



Regional West Health Services
Scottsbluff, Nebraska

PRESIDENT AND CHIEF OPERATING OFFICER
(CEO Successor)

Position Specification
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1. Organizational Overview

Regional West Health Services

Regional West Health Services is an independent, not-for-profit, community board-governed integrated healthcare system based in Scottsbluff, Nebraska. Regional West Health Services (RWHS) is comprised of Regional West Medical Center, Regional West Physicians Clinic, and a family of affiliated health service providers. Collectively, RWHS serves as western Nebraska and eastern Wyoming's primary resource for comprehensive medical care and is a disproportionate provider of specialty care. (See Annex A for a map of RWHS' service areas).

Regional West Health Services is the region's largest employer, with over 1,800 dedicated employees that serve the people and communities of western Nebraska and the neighboring states of Colorado, South Dakota and Wyoming. With over 110 active physicians, 98 percent of whom are board certified or board eligible, plus an additional 25 consulting specialists, the Regional West family of health care organizations offers care that spans more than 30 medical specialties.

Regional West Health Services includes:

- [Regional West Medical Center](#): a fully accredited 182-bed acute care regional medical center serving a population of over 120,000 in western Nebraska and portions of South Dakota, Wyoming, and Colorado.
- [Regional West Physicians Clinic](#): A multispecialty physician group with over 80 physicians in nearly 30 specialties. RWPC integrated and joined RWHS in 2008 and is the newest subsidiary of Regional West Health Services.
- [The Village at Regional West](#): A full-service residential community with both independent and assisted living apartments for people over age 55.
- [Regional West Foundation](#): Supports projects to strengthen health care services essential to the quality and growth of our local medical community.
- [Prairie Haven Hospice](#): Provides full-service, quality of life care for patients and their families at the end of life.
- [Panhandle Health Properties](#): An entity whose purpose is to acquire, own, lease, sell, and hold title to all property used by Regional West Health Services, and its subsidiaries, to fulfill its mission.
- [Regional Care, Inc. \(RCI\)](#): Based in Scottsbluff, RCI is one of the nation's premier independent third-party administrators, processing insurance claims and employee benefit plans for clients throughout the United States.

Regional West Health Services partnered with Poudre Valley Health System of Ft. Collins, Colo. to open Medical Center of the Rockies in 2007. Located in Loveland, Colo., Medical Center of the Rockies serves as Regional West's tertiary provider for trauma and cardiac care. RWHS owns a 12% stake in Medical Center of the Rockies.

For more information visit: <http://www.rwmc.net/>

Regional West Medical Center

Regional West Medical Center (RWMC), a fully accredited 182-bed acute care regional medical center, is the region's largest hospital and serves as the primary regional referral center. RWMC's service area includes a population of over 120,000 in western Nebraska and portions of South Dakota, Wyoming, and Colorado. Regional West Medical Center is a community-owned, independent not-for-profit, and community board-governed organization that willingly serves anyone in need and reinvests its financial resources towards improving health care in its service area.



Regional West's distinctive services include:

- Over 110 [physicians](#), most of whom are board certified in their specialty
- Award-winning [Cancer Services](#)
- One of only three Level II trauma centers in Nebraska
- [Bariatric Center of Excellence](#)
- Ambulatory Surgery Center
- Fully accredited [Acute Rehabilitation Unit](#)
- [Air Link](#) air ambulance service



The hospital offers a level II trauma center and Air Link ambulance service, and its emergency department sees over 16,500 visits annually and is the source of 40% of the hospital's admissions. RWMC is home to a busy OB/GYN practice, with 850 births per year. RWMC's nursing staff numbers approximately 300, with nearly 80% of the nursing staff BSN qualified. RWMC is on the road to Magnet certification, with qualifications for Pathways of Excellence designation expected in 2014, and qualifications for full Magnet designation expected to be complete by 2016. RWMC was fully accredited for three years by the Joint Commission in September 2013.

The RWMC hospital campus is modern and well equipped, with further facility enhancements in the planning stages, supported by the RWHS foundation. The RWPC physician office building and a freestanding surgery center are located adjacent to the hospital on the RWMC campus. Additional facilities include the nearby St. Mary's Plaza, a former hospital that has been converted to house many of the system's administrative and support resources.

