

## Notes from April 3, 2004 Strategic Planning

### I. Board of Directors

#### A. Decisions and Timelines

1. David gone by April 2005.
2. Board sign off on replacement process within three months.
  - Board will consider several options, and share with staff.
  - Explore the legal requirements and boundaries of distributed leadership.
  - Understand that continuity planning is a continuing process.
3. Selection of candidates:
  - Assume it will be someone within CHD -- in place by July.
  - If we look outside, the replacement will take longer.
4. Period of time for David to shepherd and mentor the new leader.
5. Board will address issues of trust with CHD staff.
  - Board proposal(s) -- seek consensus from CHD staff.
  - Assure continuity of values as specified below.
  - Recognize that CHD processes are evolutionary and continue to change.
6. Use methods to address trust issues and capture the "passion" of teams that acknowledge the importance the staff places on preserving cultural values.
  - Instead of input from team meetings, a better method of determining cross-team viewpoints is to solicit policy recommendations from strategic planning and special forums
7. Elect a staff member to serve on the Board (non voting) -- now
  - Develop an educational selection process so the new member can attend the next board meeting.
8. Clarify what is important
  - See notes below about AC actions for the CEO.
  - Define the CEO selection process before adding new Board Membership.
  - Orient new Board members about CEO values and culture.

### II. Administrative Council

#### A. Authority and Decision-making

- Many challenges have yielded continuity plan insights during the past year. These questions involved AC authority, processes, and roles regarding a set of decision-making parameters.
- Legal requirements for specific roles have been clarified to separate CEO, Public Health, and Mental Health authority.

3. Skill sets to facilitate teams are being clarified:
  - The need to inspire vision,
  - Specify decision-making parameters;
  - When to “stay out of team processes.
  - Provide technical assistance.
4. Occasions for imposing “martial law” / imposing temporary hierarchy to rush the process to make decisions imposed by external crises, have yielded recognition there is a normal ebb and flow in this process; it can be invoked with consistency; and there can be further clarification of when and how it is imposed.

#### **B. Definition of CEO position and responsibilities**

1. AC will clarify legal requirements imposed upon the CEO position; and review the CHD by-laws for flexibility to allow options about the way the role is defined. (distributed/shared; part time)
2. AC will update the continuity plan to clarify responsibilities of the CEO since the PH and MH leadership positions have been designated.
3. AC will present to the board a recommended option or options that considers salary and leadership flexibility.

### **III. Staff**

#### **A. Reaffirm CHD Values**

1. Highest Priority Values:
  - Collaborative Decisions
  - Open access to information; trust that it be used appropriately, and aware of the risk of misunderstanding
  - Held in higher value than surviving as an organization.
  - Inclusion: making best use of people who know
2. Other values
  - Accountable: bottom line view
  - Balanced with service to populations; social contract, and trust in my independence and skill to do my job without micromanagement.
  - Value process more than speed
  - Acknowledging “Martial Law” exception when we need to shove the process.
  - Taking risks held in tension with doing high quality work.
  - “Go for it” held in tension with “No surprises”
  - “Hope for the best” valued more highly than “fear and reality.”
  - Leadership from within: “All there is us and us.”

#### **B. Communication with the Board**

1. Staff will select a representative member of the board

2. Staff will be in communication with the Board as specified in other portions of these plans (regular updates; strategic planning and forums)

**IV. Wrap up: Some expressed needs for the future: (*I need...*)**

- Permission to continue the continuity process underway
- Follow through on the intentions and trust expressed during this session
- Confidence that the Board shares faith in this process
- Clarify the role of the CEO in the future of CHD
- Trust the process underway -- and make room for others to step up
- Be more vocal on behalf of my team and my own point of view
- Be patient
- To see our values continue
- To know this process will continue through conscious evolution
- To be assured of support in fulfilling responsibility placed on the Board
- Continued employment and income
- Staff trusts in my ability to follow through; that staff trust my ability, intent, and the seriousness to fulfill this responsibility.
- Trust: I know the transition will be okay
- Information: updates about where we are in the continuity process.
- That other staff is optimistic.