's long range strategic plan.

**Professional Management Staff:**

- ◆ Develops and implements an organizational plan to meet the needs of the Hospital and Nursing Home.
- ◆ Responsible for the employment, selection, controls and discharges all professional management staff members of the Hospital and Nursing Home.
- ◆ Establishes formal responsibilities and accountabilities of all members of the professional management staff and evaluates, or ensures the evaluation, their performance on an annual basis.
- ◆ Ensures the attainment of Hospital and Nursing Home goals through the selection, development, motivation and the evaluation of all professional management staff.
- ◆ Review and recommends compensation and benefits for all members of the professional management staff.
- ◆ Negotiates professional contracts and ensures that appropriate salary or contractual rates are developed and maintained.

**Human Resources Management:**

- ◆ Ensures that the patient care and operational needs of the Hospital and Nursing Home are attained through the selection, training, motivation and evaluation of all employees.
- ◆ Implements appropriate staffing levels and a plan of departmentalization to facilitate effective delivery of patient care and support services.
- ◆ Specifies personnel accountability and ensures that performance is evaluated on an annual basis.
- ◆ Reviews and recommends compensation and benefits consistent with Board approval and limitations on the Hospital and Nursing Home ability to afford benefits.

**Quality of Health Services:**

- ◆ Monitors the adequacy of the Hospital and Nursing Home's medical activities through coordination with the Board of Trustees, Medical Staff and patient care staff, the policies needed to assure quality healthcare services.
- ◆ Creates an operating environment, which facilitates the effective practice of medicine by the physician members of the Medical Staff.
- ◆ Consults with leaders of the Medical Staff concerning patient care needs and allocation of resources to effectively meet those needs.
- ◆ Represents the Board of Trustees before the Medical Staff of the Hospital and Nursing Home.
- ◆ Coordinates the recruitment and retention of members of the Medical Staff.

**Allocation of Resources:**

- ◆ Promotes delivery of healthcare services in a cost-effective manner consistent with maintaining an acceptable level of quality.
- ◆ Assures the sound fiscal operations of the Hospital and Nursing Home including the presentation of a comprehensive annual operating budget and implementing and monitoring of that budget following Board approval.
- ◆ Presents to the Board of Trustees a capital equipment budget and implements that budget following Board approval.
- ◆ Plans the use and maintenance of physical resources of the Hospital and Nursing Home.
- ◆ Ensures the Hospital and Nursing Home has an appropriate risk management program and is appropriately insured.
- ◆ Arranges contractual relationships with consultants, contractors, architects and similar professional in planning and developing facilities, financing and personnel programs.

**Allocation of Resources: (Continued)**

- ◆ Signs contracts or other instruments as the authorized representative of the Hospital and Nursing Home, except in cases where execution shall have been expressly delegated by Law or the Board of Trustees to some other officer or agent of the Hospital or Nursing Home.

**Compliance with Regulations:**

- ◆ Ensures compliance with regulations governing the Hospital and Nursing Home and rules of accrediting bodies, by continually monitoring the activities and initiating changes as required.
- ◆ Participates in and makes recommendations regarding any litigation involving the Hospital and Nursing Home.

**Promotion of the Hospital:**

- ◆ Encourages the integration of Hospital and Nursing Home with the community by implementing effective communications.
- ◆ Represents the Board of Trustees to the community.
- ◆ Initiates, develops and maintains cooperative relationships with the business community and other regional healthcare providers.
- ◆ Generates community involvement through auxiliary, volunteer and staff programs.
- ◆ Speaks before community and business groups about healthcare issues and the Hospital and Nursing Home's programs to meet community healthcare needs.
- ◆ Works with the community to develop special interest groups to support and evaluate and recommend services for the Hospital and Nursing Home.
- ◆ Promotes health awareness in the community and makes frequent visits to various business and special interest groups to promote Hospital and Nursing Home services.

---

**Job Description  
Administrator  
Page 6**

**Statement of Understanding and Acceptance:**

I have read and understand the above position description. I am accepting the responsibilities and agree to fulfill these and other duties as assigned.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

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## WHAT DOES TODAY'S HEALTHCARE CHIEF EXECUTIVE OFFICER NEED TO SUCCEED?

### EDUCATION:

- A master's degree, preferable in healthcare administration or business administration. Additional education, training and involvement in the American College of Healthcare Executives or other specialized programs are also beneficial.

