

National Council of Chief Executive Officers

Monthly Tele-Conference Meeting
 Toll Free #: 866-754-5692
 Participant Code: 2136254

DATE: August 3, 2010
 TIME: 12:00 pm EST; 11:00 am CST; 10:00 am MST; 9:00 am PST

Meeting Minutes

I. ROLL CALL 10:06 am

<u>NCCEO Officers:</u>	<u>P</u>	<u>A</u>	<u>Area Representatives</u>	<u>P</u>	<u>A</u>
Bryce Redgrave, Chair	x		Bill Pourier, ABR	x	
Vacant, V-Chair			_____, AK		
Alan Barlow, Secretary	x		Dorlynn Simmons, ALB		x
Yvonne Misiaszek, P-Chair		x	Gary Wabaunsee, BEM		x
			Laura Herbison, BIL		x
Chris Buchanan-NBOC	x		Molin Malicay, CAL		x
Carol Prevost-NBOC		x	Tonya Cornwell, NAS	x	
Gary Wabaunsee-CHSO		x	Bennie Yazzie, NAV	x	
			Chris Buchanan, OKC	x	
<u>IHS HQ Staff:</u>			De Alva Honahnie, PHX	x	
Elmer Brewster-ORAP	x		Shirley Alvarez, POR		x
Vince Gudewich-HR	x		Patti Whitethorne, TUC	x	
Liz Fowler-UFMS	x				
Kenneth Cannon		x	<u>Additional CEO Members</u>		
Charles Gepford	x		Noreen Smith, BEM	x	
Donna Fuller		x	Dawn Tucker, BIL	x	
John Rael	x				
Sherriann Moore		x			

II. APPROVAL OF AGENDA

There was consensus to approve the agenda as submitted.

III. REVIEW/APPROVAL OF PREVIOUS MEETING MINUTES

May 4, 2010 Meeting Minutes

Motion #1(Bennie Yazzie/Dawn Tucker): To approve the May 4, 2010 meeting minutes as submitted. No objections; approval by consensus.

June 1, 2010 Meeting Minutes

Motion #2(Bennie Yazzie/Chris Buchanan): To approve the June 1, 2010 meeting minutes as submitted. No objections; approval by consensus.

July 6, 2010 Meeting Minutes

Motion #3(Bennie Yazzie/Chris Buchanan): To approve the July 6, 2010 meeting minutes as submitted. No objections; approval by consensus.

IV. OLD BUSINESS

1) NCCEO SWOT Analysis

The aggregation of data for our SWOT analysis has been preliminarily compiled and sent out to the representatives by Alan Barlow. There is a lot of good information from the field on this grid, and Bryce Redgrave will look to review and refine it to identify common themes that will inform our NCCEO Position Paper (1 page) to Dr. Roubideaux.

Bennie Yazzie noted that unfolding developments in National Healthcare Reform pose both strengths and weaknesses for us to be aware of. We are excited for our patients to have options for insurance, and this will facilitate revenue generation for Service Units. However, this is balanced by the reality that our patients will have choices and that competition may lure them away from our facilities. This aligns very closely with Dr. Roubideaux's position on customer service to our patients---if we are not treating them right, they will go elsewhere and we will feel the consequences.

Bryce Redgrave concurred and emphasized that as National Healthcare Reform initiatives unfold between now and 2014, we will need to be sensitive to the developments and impact they will have. Sharing this information between Service Units will also be critical.

2) NCCEO Website Updates

When Bryce Redgrave was in Rockville, MD in July 2010, he anticipated meeting with Cliff Wiggins for direction on moving forward with our website development. While their exchange did not occur, Cliff Wiggins remains a primary point of contact for this project, contingent on his availability. Bryce Redgrave and Charles Gepford will continue to try and get a hold of Cliff Wiggins for guidance.

3) NCCEO Charter Revisions

Bryce Redgrave noted that his report on this topic is closely aligned with our discussion for an NCCEO Summit. That being said, he was able to meet with Dr. Roubideaux and Dr. Kathleen Annette about revisions to our charter, and the feedback places the onus for revisions and changes on the NCCEO. This will be a great discussion for our NCCEO Summit.

V. NEW BUSINESS

1) NCCEO Summit Planning

Bryce Redgrave reported that the NCCEO has secured a funding commitment from IHS Headquarters to hold an NCCEO Summit meeting in Denver, Co. We are looking at the dates of September 8th and 9th, and NCCEO Area Representatives and Officers will be reimbursed for their travel, per diem, and lodging for the event. Bryce Redgrave solicited responses to who could attend the Summit on that date, and most of the Representatives indicated they could. He will follow up with an email request for confirmation from those present as well as those not attending the conference call to get a final count.

