

Chief Executive Officer
Ryan Harris



Board of Directors
Jeanne Utterback, President
Abe Hathaway, Vice President
Tami Humphry, Treasurer
Lester Cufaude, Secretary
James Ferguson, Director

Governance Committee

Meeting Agenda

May 11, 2026 @ 2:00 pm

Mayers Memorial Healthcare District

Fall River Board Room

43579 HWY 299E

Fall River Mills, CA 96028

Mission Statement

Leading rural healthcare for a lifetime of wellbeing.

Attendees

Abe Hathaway, Committee Chair, Board Member

Jeanne Utterback, Board Member

Ryan Harris, CEO

Lisa Neal, Board Clerk

In observance of the Americans with Disabilities Act, please notify us at 530-336-5511, Ext 1130, at least 48 hours in advance of the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations. The District will make every attempt to accommodate your request.

				Approx. Time Allotted
1	CALL MEETING TO ORDER			
	This meeting will be conducted in accordance with Robert's Rules of Order and the Bylaws of Mayers Memorial Healthcare District.			
2	CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS			
	Persons wishing to address the Board are requested to fill out a "Request Form" prior to the beginning of the meeting (forms are available from the Clerk of the Board (M-W), 43563 Highway 299 East, Fall River Mills, or in the Board Room). If you have documents to present to the Board of Directors for review, please provide a minimum of 9 copies. When the President announces the public comment period, requestors will be called upon one at a time. Please stand and give your name and comments. Each speaker is allocated five minutes to speak. Comments should be limited to matters within the jurisdiction of the Board. Pursuant to the Brown Act (Govt. Code section 54950 et seq.), action or Board discussion cannot be taken on open time matters other than to receive the comments and, if deemed necessary, to refer the subject matter to the appropriate department for follow-up and/or to schedule the matter on a subsequent Board Agenda.			
3	GOVERNANCE COMMITTEE			
	3.1 Purpose, Objectives, and Scope of Responsibilities	Attachment A	Discussion	20 min.
	3.2 CEO Evaluation	Attachment B	Discussion/ Action Item	20 min.
6	OTHER INFORMATION/ANNOUNCEMENTS		Information	5 min.
7	ADJOURNMENT: Next Governance Meeting is September 28, 2026			

Posted 05.07.26



Board Governance Committee

Purpose and Objectives

The primary purpose of the Board Governance Committee is to develop and maintain a robust governance framework that supports effective leadership and organizational excellence. The committee will focus on:

- Defining clear roles, responsibilities, and expectations for board members.
- Facilitating strategic recruitment, orientation, and succession planning for board members.
- Enhancing board education, self-assessment, and continuous improvement.
- Ensuring compliance with governing policies and legal requirements.
- Overseeing the CEO evaluation process, including the CEO's performance and compensation.
- Promoting organizational culture aligned with our mission and values.

Scope of Responsibilities

The Governance Committee will undertake the following key responsibilities:

- Board Member education and development.
- Develop comprehensive job descriptions for board members and officers, outlining responsibilities and expectations.
- Identify and recruit qualified candidates to run for board vacancies.
- Plan and implement a structured orientation and mentorship program for new board members.
- Governance Policies and Bylaws.
- CEO evaluation and compensation

Board Effectiveness and Education

- Organize annual retreats and ongoing education initiatives to build governance capacity.
- Review the structure of the board and recommend adjustments to enhance effectiveness.
- Lead the annual board self-assessment process and oversee implementation of improvement actions.

Policy and Bylaws Review

- Review and recommend updates to bylaws and governance policies for full board approval.
- Lead succession planning for the President and other key board leadership roles.
- Facilitate with the CEO staff recruitment, retention, training, and foster a positive organizational culture.

CEO and Organizational Oversight

- Develop and oversee the CEO evaluation process.
- Review and recommend CEO compensation packages aligned with organizational goals and market standards.
- Ensure compliance with the Trustee Pledge and uphold governance integrity.
- Lead the recruitment process and onboarding of a new CEO when necessary.
- Review and update the CEO's job description periodically.

Critical Access CEO Evaluation Template

Evaluator Name: _____

Evaluation Date: _____

CEO Name: _____

Evaluation Summary

- Strategic Pillars

Evaluation based on Quality/Service, People, Growth, Communication, and Finance
50%

- Overall Leadership & Performance

Leadership qualities, decision-making, adaptability, operational management
25%

- Strategic Vision & Innovation

Vision, program development, new services, community impact
15%

- Organizational Culture & Values

Embedding core values, fostering culture, compliance
5%

- Personal Development & Stakeholder Relations

Community engagement, advocacy, leadership development
5%

Part 1: Strategic Pillars (50%)

Instructions: Rate the CEO's performance in each of the following pillars on a scale of 1 (Unsatisfactory) to 5 (Outstanding). The detailed scale below provides descriptions to guide your ratings. Additionally, record the Percentage Complete for each pillar (how much of the strategic goal has been achieved). The average score will be calculated and weighted at 50%.

Rating (1-5)

Percentage Complete

Quality / Service

Establishing and attaining high standards of patient care, safety, and community service, ensuring compliance with healthcare standards and fostering quality improvement initiatives.