### EXPERIENCE:

- At least four (4) years' experience as a chief executive officer or chief operating officer of a hospital or medical center.
- In addition, candidates for chief executive officer must have demonstrated successful experience in each of the five (5) areas:
  1. Board relations,
  2. Physician relations,
  3. Community relations.
  4. Hospital operations management, and
  5. Team building.
- Ideally, candidates will have successfully led an organization through a period of change; preferable involving managed care contracting.

### MANAGEMENT AND LEADERSHIP SKILLS:

- A vision of where the healthcare field is headed in the next five (5) years and where rural hospital and physicians fit.
- An open, forthright and collaborative management style that involves sharing information and leading staff, doctors, and the board to understand, accept and cooperatively undertake those actions required to meet the health care needs of the surrounding community.
- A communications style that engenders trust and can be described as "speaking straight" to the board and medical and hospital staffs about strategies and alignments.
- Not a micro manager.

---

### **HUMAN RELATIONS SKILLS:**

- Relates well to all levels of the organization and is not pretentious.
- A high degree of personal integrity and honesty.
- Approachable and friendly.
- A good mentor.
- Compassionate.
- A good listener.
- A sense of humor.
- Tactful and diplomatic.
- Balanced personal and professional life responsibilities.

### **TO BE SUCCESSFUL, THE NEW CEO MUST ACHIEVE THE FOLLOWING OBJECTIVES:**

1. Form a strong, open and collaborative relationship with the hospital's medical staff. Work cooperatively with the medical staff in managed care contraction. Earn the trust of the doctors.
2. Over time, develop an integrated healthcare delivery system in which the hospital is a regional center and provider.
3. Keep hospital costs low to make the hospital an attractive contracting partner with physicians in securing managed care contracts. This may include developing new information systems to provide reliable data to tract costs.
4. Develop a sense of teamwork among all levels of the hospital: physicians, executives, supervisory management and employees.
5. Implement clinical program enhancements.
6. Participate in community and civic activities and be a visible presence in the community.

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## **APPENDIX B**



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**CANDIDATE NAME:** \_\_\_\_\_

**TEAM MEMBER:** \_\_\_\_\_

<b>Score</b>	<b>Question</b>
_____	11. Have you ever delayed a decision so you would have more time to think? Give an example.
_____	12. Who is in charge while you are gone? How do you inform this person of the limits and responsibilities you expect him or her to observe?
_____	13. Describe a project that required a major effort by many members of your staff. Who did you ask to participate? Why did you choose them? What assignments did they have?
_____	14. You've probably had a situation in which you delegated a responsibility, but the work wasn't done as you expected. Why do you think this happened? What would you do differently next time?
_____	15. Have you ever had an experience in which you failed to sell an idea or gain cooperation the first time, but succeeded later? What was the difference?
_____	16. Tell me about a time that you had to surmount an obstacle to reach a goal. What was the problem, and what did you do about it?
_____	17. Give an example of a project or idea you've undertaken, even though you knew it would not be popular with some people. How did things work out?
_____	18. What have you done to make your facility work more smoothly and efficiently?
_____	19. Have you had to introduce a new policy or idea that departed from the customary way of doing things? What approach did you take to gain cooperation? How did it work out?
_____	20. Describe a situation in which a staff member had a performance or disciplinary problem. How did you handle it?
_____	21. What did you have to learn to be effective in your last job? How long did it take? Which parts were the most challenging?
_____	22. Tell us about an instance from your previous job when you had to rely on verbal information from someone else to get the job done.

---

**CANDIDATE NAME:** \_\_\_\_\_  
**TEAM MEMBER:** \_\_\_\_\_

<b>Score</b>	<b>Question</b>
_____	23. How do you develop short-range plans for your organization? Long-range plans?
_____	24. Give an example of a time when expenses in your department threatened to run over budget. What did you do about it?
_____	25. Describe a situation in which you suffered a major disappointment. How did you deal with that?
_____	26. Describe a situation in which you were under particularly great pressure. How did you deal with it? How successful were you?
_____	27. What factors do you consider most important in judging a staff member's performance?
_____	28. What are some of the most important documents you have written? What kinds of problems did you have writing them? What kind of reception did they receive? Why?

**Total Score:** \_\_\_\_\_

**(Highest possible score is 140)**

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## APPENDIX C

## SAMPLE REFERENCE QUESTIONNAIRE ADMINISTRATOR

Professional evaluation for: \_\_\_\_\_

How long have you known the applicant and in what capacity? \_\_\_\_\_

Please rank the following qualities for the candidate listed above. If you do not have adequate knowledge to evaluate, indicate "unknown".