In response to an inquiry from Bennie Yazzie, Bryce Redgrave noted that although our NCCEO Summit plans do not preclude any other CEOs or CEO-appointed representatives from attending, reimbursement would only apply to Area Representatives and Officers. He also explained that while this is short notice, we want to take advantage of this opportunity to the fullest extent possible. Funding from HQ is indicative of Dr. Roubideaux's support of our council, and we can make tangible progress on our charter, SWOT, and other issues of interest.

Tentatively, the location selected will be the Crown Plaza Hotel in downtown Denver. Bryce Redgrave will finalized this information and report back to the group once he has. We will return to the topic at the end of the meeting to provide adequate time for our HR representatives to provide us with their updates.

2) HQ Reports

a) ORAP:

Elmer Brewster noted that a draft agenda for the CEO training in Albuquerque and Denver has had been sent out to the group via email. Currently, combined total registration for these events is at 107 participants, with about ½ of this total comprised of CEOs.

Area Representatives were asked to review the draft agenda and provide feedback or input to Elmer Brewster at their convenience. Instructors at these training events will be comprised of subject matter experts in IHS, including John Rael, Elmer Brewster, Cynthia Larsen, and Bennie Yazzie. The goal is to produce a useful, objective-based training experience for all attendees.

In reviewing the agenda, Bryce Redgrave inquired about the possibility of developing and distributing a short survey to training attendees to get a demographic profile of IHS CEOs. This will help the NCCEO understand who has what training, skills and background, and we can work to correlate this data with training usefulness. Elmer Brewster affirmed that we can hand out a survey at the beginning of each session or perhaps use the Survey Monkey tool to assess skill levels. There are similar survey efforts that have been undertaken, and we would hope to build on this information. Indeed, if we can provide an accurate demographic profile of the average CEO, this will be great information to share and will draw attention to issues with retention, training, and suitability that can be addressed.

b) HR:

Vince Gudewich notified those present that the Employee Viewpoint survey results have been released (although he has not yet seen the results) and he is working on compiling reports for each Area to send out for review. This information can be leveraged for improvement and greater alignment with Dr. Roubideaux's Four (4) Priorities.

Vince Gudewich also reviewed discussion and action items from the HR Summit. Regarding the hiring process, OPM wants to establish a program to facilitate 80-day start-to-finish timelines for each hire. In response, IHS has been working to map and consolidate to one master process for IHS. We will look to implement this transition across IHS by mid-November 2010.

On a related note, the implementation process will also drive changes in technology and measurement to better monitor performance and improvement. This effort will include transition from current QuickHire software to the more comprehensive USA Staffing software. HR Specialists and manager who use the system frequently will receive training on new software in the fall, and we hope this system will facilitate streamlined application submission and processing. HR Specialists will also be trained to track parts of the process and address bottlenecks using EWITS.

Bennie Yazzie inquired what we can expect in terms of needing to purchase new equipment and servers as we adopt these new initiatives (e.g. is this an unfunded transition). Vince Gudewich replied that he was not sure about new equipment purchases. However, given that the IHS HR Team is working very closely with HHS and that this transition is HHS-wide (not just IHS-wide), it should be funded. He will let us know if he is made aware of any additional costs that may be on the horizon for Service Units.

Bryce Redgrave noted that at the HR Summit, Jennifer Hovencamp provided an informative PowerPoint presentation on these issues. Vince Gudewich affirmed that he will obtain this presentation and forward it to Bryce Redgrave for dissemination. In effect, we will be transitioning from a manual to an automated system. While there should not be too many difficulties, there is the issue of having to go back to manual input and set-up when an older employee leaves and the automated system needs to be updated. From a proactive point of view, Bryce Redgrave is planning to migrate such positions into the new system so time is not wasted later on. If we set this up the right way, the system will be ready to deliver on these efficiencies.

Vince Gudewich affirmed that the initial transition will be the most difficult time. We will have to develop the vacancies, job analysis, and questions for the first time to be put into the system. This will take time, and we will run into some problems. However, one transitional strategy is to standardize position descriptions, job analysis, and questions for USA Staffing for common positions. This is in conjunction with HHS efforts that are doing the same for the top 75% of the professions in HHS. Another strategy is to establish the level of permission such that the HR Regional Offices can access and utilize other materials in the system in other Areas to their benefit.

Bryce Redgrave noted 3 primary discussion points from the HR Summit:

- a) The 80-day hiring process timeline;
- b) The standardization of PDs; and
- c) Managerial/HR staff development.