Additional 2013 RWMC metrics include:

- 182 total beds; 166 licensed, including:
 - 130 Acute Care
 - 18 Inpatient Rehabilitation
 - 18 Inpatient Behavioral health
 - 16 Bassinets
- 10 Operating Rooms
- Level II NICU
- YTD average daily census of 77
- 650 inpatient surgical procedures per month
- 550-600 outpatient surgical procedures per month

For more information visit: <http://www.rwmc.net/PatientsVisitors>

Regional West Physicians Clinic

Regional West Physicians Clinic (RWPC) is western Nebraska and eastern Wyoming's largest multi-specialty medical and surgical physician group. RWPC is a member of Regional West Health Services. Formed in 2008 through the integration of the region's physician practices, RWPC has physicians board-certified in approximately 30 specialties, with over 100 board certified doctors, physician assistants, and nurse practitioners serving patients at RWMC and a network of more than 20 clinics in the region.

RWPC physicians share a commitment to increasing patient satisfaction, physician leadership, and community outreach. RWPC is a not-for-profit, board-governed organization with its administrative functions integrated with the health system.

RWPC specialties include:

- Anesthesiology
- Cardiology
- Diabetes Care Center
- Ear, Nose & Throat
- Emergency medicine
- Endocrinology
- Family Medicine
- Hospitalist Program
- Internal Medicine
- Interventional Radiology
- Nephrology
- Neurology
- Neurosurgery
- Oncology
- Orthopedics
- Pain Management
- Pediatrics
- Plastic & Reconstructive Surgery
- Psychiatry & Behavioral Health
- Pulmonology, Critical Care
- Rehabilitation Medicine
- Skin Clinic
- Spine Center
- Surgery, Vascular Diagnostics
- Urology
- Urgent Care
- Women's Center

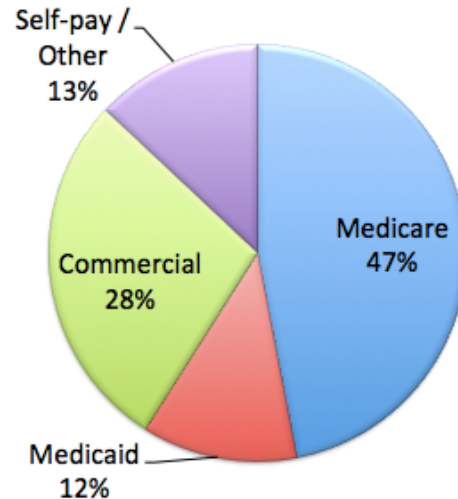
For more information visit: <http://www.rwmc.net/regional-west-physicians-clinic>

Financial Metrics

RWHS had annual net revenues of approximately \$250m in 2012, with similar numbers expected for 2013. RWHS is rated Baa1 by Moody's.

Payer Mix:

The organization's payer mix is comprised of 47% Medicare, 11-12% Medicaid, 28% commercial (13% Blue Cross of Nebraska; 4% United; 2% Coventry; 9% other commercial), and 13% self-pay / other. Blue Cross of Nebraska is the region's dominant commercial payer and has a close relationship with RWHS. Dr. Todd Sorensen, RWHS' current CEO, sits on the Blue Cross and Blue Shield of Nebraska Board of Directors.



Financial Performance:

RWHS has historically enjoyed strong financial performance. In recent years RWHS' financial performance has fluctuated due to a variety of factors including the economic climate, a challenging healthcare environment, and changes in referral patterns and volumes.

2. Mission, Vision, and Values

Mission Regional West Health Services seeks to serve all the people of its communities as a steward of their health and health care.

Vision Our vision is that patients, physicians, and staff are valued and are the receivers and givers of health care that is safe, efficient and of the highest quality both now and in the ever-changing future.

Values We ask – always – What is in the best interest of the patient?

An expanded discussion of RWHS' values is included in Annex B.

3. Community Description

Scottsbluff is the largest city in western Nebraska, and is the regional hub for healthcare, retail, education, and dining. Scottsbluff, together with its neighboring town of Gering, comprise the 7th largest urban area in Nebraska with an area population of approximately 38,000. Scottsbluff and Gering are located adjacent to each other on the North Platte River. The area is named for Scotts Bluff, a towering rock formation and national monument that served as a key landmark for settlers on the Oregon, California, and Mormon trails.



