



NORTH BROWARD HOSPITAL DISTRICT
BOARD OF COMMISSIONERS
SPECIAL BOARD
INTERVIEW CANDIDATES FOR PRESIDENT/CEO POSITION
1700 NW 49th Street, Ste. 150
Fort Lauderdale, FL
JANUARY 23, 2018

***MINUTES**

MEETING CALLED TO ORDER: 9:03 am

BOARD MEMBERS:

- √ Commissioner Rodriguez, Chair
- √ Commissioner Ure
- √ Commissioner Wellins (telephonically in attendance)
- √ Commissioner Klein
- √ Commissioner Gregoire

THE PLEDGE OF ALLEGIANCE: Commissioner Ure

PUBLIC COMMENTS: No public comments

Commissioner Rodriguez stated that this was the second day of the CEO/President Search for the Broward Health District. He introduced Mr. Joseph Gilene to the Commissioners, General Counsel and Executive Team. Commissioner Rodriguez thanked Mr. Gilene for his perseverance and patience. He informed Mr. Gilene that he was one of 300 candidates across the country that were narrowed down to a final four.

1. JOSEPH GILENE INTERVIEW:

Mr. Gilene expressed his appreciation for being invited to interview for the CEO position of the Broward Health District. He believes that the residents and visitors of the Ft. Lauderdale and Broward regions are fortunate to have Broward Health serving their healthcare needs. Broward Health has a long history that is well respected and recognized for the care that it provides. Mr. Gilene is impressed by the Broward Health mission and vision as he has the same passion and would be honored to lead the system. Mr. Gilene stated that he has had the privilege of leading a number of organizations in his career and is proud to say that there were incredible accomplishments made that strengthened the health systems, increased the number of patients served, increased significant community and economic benefit for the city and county, improved quality, safety and patient experience and was a visible icon in the region for the care that was provided. As CEO, Mr. Gilene offers thirty years of healthcare experience in leading large, small and multi-hospital systems. At Quorum Health Resources, he managed twelve (12) hospitals with a budget well over 1 billion dollars. He offers experience brought from complex teaching institutions and academic hospitals, such as Robertwood Johnson University Hospital, Sacred Heart Medical Center, Carolinas Medical Center, University of Louisville Hospital and Jewish Hospital. All of the hospitals Mr. Gilene managed were safety net. Mr. Gilene would bring experience in integrating hospitals and outpatient services, in addition to adult care and pediatric care. If chosen, Mr. Gilene stated that he would work with the Broward Board, Physicians and the Executive Team in executing strategic planning. In addition Mr. Gilene listed experience in growth, non for profit and for profit systems, clinical care, quality and safety, comprehensive monitoring, hospital recognition, building relationships, capital campaigns, and community involvement. As CEO Mr. Gilene further stated that he would bring relentless passion on improving and driving success to achieve the best in healthcare.

Board proceeded to question the candidate on their individual experiences and accomplishments related to the following topics:

- Growth, Financial and Operational Management
- Strategy and Vision
- Leadership and Team Building
- Technology
- Culture

In closing, Mr. Gilene stated that the Board will not find another person more committed to Broward Health's mission and vision than himself. He thanked each Commissioner for the opportunity to interview for this position. He believes he has the experience, skills and expertise to lead this health system and would be a perfect fit for the needs of the system.

MEETING CALLED TO ORDER: 10:00 am

BOARD MEMBERS:

- √ Commissioner Rodriguez, Chair
- √ Commissioner Ure
- √ Commissioner Wellins (telephonically)
- √ Commissioner Klein
- √ Commissioner Gregoire

Commissioner Rodriguez described the narrowing down process of the original 300+ CEO applicants to candidate, Mr. Robert Minkin. He also stated that the vetting company did a very good job and that Mr. Minkin should pat himself on the back for being one of the final four candidates interviewing.

2. ROBERT MINKIN INTERVIEW:

Mr. Minkin stated his deepest appreciation for being invited to participate in the process. After doing some research into the organization, Mr. Minkin feels that Broward Health has immense assets that provides the community with incredible healthcare. His career in health care started when he was 14 years old, in which he was a dishwasher at a convalescent hospital in California. Mr. Minkin stated that if you were to typify his career, it's to take an organization from in which they were not operating well to a palce of excellence.

Currently Mr. Minkin does independent consulting helping hospitals, Boards and CEOs figure out incremental problems. Prior to that he did international studies in healthcare systems in Portugal, Spain and England. Prior to the international studies, Mr. Minkin ran the South Bay, San Francisco market for Varity Healthcare, a new non-for-profit healthcare management company funded by a former private equity firm out of New York. He has it deep in his heart to help save safety net hospitals in a typically very short period of time. For the management company's clients, he was able to improve financial standing, reinstall Board confidence and re-engage the Boards with their communities. Prior to working with Varity, Mr. Minkin served as Senior Vice President for the Camden Group. That role was to advise hospital health systems, medical groups and insurance companies how to do payment reform. Prior to Camden, Mr. Minkin served as the campus administrator for St. Joseph's Hospital, which was awarded Magnet Status as quality leader and profitability leader in fourteen (14) hospital systems. Mr. Minkin also served at Exempla St. Joseph's Hospital in Denver, Colorado. This was a 550 bed teaching facility. The strategic challenge that Mr. Minkin undertook was how to create better clinical quality, better economy and as a result, how to offer better value to the market and the patients they served. Mr. Minkin reported that they were very successful in the undertaking and grew market share substantially. Mr. Minkin served as President/CEO of Desert District Hospital Corporation of Palm Springs, which he believes is similar to the District at Broward Health. The last highlight Mr. Minkin wanted to mention was serving for Hunter Group. His responsibilities were to assess hospitals, understand their

possibilities, find ways to improve their economy and help make recommendations to governance in a very short period of time so that they could begin to save the organizations. The theme of Mr. Minkin's career has been transformation.

Board proceeded to ask the candidate to list their individual experiences and accomplishments related to the following topics:

- Growth, Financial and Operational Management
- Strategy and Vision
- Leadership and Team Building
- Technology
- Culture

In closing, Mr. Minkin stated that he is an enthusiastic person with boundless energy. He loves healthcare and loves making it better. He is anxious to make the Broward Health organization better. He wants to continue to deliver on the value promise the public expects to be delivered. This would drive him in his role with Broward if the Board should choose to have him serve.

Commissioner Rodriguez stated that he believes the four candidates are well qualified and that by the next meeting a week from now, the Board should be able to come to a consensus and appoint one candidate.

Mr. Nyamora confirmed that at the following Board Meeting the Medical Team and Leadership Team will be bringing their recommendations to the Board.

Commissioner Rodriguez urged the Board members to have two candidates in mind to identify at the next Board meeting so that they could choose the final candidate.

Commissioner Ure stated that he anticipated having a second round of interviews that cover deeper questions. He does not believe the two days of interviews were enough to make a final decision for the CEO position.

Mr. Nyamora advised that the Board make a choice based on the best candidate for the position not just the best of the group.

Commissioner Rodriguez stated that he would never agree to reopen the application process.

Commissioner Wellins stated that this is an important decision and that they should reconvene at the next Board Meeting, listen to all the recommendations, then decide as a Board what the next step should be.

All Board members agreed.

MOTION:

Commissioner Klein motioned to adjourn the meeting, seconded by Commissioner Gregoire.

Motion carried unanimously.

MEETING ADJOURNMENT: 11:40 am

AUTHENTICATION OF MINUTES: Patricia Alfaro, Special Assistant to the Executive Office.

*Audiotape available upon request.