### TRI-COUNTY MENTAL HEALTH BOARD MEETING AGENDA

Tuesday, October 22, 2019 (11:00 A.M. to 2:00 P.M.)
Mid-Columbia Center for Living: 1610 Woods Court – Hood River, OR 97031

<table>
<thead>
<tr>
<th>TIME</th>
<th>AGENDA ITEM</th>
<th>PRESENTER(S)</th>
<th>ACTION OR DISCUSSION</th>
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<tbody>
<tr>
<td>11:00 – 11:00 AM</td>
<td>Community Meeting</td>
<td>Board</td>
<td>Discussion</td>
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<td>11:10 – 11:15 AM</td>
<td>Public Comment</td>
<td>Public</td>
<td>Discussion</td>
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<tr>
<td>11:15 – 12:45 PM</td>
<td>Executive Session: ORS 196.660 (2)(a)</td>
<td>Talence Group</td>
<td>Discussion</td>
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<td>Employment of Chief Executive Officer</td>
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<tr>
<td>12:45 – 2:00 PM</td>
<td>Selection of Candidates for Interview</td>
<td>Board</td>
<td>(Action)</td>
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**PLEASE NOTE:** This Agenda is subject to last minutes changes. The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or other accommodations for persons with disabilities should be made at least 48 hours before the meeting to Amy Johnson at (541) 716-0420.

**Next Meeting:** Tuesday, November 12, 2019 @ Mid-Columbia Center for Living, 1060 Webber Street, The Dalles, OR 97058

If necessary, an Executive Session may be held in accordance with: ORS 192.660(2)(a) – Employment of Public Officers, Employees & Agents.
Meeting Notes:
RE: ORS192.660(7)(d)(A) The public body has advertised a vacancy.

This recruitment was opened and posted on the MCCFL website on August 19, 2019.

**Executive Director**

This is a retained search being conducted by Talence Group on behalf of Mid-Columbia Center for Living. Please contact Talence Group directly for all inquiries.

**who our client is and what they need...**

Our client, Mid-Columbia Center for Living (MCCFL), is a mission-driven organization providing comprehensive and culturally sensitive services. MCCFL is recovery-oriented, trauma-informed Community Mental Health (MHP) and Community Developmental Disabilities Program (CDDP). They serve persons with mental illness, addictions, and intellectual/developmental disabilities. MCCFL operates as an ORS 190 intergovernmental agency.

As a trauma-sensitive organization, MCCFL needs an Executive Director who has a strong desire to make a difference in the tri-county community (Hood River, Wasco, and Sherman). The Executive Director will provide strategic, hands-on, servant leadership driving effective operations and aligning the strategic initiatives to the overall mission of MCCFL.

**what you will do...**

- Collaborate with the Board and management team to develop and drive the vision, strategic direction, long-term goals, initiatives, and budget prioritization of the Agency
- Drive initiatives to streamline policies, procedures, systems, and culture, improving the overall performance of MCCFL. Ensure departmental goals are achievable and enable the delivery of excellent integrated patient care
- Provide regular communications and consultation to maintain effective working relationships with Agency personnel, community partners, Coordinated Care Organizations (CCOs), other funders, State and Federal contacts, and the general community
- Build impeccable risk and crisis management procedures to mitigate risk to the clinic, employees, patients, and community
- Keep abreast external factors that impact MCCFL and take appropriate action

**Operational Management:**

- Oversee personnel, administrative practices, human resources, budget, fiscal, facilities, IT, and program evaluation
• Provide strong operations management through the optimization of operational processes, driving best-known practices for behavioral health, A&D and IDD services to provide sustainable, high-quality services to the community

• Work with Deputy Director and Program Managers ensuring compliance with statutory, contract and state administrative rules

• Establish and monitor contract programs as required by state and county statute regulations. Ensure standards, budgets and execution of contracts meet state and federal requirements

• Advance innovative solutions leveraging the right technology to support long-term goals and documentation

People Leadership & Development:

• Build a high performing agency through recruiting, onboarding, retaining, developing and mentoring employees

• Visibly set and assign clearly defined, measurable organizational goals and lead staff enabling successful execution of initiatives towards operational excellence in every department

• Support reward and recognition programs to reinforce the Agency’s core values and provide rewarding and meaningful employee experiences by fostering an environment of empowerment, collaboration, transparency, openness to new ideas and organizational agility

Community Partnership:

• Represent MCCFL and advocate interests at state, regional and local levels

• Maintain market awareness by consulting local advisory committees, groups, agencies, and individuals to identify and assess community health service needs and coordinate existing services

• Participate in key state and regional partnerships and meetings to ensure that local needs are addressed and coordinated with state and regional initiatives

• Execute operational plan to increase patient reach, patient referrals and build and maintain long-lasting relationships in the community

Fiscal Performance:

• Manage agency budget, forecasting, and financial analysis assuring that agency budget processes meet public budgeting requirements

• Manage and allocate capital appropriately to fund strategic plans while continually improving operations, optimizing efficiencies and reducing waste

• Maintain measurable financial metrics to inform business decisions and build a healthy fiscal function

• Drive grant writing and fundraising efforts

what you need to have...