Recognizing that this final point indicates a partnership and shared responsibility for HR effectiveness between HR staff and managers, is there HR training on the horizon for the latter? Vince Gudewich reported that no actual timelines have been established for training, but it is forthcoming and updates will be provided as more information is released.

Regarding IT, Charles Gepford reported that we are working to obligate remaining ARRA funds. In one major initiative regarding RPMS interface development projects, awards have been made to tribal programs and few weeks ago and Area staff has been busy developing AFAs and getting them to tribes for approval and signature. To this end, any assistance provided by NCCEO Area Representatives to get these AFAs signed and corresponding funds obligated would be very useful.

In response to inquiry, Charles Gepford indicated that equipment and funds would be processed for delivery as soon as the AFAs are signed. This can take time, but the funds for these agreements will be obligated immediately. There is a backlog for equipment in acquisitions, but it should begin to ship in September 2010 through October 2010.

c) UFMS:

Liz Fowler reminded those present of the cut-off dates and year-end close out efforts being undertaking. At HQ, they are concentrating on requisitions that have been approved and are processing in PRISM. To this end, HQ is asking Areas and Service Units to ensure finance officers and acquisitions staff are working together to monitor this workload. If a purchase order or contract cannot eventually be awarded by the end of the fiscal year, it has to be cancelled and funds will need to be obligated in another way before the end of the FY 2010.

It is also a priority to monitor unobligated balances, including X-Year balances. Our carryover is concerning because we have received increased appropriations from Congress and this raises questions at OMB, Congress, etc. about whether additional increases are necessary. Liz Fowler cited a press release from the House Appropriations Subcommittee that targets IHS as seeking funding at the same level the President has suggested in 2011. However, a note suggests the increase can be offset by unobligated balances left in the system (found at www.appropriations.house.gov).

Bryce Redgrave affirmed that this has been an issue for a while and inquired about the progress being made. Unfortunately, Liz Fowler responded that we have not seen a significant improvement from March 2010 to June 2010. Hopefully by the end of the FY, we will see significant improvement.

VI. NCCEO Committee Reports

1) IHSL:

The IHS Leadership call for July 2010 was canceled due to the HR Summit. It will reconvene on Thursday, August 5, 2010. Bryce Redgrave will provide an update report next month.

2) NBOC:

Chris Buchanan was not able to make the NBOC meeting and reported no updates at this time. Carol Provost may have attended, and Bryce Redgrave will follow up with her on any items to report.

2) CHSO:

Gary Wabaunsee was not on the call. Bryce Redgrave will follow up with him on any items to report.

VII. OTHER AGENDA ITEMS (TIME PERMITTING)

Returning to the topic of our NCCEO Summit agenda, Bryce Redgrave explained that we can use the day-and-a-half for charter revisions, SWOT discussion, and other pertinent issues. One point of discussion about which he has had conversations with Dr. Annette and Dr. Roubideaux concerns the development of a long-term (e.g. a 1-year, curriculum-driven, etc.) CEO training program.

The idea would be to post a vacancy announcement that would be filled competitively. Incumbents would apply for a position and if selected, they would engage said training program over a year. At the end of this timeframe and experience, the incumbent would be placed in a CEO position and ready to assume full duties. Our charge would be to come up with an appropriate training curriculum for implementation. Unofficially, it looks like there is support for the development of this effort from HQ.

Bryce Redgrave will invite Dr. Roubideaux to be a part of the NCCEO Summit agenda to provide her thoughts and ideas on this and other topics. She will also set the direction for how she can leverage the NCCEO to address the agencies priorities.

Elmer Brewster commented that training is going to be needed, but there are numerous reasons for CEO turnover. Consequently, focused evaluation and assessment on demographics and contributing factors can give us critical information. Are there problems with skills, politics, or leadership styles? We can focus in on those reasons as well and find out why turnover happens, and we can also identify why long-term CEOs have stayed and what are the characteristics that have led to success in these areas.

Bennie Yazzie noted that one of the primary reasons he has been successful is because of the support of this Area Director. This makes a huge difference and may be a factor where other Areas are lacking.

Dawn Tucker noted that the CEO position listing for Fort Belknap closed yesterday, and thus a new CEO should be selected by the end of the month.

In closing, Bryce Redgrave invited additional feedback on the NCCEO Summit agenda from Area Representatives, and Bennie Yazzie noted the local celebration of a new 60-Slice CT machine at the Gallup Indian Medical Center.

VIII. ADJOURNMENT 11:06 am

The meeting adjourned at 1:06 pm, EST.