	Excellent	Good	Fair	Poor	Unknown
Staff Relations					
Community Relations					
Physician Relations					
Financial Experience					
Organizational Skills					
Meeting Facilitation					
Communication at all levels					
Visionary					
Strategic Planning					
Acute Care					
Long Term Care					
Clinic Management					
Recruitment					
Increase Market Share					
Leadership ability					
Staff Training					
Problem-solving Skills					
Quality Assurance/CQI					

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

The general recommendation is: Recommend without Reservation \_\_\_\_\_  
 Recommend \_\_\_\_\_  
 Not Recommend \_\_\_\_\_

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## APPENDIX D

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## Recruitment Budget Worksheet

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Recruitment Period: \_\_\_\_ / \_\_\_\_ / \_\_\_\_ through \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Estimated Total Recruitment Budget for Period: \$ \_\_\_\_.

---

### A. PROMOTION/PUBLICITY

#### 1. Promotional Materials

- a. Talent fee (i.e. graphic artist, photographer, writer, video) \$
- b. Printing (display ads, brochure, flyer, duplication) \$
- c. Materials (stationary, envelopes) \$
- d. \$

**Total Materials: \$**

#### 2. Advertising (list each journal or other media used)

- a. \$
- b. \$
- c. \$
- d. \$

**Total Advertising: \$**

#### 3. Professional Recruitment Assistance (recruitment firms, candidate sourcing services, etc.)

- a. \$
- b. \$
- c. \$

**Total Recruitment Professional Assistance: \$**

- 
4. Direct Marketing
    - a. Mailing lists \$
    - b. Postage \$
    - c. \$
    - d. \$

**Total Direct Marketing: \$**

## **TOTAL PROMOTION AND PUBLICITY BUDGET \$**

### **B. CANDIDATE SCREENING EXPENSES**

1. Phone Interviews (20-30 minutes per call or about two hours per candidate)
  - a. Out-of-state candidates \$
  - b. In-state candidates \$
  - c. \$

**Total phone interviews: \$**

2. Reference Checks
  - a. Phone interviews (15 minutes per call) \$
  - b. \$

**Total Reference Checks: \$**

## **TOTAL CANDIDATE SCREENING BUDGET \$**

### **C. SITE VISIT AND PERSONAL INTERVIEWS**

1. Candidates and spouses
  - a. Airfare \$
  - b. Ground transportation \$
  - c. Lodging \$
  - d. Meals \$
  - e. \$

**TOTAL SITE VISIT/PERSONAL INTERVIEWS BUDGET \$**

---

**D. PERSONNEL**

1. Current Personnel

- a. Time away from primary duties \$
- b. Bonus pay for extra duties \$
- c. \$

**Total Current Personnel: \$**

2. Temporary Personnel

- a. Hired local recruitment coordinator \$
- b. Interim management until new CEO is recruited \$
- c. \$

**Total Temporary Personnel: \$**

**TOTAL PERSONNEL BUDGET \$**

**E. OTHER COSTS**

- 1. \$
- 2. \$

**TOTAL OTHER COSTS \$**

**TOTAL RECRUITMENT BUDGETS \$**

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## APPENDIX E

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## SAMPLE PERMISSION STATEMENT TO CHECK REFERENCES

I hereby give \_\_\_\_\_ Hospital and Nursing Home the right to make a thorough investigation of my past employment, education and activities. I release from all liability all persons, companies and corporations supplying such information and indemnify \_\_\_\_\_ Hospital and Nursing Home against any liability, which might result from making such investigation. I understand that any false answer or statements or implications made by me on this application or other required documents shall be considered sufficient cause for denial of employment or discharge.

Additionally, I understand that nothing contained in this employment application or in granting an interview is intended to create an employment contract between \_\_\_\_\_ Hospital and Nursing Home and myself for either employment or for the providing of any benefits. No promises regarding employment or term of employment have been made to me and I understand that no such promise of guarantees is binding upon \_\_\_\_\_ Hospital and Nursing Home unless made in writing. If any employment relationship is established I understand that I have the right to terminate my employment at any time and that \_\_\_\_\_ Hospital and Nursing Home retains a similar right. Further, I understand that the Personnel Policy Manual is not an employment contract, but merely has been developed for informing the employees of \_\_\_\_\_ Hospital and Nursing Home of policies presently in effect at the hospital and manor which can be amended, changed or deleted at the sole discretion of \_\_\_\_\_ Hospital and Nursing Home.