• Master’s degree in related discipline (e.g., behavioral/social/health science, special education, public or human service administration)

• A minimum of five (5) years post-master’s work experience in human services programs, two (2) of which are in community mental health and/or developmental disability services

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A minimum of five (5) years of senior-level administrative experience that includes duties such as program planning, fiscal operations, budget development, and monitoring, human resources, contracting, facility management and IT/database oversight.

- Professional licensure in the state of Oregon as an LCSW, LPC, and/or Certification as an alcohol and drug counselor (CADC II or III), is a plus, not required.
- Bilingual fluency (English/Spanish) is a plus.
- Background in Feedback Informed Treatment and Trauma-Informed Care is a plus.
Policy and Procedure: Recruitment and Selection

Policy

It is the policy of the MCCFL to recruit and select people that meet the qualifications and are able to perform the essential functions as described in the job description. MCCFL will attempt to draw from as wide a selection of qualified candidates as possible.

Procedure

In order to be as transparent as possible in its recruitment processes, MCCFL will post all open positions both internally and externally in order to provide advancement opportunities and to ensure a strong applicant pool.

Internal Recruitment: When existing program requirements can best be served by recruitment from within the organization, notice of the position opening shall be made known to all employees by posting on internal electronic employee communication pages as determined by the Executive Director or designee. The position will remain open for at least five (5) working days; employees interested shall submit an application to the Human Resources Department.

Open Recruitment: Position openings to be filled through open recruitment may be advertised within the organization and through local press and other media resources. When deemed appropriate, recruitment sourcing activities may include advertisement in State and national websites, educational institutions, professional associations, and other targeted resources. Job announcements will include application instructions; a signed, completed MCCFL Employment Application is required. (Inclusion of a resume and cover letter is optional.) The application period may be determined by the need to acquire a pool of qualified candidates to ensure the selection of the most qualified candidate.
Except for internal promotions or transfers, all position openings may follow the open recruitment procedure. Short-term provisional or temporary positions may be exempt from the open recruitment procedure with the approval of the Executive Director.

**Selection:** The HR department will receive applications and “screen” them against posted qualifications and requirements. The supervisor will review the applicant pool and select qualified applicants to interview; applicants selected for interview will be contacted via telephone or email. The HR Manager will collaborate with the supervisor to ensure that interview questions are job-related and are consistent with EEO law and HR best practices.

Before an employment offer is made, with the approval of the selected applicant, references are checked. References may include academic and professional contacts; supervisory contacts are preferred. The successful applicant will be notified of selection both verbally and in writing. The successful applicant must provide proof of academic credentials and certifications.

MCCFL is not obligated to pay interview travel costs or relocation costs for new hires; exceptions require approval of the Executive Director.

**Terms and Conditions:** Terms and conditions of employment are addressed in a letter of hire signed by the Executive Director, or designee, and accepted in writing by the new employee prior to the start date. (Such written acceptance does not constitute a contract of employment.) Employment will also be contingent upon successful completion of a pre-employment drug screen and a criminal background check.

**Criminal Background Check:** Criminal background checks will be completed through the Oregon Criminal Records Information Management System (CRIMS). All HR department personnel will be trained as Qualified Entity Designees and approved as such by CRIMS. The Human Resources Manager will be responsible for overseeing criminal records procedures.

CRIMS applications will be provided to new employees upon acceptance of their positions; background checks will be run on or before the first day of employment. Successful applicants who present information related to criminal activity that disqualifies them from provisional approval may not begin work until final approval is received from CRIMS. MCCFL does not offset loss of income related to this.

New CRIMS background checks will be conducted when employees move to different job classifications.
Our Team

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July 2019 Talence Group LLC
Selection + Hiring
Interviews
Candidate Search
Needs and Culture Assessment
Leverage our expansive talent network and expert search methods.

Weekly scheduled meetings to calibrate the pipeline of candidates, report on the talent landscape and needs.

Comprehensive research gaps, leadership approach, detailed profiles, notable strengths with presentation to top candidates.

Identify thought leaders with a passion and personal ambitions and drive that match the organization's goals and values.

Review the strengths of MCCF's employment brand to promote your value proposition.

History, and written candidate answers, motivation, complimentary work, and leadership approach.