People

Recruitment, development, motivation, and evaluation of staff; fostering a positive organizational culture aligned with hospital standards and community needs.

Growth

Development of new programs, services, and revenue sources; expanding community health initiatives, and strategic planning for hospital growth.

Communication

Maintaining effective communication with Medical Staff, staff, community leaders, and government agencies; supporting cooperative relationships.

Finance

Ensuring fiscal responsibility, managing hospital resources, and supporting financial viability and program development.

Comments:

Average Score for Pillars: _____ Weighted Contribution (out of 50): _____

Part 2: Overall Leadership & Performance (25%)

Rating (1-5)

Leadership effectiveness in daily operations

Leading hospital staff, ensuring smooth functioning, resolving disruptions, and fostering a high-performance environment.

Decision-making and operational management

Making strategic and operational decisions that align with Districts' goals and community needs.

Adaptability and problem resolution

Anticipating issues and providing timely, effective solutions.

Comments:

Score: _____ Weighted Contribution (out of 25): _____

Part 3: Strategic Vision & Innovation (15%)

Rating (1-5)

Vision for District and community health

Developing and communicating a compelling vision aligned with community health needs.

Program development and new services

Initiating and overseeing new programs, revenue streams, and community health initiatives.

Community health impact

Addressing societal issues, improving health status, and representing the district to community stakeholders and governmental agencies.

Comments:

Score: _____ Weighted Contribution (out of 15): _____

Part 4: Organizational Culture & Values (5%)

Rating (1-5)

Embedding core values and standards

Promoting Districts' ethics, standards, and a positive organizational culture.

Compliance and regulatory adherence

Ensuring hospital meets all legal, accreditation, and regulatory requirements.

Supporting staff development and confidentiality

Fostering a professional environment that respects confidentiality and promotes growth.

Comments:

Score: _____ Weighted Contribution (out of 5): _____

Part 5: Personal Development & Stakeholder Relations (5%)

Rating (1-5)

Community engagement and advocacy

Maintaining relationships with community leaders, service organizations, and government entities.

Fundraising and community programs

Supporting fundraising efforts, including the hospital foundation, and community health initiatives.

Leadership in community health and societal issues

Addressing societal factors affecting health, advocating for regulatory changes, and representing the district effectively.

Comments:

Score: _____ Weighted Contribution (out of 5): _____

Detailed 1-5 Performance Scale

1 - Unsatisfactory

Significantly below expectations, major improvement needed

Fails to meet basic expectations in hospital operations, community engagement, or compliance; lacks strategic vision; poor leadership impact.

2 - Needs Improvement

Below expectations, some progress but inconsistent

Meets some operational and community goals but with notable gaps; inconsistent performance; needs increased focus on community health, staff management, or strategic planning.

3 - Meets Expectations

Satisfactory performance, acceptable level of achievement

Effectively manages daily operations, maintains compliance, supports community health, and exhibits reliable leadership.

4 - Exceeds Expectations

Above average, often surpasses expectations

Demonstrates strong leadership, innovation, strategic growth, and community engagement; manages hospital finances and staff effectively.

5 - Outstanding

Significantly exceeds all expectations

Exemplary leadership, strategic visionary, impactful community health initiatives, and fosters a high-performing, compliant, and community-oriented organization.

Overall Performance Rating

4.5 - 5.0

Outstanding

4.0 - 4.49

Exceeds Expectations

3.0 - 3.99

Meets Expectations

2.0 - 2.99

Needs Improvement

1.0 - 1.99

Unsatisfactory

Additional Comments / Recommendations:

Evaluator Signature: _____ Date: _____

Final Score Calculation

Total Score = (Average of Strategic Pillars x 50%) + (Leadership & Performance x 25%) + (Vision & Innovation x 15%) + (Culture & Values x 5%) + (Personal Development x 5%)

Mayers Memorial Hospital District Job Description		Page 1 of 5
		Effective Date: Revised: April 2026
Department: Administration		
Job Title: Chief Executive Officer		
Salary Range:	\$310,000-\$420,000	

Reports To: District Board of Directors

Employee Type: EXEMPT NON-EXEMPT

POSITION SUMMARY:

The President and Chief Executive Officer (CEO) provides overall leadership, strategic direction, and operational management for Mayers Memorial Hospital District. The President and CEO is responsible for directing all functions of the Healthcare District including but not limited to all financial, clinical, operational, and personnel related matters to achieve its mission and vision in accordance with bylaws and policies established by the Board of Directors and in compliance with regulatory guidelines. This includes ensuring the efficient, economical, and effective use of district resources to meet the healthcare needs of the service area through high-quality medical and health service programs.

This job description is intended to identify some of the primary duties and responsibilities. MAYERS MEMORIAL HOSPITAL DISTRICT reserves the right to modify, supplement, delete or augment the duties and responsibilities specified in this position description, at MAYERS MEMORIAL HOSPITAL DISTRICT'S sole and absolute discretion.