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Scottsbluff is home to excellent public schools as well as parochial and Christian schools serving grades K-8. The city has two nursing schools, including a University of Nebraska affiliate that offers bachelors, masters, and doctoral nursing degrees. Western Nebraska Community College, located in Scottsbluff, features modern facilities and a breadth of academic, professional and vocational programs. RWHS also operates a school of Radiologic Technology and a newly opened school of Surgical Technology. Chadron State College, a four-year university, is located 90 miles to the north.

The area is characterized by a culture of active civic engagement. The city includes a variety of civic organizations that are active in supporting and building the local community. The historic Midwest Theatre, restored through community support,



plays host to local, national, and international cultural performances as well as regular arts classes, exhibitions, and films. The Riverside Discovery Center, Scottsbluff's zoo, has more than 175 species of animals from over 60 countries. Country clubs in both Scottsbluff and Gering offer golf courses, dining, and

housing communities popular with physicians and business leaders. Numerous acreages provide opportunities for spacious country living within a short commute from the city.

Scottsbluff is served by Western Nebraska Regional Airport, which operates regular flights to Denver, Colorado. Some of the nation's most scenic destinations, including Estes Park, Mount Rushmore, and Rocky Mountain National Park, as well as a major metropolitan area (Denver, CO) are reachable by car in 3-4 hours. Cheyenne, Wyoming (pop 61,000) and Fort Collins, Colorado (pop. 150,000) are reachable in 1.5 and 2.5 hours, respectively. Yellowstone National Park is a day's drive to the west.

The area climate is moderate with four distinct seasons; average summer high temperatures are in the 80s, and average winter highs in the 30s and 40s.

The area is a haven for outdoor enthusiasts, with numerous recreational and wildlife attractions. The nearby Crescent Lake and North Platte National Wildlife Refuges are noted for their sport fishing, broad diversity of wildlife, and spectacular annual migrations of geese, ducks, herons and other waterfowl. Nearby Lake Minatare State Recreation Area has over 2,000 acres of water with facilities for boaters, campers, fisherman, and outdoor enthusiasts.



Platte River Basin Environments (PRBE), based in Scottsbluff, is a not-for-profit organization formed by a group of western Nebraska sportsmen whose mission is to preserve, conserve, enhance and restore vital wildlife habitat and natural areas within the North Platte River basin. Hod Kosman, a local business leader who serves as the board chair of Regional West Health Services, leads PRBE.

PRBE has received national recognition for its work from multiple organizations; Field & Stream named Kosman “2008 Conservation Hero of the Year” for his efforts in protecting western Nebraska’s natural habitats and wildlife. PRBE currently works to protect 13 separate habitats in the region, with a commitment to utilizing community resources and providing opportunities for environmental education with



the goal of fostering an appreciation for the natural world and protecting and preserving the area’s unique natural resources.

For further information, explore the links below:

- [City of Scottsbluff website](#)
- [Scotts Bluff County Tourism Website](#)
- [Platte River Basin Environments](#)
- [Riverside Discovery Center \(zoo\)](#)
- [Scotts Bluff National Monument](#)
- [The Midwest Theater](#)

4. Future Opportunities for RWHS

Regional West Health Services is at a pivotal juncture. Changes in the healthcare environment, decreased volumes and referrals in certain specialties, and aggressive health systems in bordering regions require Regional West to respond strategically and proactively to provide citizens of western Nebraska and eastern Wyoming with the broad scope of medical services they require, close to home.

At the same time, RWHS has powerful opportunities to leverage its capabilities and resources to strengthen the system's presence and performance. The development of Regional West Physicians Clinic in 2008 provides opportunities that have not yet been fully realized. Capitalizing on the system's impressive clinical capabilities and integrated multispecialty physician group, up-to-date facilities, and presence as the largest provider in the region provide the foundational strengths necessary for a dominant regional health system. RWHS' integrated multispecialty group and close relationship with Blue Cross and Blue Shield of Nebraska, the state's dominant commercial payer, provide opportunities for developing and implementing innovative reimbursement models based on bundled payments and value based care models. A summary of key RWHS' strategic priorities include (please also see Goals and Objectives section for an expanded discussion of RWHS priorities):

Clinical

- Achieve a Serious Safety Event Rate of ZERO system-wide by December 31, 2014, and maintain ZERO Serious Safety Events thereafter
- Develop Competency in Production Risk Management (bundled payments, episodes of care)
- Develop Competency in Population Health Management