Talent Search
Transition team

deliver a presentation to the team

Evaluate feedback to collect and

Facilitate the interview team

By video conference:

Top candidates in-person:

Hiring manager interviews

Interviewing methods

Select finalists candidates to be interviewed by your interview team.

We advise you as needed on the selection and hone your team.

Entire interview process

Experience throughout the interview process:

Strategy to create a plan for a positive candidate experience.
RE: ORS192.660(7)(d)(C) In the case of an officer, the public has had the opportunity to comment on the employment of the officer.

Public meetings were held on May 29, 2019, June 12, 2019 and on July 24, 2019. In attendance were representatives from various community partners including law enforcement, a coordinated care organization, a local healthcare organization and a client.

Public comment was included on each agenda. There was none.

(Further public comment?)
RE: ORS192.660(7)(d)(D) Adoption of hiring standards, criteria and policy directives in meetings open to the public in which the public has had the opportunity to comment on the standards, criteria and policy directives.

Executive Director
Mid-Columbia Center for Living (MCCFL)
Internal Position Profile

Mission

The Executive Director will drive the mission of providing comprehensive and culturally sensitive services in the least restrictive setting. This leader will develop and execute supportive strategies to make a significant and positive impact in the community, ensure MCCFL services are relevant, clinically appropriate and sustainable for the people they serve today and in the future.

The Executive Director will align Agency mission, strategy, initiatives and goals to provide local communities the best recovery-oriented and trauma-informed behavioral healthcare. To that end, the Executive Director will develop and lead a healthy, positive and engaged workforce in the delivery of those services.

Outcomes

Leadership:

- Collaborate with the Board, Deputy Director and Management team to develop and drive the vision, strategic direction, long-term goals, initiatives, and budget prioritization of the Agency
- Drive transformational change management initiatives to streamline policies, procedures, systems, and culture improving the overall performance of MCCFL
- Ensure departmental goals are achievable and enable the delivery of excellent integrated patient care
- Provide regular communications and consultation to maintain effective working relationships with Agency personnel, community partners, Coordinated Care Organizations (CCOs), State and Federal contacts, and the general community
- Build impeccable risk and crisis management procedures to mitigate risk to the clinic, employees, patients, and community
- Foster strong relationships with Coordinated Care Organizations (CCOs), other funders, community partners and consumers
- Champion the agency core values, mentor others and lead by example
- Advocate diversity and inclusion initiatives by harnessing the power of people with different backgrounds, experiences and perspectives in the agency’s culture, trauma-informed care and greater community
- Build the capability to attract, develop and retain talented individuals in all areas
- Ensure the strategy is in alignment to the brand promise, vision and mission
- Build a positive culture with strong employee engagement and outstanding patient experience

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- Keep abreast external factors that impact MCCFL and take appropriate action

**Operational Management:**
- Champion a continuous improvement mindset and build a culture of accountability to provide the highest quality services to the community
- Oversee personnel, administrative practices, human resources, budget, fiscal, facilities, IT, and program evaluation
- Provide strong operations management through the optimization of operational processes, systems and procedures
- Build a framework to operationalize the strategy and transformation the organization to provide sustainable, high-quality outcomes
- Work with Deputy Director and Program Managers ensuring compliance with statutory, contract and state administrative rules
- Establish and monitor contract programs as required by state and county statute regulations. Ensure standards, budgets and execution of contracts meet state and federal requirements
- Drive best known methods and evidenced-based practices for behavioral health, A&D and IDD services
- Advance innovative solutions with high-quality standards; leverage the right technology to support long-term goals and documentation

**People Leadership & Development:**
- Foster an environment of empowerment, collaboration, transparency, openness to new ideas and organizational agility
- Create a high performing agency through recruiting, onboarding, retaining, developing and mentoring employees
- Create a company culture that is mission-focused, productive, engaged, and results-oriented
- Implement team-building activities, act as a mediator for conflict resolution and mentor leaders on a “one team” concept
- Visibly set and assign clearly defined, measurable organizational goals and lead staff enabling successful execution of initiatives while driving towards operational excellence in every department
- Support reward and recognition programs to reinforce the agency’s core values and provide rewarding and meaningful employee experiences

**Community Partnership:**
- Champion the MCCFL mission-building trusting relations with external partners and stakeholders while bolstering a positive employer brand in the community
- Maintain market awareness by consulting local advisory committees, groups, agencies and individuals to identify and assess community health service needs and coordinate existing services
- Represent MCCFL and advocate interests at state, regional and local levels
- Participate in key state and regional partnerships and meetings to ensure that local needs are addressed and coordinated with state and regional initiatives
- Develop and nurture working partnership with legislative representatives in order to keep representatives apprised of local community needs
- Execute a plan to increase patient reach, patient referrals and build and maintain long-lasting relationships in the community
  - ✓ developing and deepening trust