POSITION QUALIFICATIONS:

- Proven experience in healthcare administration, hospital management, or executive leadership.
- Strong strategic planning, operational, and financial skills.
- Demonstrated ability to foster community relationships and advocate for healthcare.
- Knowledge of healthcare regulations, accreditation standards, and quality improvement processes.
- Excellent interpersonal, communication, and leadership skills.

EDUCATION:

- Bachelor’s degree required.
- Master’s degree in Business Administration (MBA) or Healthcare Administration (MHA) or related field or Doctoral degree (Ph.D.) preferred.
- Minimum of five years’ experience in Health Care Administration.

POSITION RESPONSIBILITIES:

General Responsibilities:

1. Provide overall leadership and strategic direction for the District.
2. Represent the District to community, government, and industry stakeholders.
3. Assist and advise the Board of Directors, supporting governance and policy development.
4. Ensure compliance with all regulatory and accreditation standards.
5. Lead efforts to develop a comprehensive strategic plan aligned with the District’s mission.
6. Foster a positive organizational culture and promote staff development.
7. Oversee financial management to ensure fiscal responsibility and sustainability.
8. Maintain confidentiality and uphold ethical standards in all operations.

Specific Responsibilities:

Operational Leadership & Management

- Oversee all daily operations of the hospital to ensure efficiency, quality, safety, and compliance with healthcare standards.
- Direct clinical, financial, personnel, and operational functions to meet the District’s strategic goals.
- Foster a culture of trust, collaboration, and continuous improvement among staff, providers, and stakeholders.
- Establish and maintain policies and procedures across all departments, delegating responsibilities for documentation, compliance, and reporting.
- Establish clear reporting relationships and communication channels to support operational excellence.

Strategic Planning & Program Development

- Collaborate with the Board, Medical Staff, and senior management in developing and executing strategic and annual plans aligned with the District’s mission.
- Assist and advise the Board on policy development, legislative matters, and public policy positions.
- Lead the development, implementation, and evaluation of new programs, services, and revenue initiatives to meet community needs and ensure financial sustainability.

- Actively pursue new community health programs, community benefit initiatives, and long-term growth strategies.

Board Relations & Governance

- Assist, counsel, and advise the Board of Directors on establishing policies and act as their agent in policy implementation.
- Keep the Board informed regularly of operational results, variances, and strategic progress.
- Support the Board in understanding regulatory changes, statutory requirements, and public authority issues impacting hospital operations.
- Develop and maintain effective reporting and communication with the Board to facilitate governance.

Community & Stakeholder Engagement

- Build and maintain positive relationships with community leaders, service organizations, government officials, and industry partners.
- Represent the District at community events, industry conferences, and governmental meetings.
- Provide advocacy and serve as the District's voice on regulatory, legislative, and community health issues.
- Support fundraising efforts, including hospital foundations and community outreach programs.

Financial & Quality Management

- Develop and oversee a comprehensive budget, ensuring fiscal responsibility and operational efficiency.
- Monitor financial performance, ensuring net income targets are achieved.
- Lead quality improvement and patient safety initiatives, fostering a culture of excellence and compliance with accreditation standards.
- Ensure services of the District are delivered with high standards of quality, safety, and patient satisfaction.

Regulatory & Compliance

- Ensure adherence to all federal, state, and local healthcare regulations and accreditation standards.
- Represent the District in legal matters and ensure legal compliance across all operations.
- Maintain confidentiality of all medical, departmental, and District records in compliance with applicable laws.

Community Health & Societal Impact

- Address societal health issues and contribute to improving community health status.
- Develop community health initiatives and programs aligned with the District's mission and community needs.
- Ensure Districts' efforts support social determinants of health and societal well-being.

Leadership & Organizational Development

- Lead staff recruitment, development, motivation, and evaluation.
- Establish operating policies, procedures, and performance standards for all departments.
- Foster a high-performance environment, promoting professional growth and accountability.
- Maintain active professional contacts through local, state, and national associations.

Professional Requirements:

1. Demonstrates the mission, vision, ethics, and values of Mayers Memorial Hospital District
2. Adheres to dress code and maintains a professional appearance
3. Maintains all required licensure, certifications, and competencies
4. Completes annual education and mandatory training requirements
5. Complies with regulatory and accreditation standards
6. Wears identification while on duty
7. Attends meetings and leadership briefings as required
8. Reports to work on time and completes assigned duties within designated timeframes

PHYSICAL REQUIREMENTS:

1. Ability to sit, stand, walk, bend, and move throughout the shift
2. Ability to lift up to 20 pounds
3. Ability to respond quickly to emergent situations

ACKNOWLEDGMENT:

THE ABOVE STATEMENT REFLECTS THE GENERAL DUTIES CONSIDERED NECESSARY TO DESCRIBE THE PRINCIPAL FUNCTIONS OF THE JOB AS IDENTIFIED, AND SHALL NOT BE CONSIDERED AS A DETAILED DESCRIPTION OF ALL THE WORK REQUIREMENTS THAT MAY BE INHERENT IN THE POSITION.

I have read this job description and it has been reviewed with me by my supervisor.

Employee Signature

Date

Supervisor Signature

Date