Operational

- Redefine the Clinic-Hospital Relationship to enhance performance, integration, and a culture of shared priorities
- Accelerate efforts to improve the patient experience of care
- Address operational inefficiencies including duplicative administrative functions and increasing patients' ease of access to PCP's

Strategic

- Develop a sound regional growth strategy
- Develop a strategy around specific service lines, particularly orthopedics, urology, oncology, and family medicine
- Develop a strategy to meet the future capital requirements of RWHS
- Develop a strategy around population management and bundled payments (including a particular strategy for working with payors)
- Develop a best-practices integration strategy with the RWPC

Financial

- Develop a sound capital plan for RWHS
- Meet or exceed established financial metrics
- Reduce operational expenses to improve operating margins

5. Position Summary

The new President and COO of Regional West Health Services will report to the RWHS CEO, Dr. Todd Sorensen, until his planned retirement by the end of 2014. Upon Dr. Sorensen's retirement it is expected that the President and COO will assume the role of CEO of RWHS. The President/COO is a critical recruitment for the health system. Dr. Sorensen has served as CEO of RWHS since 2000, and securing an effective and smooth transition of leadership is a priority for the health system. Having had only four CEOs since 1953, RWHS has been characterized by stable leadership that is committed to the hospital and the community.

The timing of this recruitment is also designed to coincide with RWHS' strategic planning process. The incoming President/COO will, in coordination with the RWHS CEO and Boards of Directors, set the future strategic direction of the health system. Challenges facing RWHS make this planning process of critical importance in ensuring a strong future for the organization. Initial responsibilities of the President/COO will include full operational responsibility for the following areas: Clinical Services, Support Services, IT, HR, the Chief Medical Officer, and Regional West Physicians Clinic (see RWHS' organizational charts in Annex C). Legal, Finance, and Business Development will initially continue to report to the current CEO. Other responsibilities include:

Strategy: The President/COO, working with the CEO and consistent with the plans and direction of the Board, will define and communicate a clear understanding of the future direction of RWHS. Duties include, in coordination with the CEO of RWHS and the Board, the development and maintenance of the RWHS Strategic Plan and related planning processes. The President/COO will:

- Develop and implement the RWHS strategic plan in coordination with the RWHS CEO and Board;
- Communicate to all relevant stakeholders the goals and priorities as established through the strategic planning process;
- Define and be accountable for the successful implementation of annual goals and tactics consistent with the strategic plan. Express a clear vision and create linkages between current and future activities.

Medical Group Management: Develop a strong, communicative and trusting relationship with RWPC leadership and members. As President/COO and CEO, this individual will work closely with RWPC to:

- Further integrate RWPC with RWHS, creating a fully integrated, "best-practices," patient-centric environment;
- Enhance the responsiveness and effectiveness of RWHS administrative and operational functions to the needs of RWPC and its physicians;
- With RWPC leadership, examine performance of specialties within RWPC and identify and address areas for recruitment and process improvement within RWPC;
- Strategically examine system capabilities and regional needs to determine whether particular specialties should be given additional focus as centers of excellence for RWHS, in collaboration with RWPC leadership;

- Build and strengthen a shared culture between the hospital and the physicians clinic;
- Ensure that communication related to organizational direction, initiatives, and activities is consistent and effective across the enterprise;
- Oversee the implementation of previously identified performance improvement initiatives.

Operations: Build and maintain strong system financial performance and increase market share and identify areas to promote operational efficiency. Responsibilities include:

- Drive operational excellence in quality, safety, service, employee engagement, and workforce development;
- Drive excellence in financial performance to ensure the long-term viability of the enterprise;
- Understand the competitive marketplace and be skilled at brand building.
- Ensure the provision of affordable and competitive health care services;
- Ensure regulatory compliance with applicable state and federal laws and regulations. Have a strong working knowledge of Stark and Sarbanes Oxley laws and regulations;
- Monitor the adequacy and quality of the hospital's medical staff activity.