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✓ continuous communication
✓ sharing, aligning or integrating resources
✓ identifying shared goals and measurement
✓ navigating risk to facilitate cooperation

Fiscal Performance:
- Manage agency budget, forecasting and financial analysis in consultation with the Finance Manager; assure that agency budget processes meet public budgeting requirements
- Maintain measurable financial metrics to inform business decisions and build a healthy fiscal function
- Drive grant writing and fundraising efforts
- Build long-term, financially sustainable plans, mitigate financial risk and ensure efficient operating costs while optimizing allocation of capital and resources to gain maximum value and ROI
- Manage and allocate capital appropriately to fund strategic plans while continually improving operations, optimizing efficiencies and reducing waste

Competencies

The Executive Director will be a servant leader with exceptional people, operational and fiscal management skills and have the expertise to create, communicate and execute the agency’s strategy. This individual will operate with the highest level of integrity in all aspects of the position within a framework of the Sanctuary Model.

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<th>Priority Functional Skills (Technical)</th>
<th>Leadership and Management Expertise (Behavioral)</th>
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<td>Operational Management</td>
<td>Highest Ethical and Moral Standards</td>
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<tr>
<td>Financial Management &amp; Business Acumen</td>
<td>Influencing: Power to Inspire</td>
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<td>Fund Development Planning</td>
<td>Judgement &amp; Decision Making</td>
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<td>Strategic Communications</td>
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<td>Employee Engagement</td>
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<td>Community Partnerships Development</td>
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<td>Agency Branding</td>
<td>Leadership Development</td>
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<tr>
<td>Strategic Planning</td>
<td>Problem Solving &amp; Critical Thinking</td>
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<tr>
<td>Continuous Improvement Leadership</td>
<td>Planning &amp; Organizing (focus/ prioritization)</td>
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<tr>
<td>Digital Transformation &amp; Innovation</td>
<td>Teamwork &amp; Collaboration (listening/ valuing input of others)</td>
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<td>Organizational Transformation &amp; Change Management</td>
<td>Relationship Building &amp; Networking</td>
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<td>Dealing with Ambiguity</td>
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<td>Service Orientated</td>
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- Operational leader in healthcare management that optimizes and increases the organizational capabilities and effectiveness of the business and services provided
- Provides leadership with unified vision to execute against the mission with clear alignment of the strategy, operational initiatives and agency goals to the mission
- Fosters an environment of continuous improvement that quickly resolves issues and encourages teams to share best practices

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- Proven ability to influence internal and external partners, lead change and accomplish goals through excellent communication and negotiation
- Enhances brand and reputation in the community and with critical partners
- Utilizes exceptional communication strategies to keep all team members informed, engaged and focused on key priorities within a Sanctuary Model
- Ability to foresee, prepare and respond with swiftness to changing business models, external environmental factors and other areas that influence the organization
- Demonstrated success in building teams, developing and attracting talent, and nurturing a “one team” culture with a collaborative approach
- Provides encouragement and coaching to others helping them achieve individual growth and job satisfaction
- Exhibits strong problem-solving skills and the ability to exercise mature and prudent judgment in assessing complex situations and changing laws and regulations, with recommendation and implementation of appropriate solutions
- Able to make tough and critical decisions to ensure patient and partner satisfaction adding significant value to the community
- Has keen business and financial acumen to make decisions and develop strategic models based on accurate and timely analysis; interprets data and transfer into meaningful operational models for use in driving business decisions
- Personal ambitions and values that align to the organization for the betterment of MCCFL and the greater community

**Educational & Professional Background**

- Master’s degree in related discipline (e.g. behavioral/social/health science, special education, public or human service administration)
- A minimum of five (5) year’s post-master’s work experience in human services programs, two (2) of which are in community mental health and/or developmental disability services
- A minimum of five (5) years of senior-level administrative experience that includes duties such as program planning, fiscal operations, budget development and monitoring, human resources, contracting, facility management and IT/database oversight
- Prior partnerships with Board of Directors, policy makers, community partnerships, Coordinated Care Organizations (CCO’s), State and Federal contacts and funders
- Professional licensure in the state of Oregon as an LCSW, LPC, and/or Certification as an alcohol and drug counselor (CADC II or III), is a plus, not required
- Bilingual fluency (English/Spanish) is a plus
- Background in Feedback Informed Treatment and Trauma Informed Care is a plus

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CONTINUE THE SESSION TO A DATE-CERTAIN

(SEET DATE FOR EXECUTIVE SESSION [ORS 192.660(2)(a)] WITH
TALENCE GROUP)