\_\_\_\_\_  
Applicant Signature

\_\_\_\_\_  
Date

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# APPENDIX F

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## SAMPLE FINAL INTERVIEW QUESTIONS

**DATE:** \_\_\_\_\_

**CANDIDATE NAME:** \_\_\_\_\_

**BOARD MEMBER:** \_\_\_\_\_

1. Describe for us your management style.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. What are the basic types of financial information you feel that the Board should receive that would assist us in making financial decisions?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. What are some of your methods to communicate with the hospital board regarding the hospital's activities and financial position?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. What are some keys to effective working relationships between a hospital and its physicians?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. What are some of the major trends you foresee in the healthcare industry over the next 3 to 5 years?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 
6. A. What are some of the major threats, under healthcare reform, facing rural healthcare facilities in the next 2 to 5 years?  
B. Conversely, what are some of the opportunities that exist for rural healthcare institutions under healthcare reform?

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7. A. What are some of the examples of how you perceive a hospital can operate effectively in today's competitive environment?  
B. What is your approach to competition and how to go about positioning \_\_\_\_\_ Hospital in this competitive environment?

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8. What would be your approach in finding out from the community, what services are needed and should be offered by the hospital?

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9. What are your personal plans for professional development?

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10. What are some of your personal goals and interests?

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11. How would you propose to coordinate hospital board and medical staff relationships?

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12. What are some examples of how a hospital can work effectively with other hospitals in today's environment?

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13. How would you go about developing and nurturing a management team at \_\_\_\_\_ Hospital?

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14. In today's healthcare environment, how do you perceive the importance of the Nursing Home in the financial survival of the hospital?

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15. How do you feel about TQM and how it can be integrated in today's rural hospital environment?

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16. What aspect of community life here in \_\_\_\_\_ would be of particular interest/concern to your family?

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17. How do you propose to involve yourself in community activities?

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Other Comments:

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## **APPENDIX G**

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## SAMPLE INTERVIEW EVALUATION FORM

**DATE:** \_\_\_\_\_

**CANDIDATE NAME:** \_\_\_\_\_

**BOARD MEMBER:** \_\_\_\_\_

Strong Features:

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Concerns:

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Summary:

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RECOMMENDATION:

\_\_\_\_\_ Hire  
\_\_\_\_\_ Do Not Hire

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# APPENDIX G

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MOVING EXPENSE AGREEMENT

THIS AGREEMENT made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 200X, by and between \_\_\_\_\_ Hospital, hereinafter "Employer" and \_\_\_\_\_, hereinafter "Employee".

WITNESSETH

In consideration of their mutual promises and of the moving expense to be paid to the Employee by the Employer, the parties hereby agree as follows:

1. The Employer agrees to reimburse the Employee for the cost of all moving expenses incurred by the Employee, not to exceed \$ \_\_\_\_\_ in moving from \_\_\_\_\_ to \_\_\_\_\_.
2. Reimbursement to the Employee will be made within ten (10) days of submission to the Employer of documentation of such moving expenses.
3. In the event the Employee does not complete one (1) year of employment with Employer, the Employee agrees to repay the amount reimbursed by the Employer to the Employee.
4. Completion of one (1) year of employment by the Employee shall complete Employee's obligation under this agreement.
5. The parties agree that the term of this agreement shall be for the first day worked by the Employee and run for one year from that date.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 200X.

\_\_\_\_\_  
EMPLOYEE

\_\_\_\_\_  
EMPLOYER



**Contents include a step-by-step process, a checklist for recruitment readiness, a process worksheet, interim management options, forming a recruitment team, defining the opportunity, identifying and screening candidates, checking references, conducting a site visits, selecting the top candidate, sample performance expectations, and follow-up activities.**

**Disk with Microsoft Word files (\*.doc) and ASCII text files (\*.txt) with readiness checklist, recruitment process worksheet, worksheet for assigning benefit values, sample selection criteria and matrix, sample tracking log, sample interview agenda, sample letter of intent, sample performance expectations, sample job description, sample candidate telephone interview questions, sample reference questionnaire, sample recruitment budget worksheet, sample permission statement to check references, sample final interview questions, sample interview evaluation form, and sample moving expense agreement.**

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