Professional Relationship Building: Responsibility for interaction with and development of effective relationships with RWHS Boards, contracted health plans, physician stakeholders and leadership, senior management, employees, major donors, local government and the public. Duties include:

- Effective board management; open communication with the RWHS Boards and Chairpersons; development and execution of governance policies;
- Defining and supporting a culture of collaboration (“win-win relationships”); integrity, transparency, customer service, relationship based care and continuous learning;
- Representing RWHS to the public to gain support and commitment to its mission and foundation development. Serves as the primary advocate and spokesperson for RWHS;
- Manage the relationships with critical access hospitals in RWHS' service areas, in alignment with RWHS' strategic objectives;
- Creating opportunities to engage and align with RWPC and physicians as partners in providing excellent patient care.

Leadership: Responsibility for the recruitment, retention, development, succession planning and engagement of the senior management team. Duties include:

- Defining and implementing an effective management structure;
- Selection and direct oversight of the Senior Management team;
- Providing feedback, mentoring, coaching and opportunities to develop the individual team member's skills;
- Expecting and leading superior performance and a results orientation;
- Creating an environment that allows teams to function effectively;

Secondary Responsibilities:

- Serves as an ex-officio member, without voting authority, of Board of Directors; (TBC)
- Attends and serves on professional and civic organizations as the hospital representative.

6. Goals and Objectives

Within the first 18 months, the successful new executive will:

- Implement and execute organizational initiatives and strategies that drive improvements in efficiency, clinical quality, and patient experience. A strong executor and operator is essential in this role.
- Strengthen and manage relationships with the region's critical access hospitals. RWHS' service area is served by 8 Nebraska critical access hospitals, as well as 4 CAH's in Wyoming, which serve as an important source of specialty referrals. Relationships with these hospitals are uneven with some hospitals being courted by systems in neighboring regions. Re-focusing efforts on solidifying relationships with these facilities is important to protecting and strengthening RWHS' secondary referral market.
- Improve the retention of patients in the primary service area by achieving more timely access of patients to PCPs, better alignment with CAH's, and timely access to needed specialists;
- In conjunction with RWHS board and the RWHS CEO, provide input to and implement a strategic plan that explores the potential for affiliation or partnership with a regional or state health care system or managed care organization.
- Improve the relationship with and better integrate Regional West Physicians Clinic within Regional West Health Services. While significant progress has been made since integration, significant cultural differences exist and there is a need to strengthen the responsiveness of RWHS administrative functions to the needs of the physicians' clinic.
- In conjunction with RWPC leadership, develop and implement strategies to capitalize on strong practice specialties within RWHS, and recruit to and strengthen other specialties, including orthopedics and family medicine;
- Successfully implement a strategy and process to advance RWHS' ongoing efforts to implement an EHR.
- Champion an open and proactive culture of effective communication throughout and across the organization.

7. Candidate Qualifications

The successful candidate will be an experienced, strategic, and visionary leader with strong demonstrated operational and communication skills. He or she will have a minimum of seven (7) years of senior leadership experience in hospital administration. This experience would optimally include COO or CEO experience in a facility of comparable size, revenue base, and complexity. A strong track record of developing successful relationships with physician leaders and physician groups is essential. Additional qualifications include:

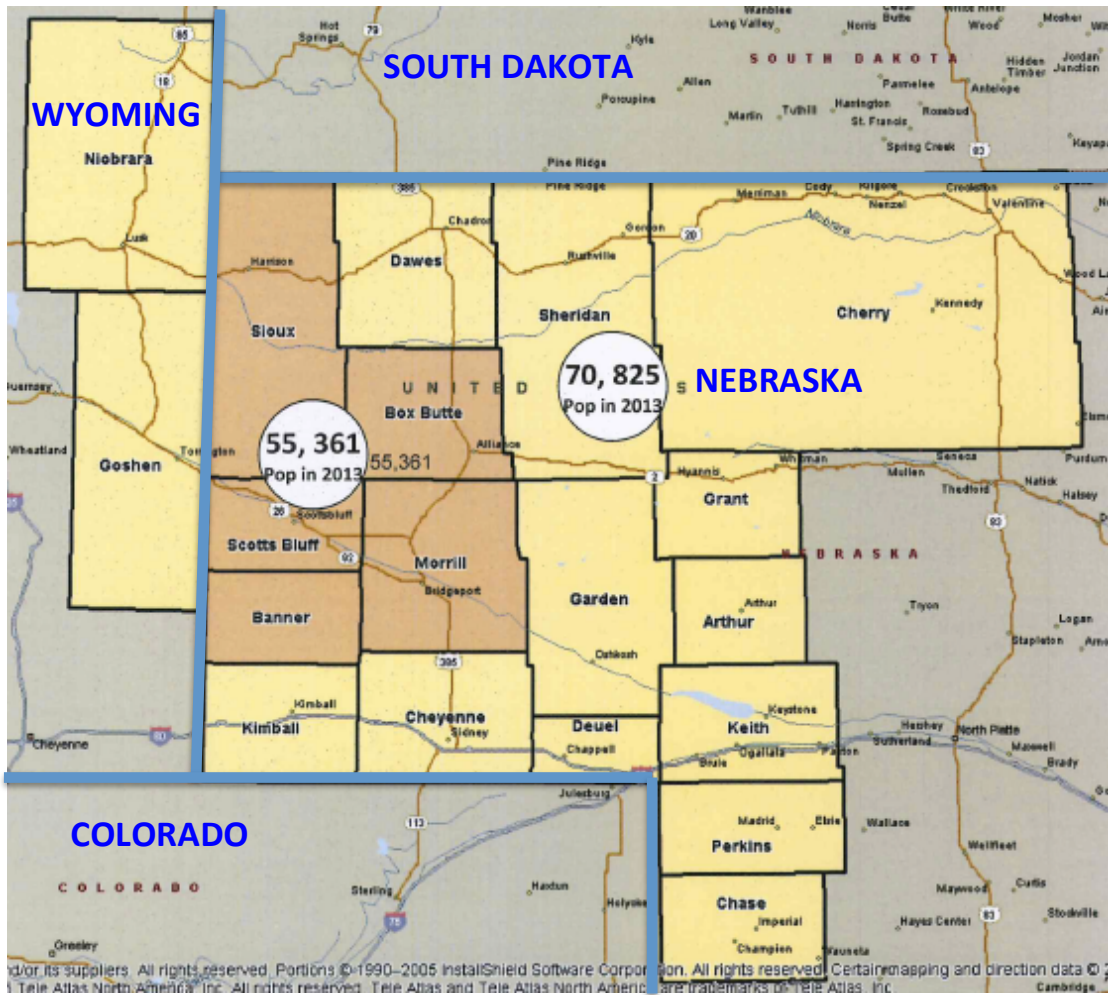
- Demonstrated expertise in hospital operations, with the ability to implement and execute organizational initiatives designed to enhance operational effectiveness, streamline processes, drive efficiencies, improve quality, and strengthen patient experience and engagement;
- An outstanding communicator and listener with a track record for communicating organizational initiatives, strategies, and priorities effectively to all stakeholders within the organization and gaining buy-in. A leader who manages horizontally and collaboratively;
- Strong abilities in physician relations and physician alignment are essential; a “physician-centric” individual who ideally has experience working with a multispecialty group or in a hospital with a multispecialty group;
- A strategic thinker who has vision, a “systems perspective,” is able to deal with complexity and, is willing to take thoughtful risk; someone who considers many variables in solving problems and can make decisions in the face of uncertainty;
- Experience interacting with managed care organizations and an understanding of how to leverage RWHS’ relationship with payers to enable innovative risk/gain share models including bundled payments and ACOs;
- Knowledge of, and experience with, effective population management strategies and initiatives, ACOs and other trends in healthcare;
- A “patient-first” mindset that places top priority on the quality and safety of services provided to RWHS’ patients;
- A commitment to understanding the community and to being active in, aware of, and responsive to the needs of the community;
- A successful track record of nurturing and sustaining a culture of clinical excellence and customer service, and being a champion of patient and customer satisfaction;
- Experience with operational efficiency models; lean or six-sigma background preferred;
- Ability to gain support and commitment and mobilize others to take action; can influence others and address conflict in a collaborative, “win-win” manner while analyzing and communicating the financial and operational impact on decisions;
- Successful experience in building referral patterns and specialty volumes through successful strategy and relationship development with providers in the secondary referral market;
- Proven success in developing both leaders and effective teams;

- Ability to effectively lead change and demonstrate resiliency in a changing environment by adjusting priorities and being a visible anchor for others. Leads others to adapt and remain effective amidst on-going change;
- Possesses executive presence. Presents him or herself with candor and integrity, with an uncompromising commitment to the values and mission of RWHS;
- Is open to feedback and encourages others to express themselves. Works with high energy and confidence as well as an energetic, upbeat spirit;
- Ability to have a well-balanced relationship with the medical staff;
- Bachelor's degree required; advanced clinical or relevant non-clinical degree highly preferred.

8. Procedure for Candidacy

Meyer Consulting has been exclusively retained to conduct this search. Resumes, referrals, and inquiries can be sent to RWHS's search consultants, Mike Meyer, Ryan Hubbs and Katie Haddock, at rwhs@meyerconsultinginc.com. We can be reached via phone at 602/321.0753 (Meyer) 347/284.0160 (Hubbs) and 602/733.6335 (Haddock).

Annex A: Map of RWHS' Primary and Secondary Service Areas



Annex B: RWHS' Values

Values

Implicit in the Values Statement are the following concepts:

Safety

- We will achieve and maintain ZERO Serious Safety Events for our patients.
- We are responsible and accountable for knowing and using the Safety Tools we have all been taught.
- We interact respectfully with each other every day so that we can serve our patients' needs more effectively.
- Our employees will enjoy a work place where the risks inherent in health care are carefully controlled, resulting in best of class workplace injury rate.

Quality

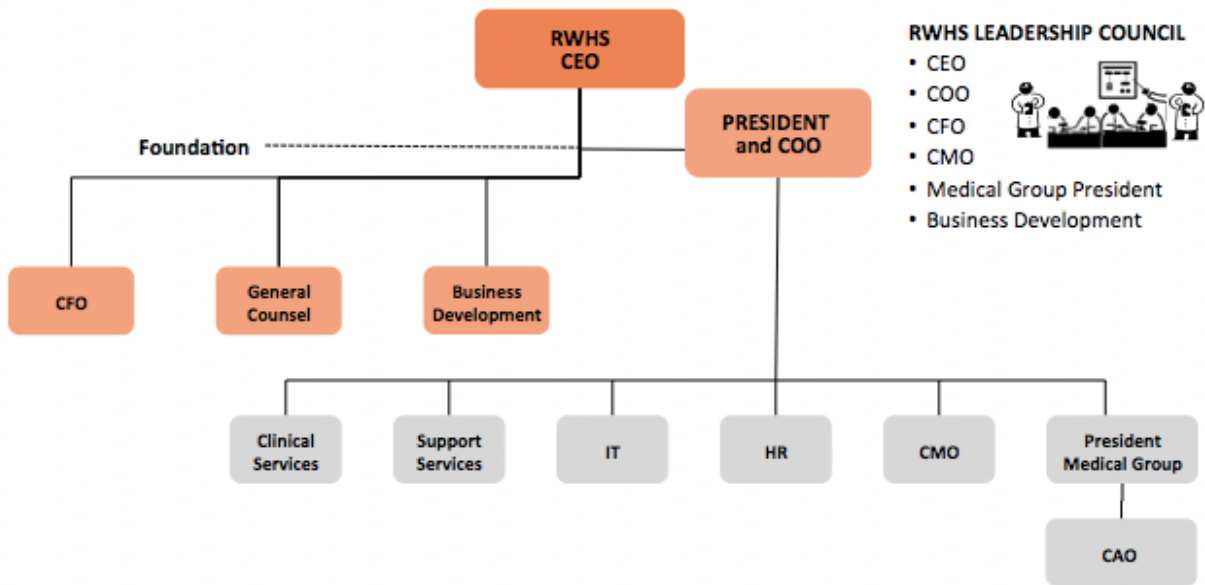
- We assume responsibility and accountability, individually and collectively, for all our actions, and for operating according to our values.
- We will identify the best and most effective ways to serve our patients.
- As a High Reliability Organization, we "Do the Right Things Right." We provide timely diagnostic and therapeutic procedures that our patients need, and we avoid unnecessary services.
- We attend to the Physical, Mental, Emotional, and Spiritual needs of our patients through the compassionate care we provide.
- Our patients enjoy excellent interactions with our staff, and will have ready and convenient access to the services we provide.

Efficiency

- We communicate openly, with clarity and mutual understanding, so that there is no confusion or conflict.
- We develop and adopt consistent processes of care, minimizing variations among patients and providers.
- We eliminate waste from all parts of the system through steady process improvement efforts.
- We provide the range of services that is appropriate for our setting, and make alternative arrangements for patients needing services we do not provide.

Annex C: RWHS' Organizational Charts

Future RWHS Management Structure



Regional West Organizational Structure

