



EXECUTIVE SEARCH SOLUTIONS

Proposal for
DAHL Memorial Clinic

BOARD OF DIRECTORS

EXECUTIVE DIRECTOR
DAHL Memorial Clinic

COORS Leadership Capital

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Dear Board of Trustees,

On behalf of the entire COORS Leadership Capital team, I want to say how excited we are to have opportunity to present a proposal to conduct the search for the new Executive Director of DAHL Memorial Clinic.

I look forward to explaining to you why COORS is the solution that will address both the current and future recruiting challenges that DAHL will face. Our executive search process is unique, at COORS we:

- Guarantee that the candidates presented on the final slate will be leaders and team builders who will ensure that DAHL has the greatest chance for success.
- Focus on finding those with not only the best qualifications, but those who clearly have the drive to lead your hospital. We ensure that they are the right fit because we have a proven process.
- Provide you and the applicants with concierge level service and personal attention that is unmatched by larger firms.
- Ensure that all job postings and communications use language that is inclusive and includes a variety of sources for finding the best candidate for the organization.
- Conduct a spouse/significant other consultation with final slate applicants to identify concerns and answer questions. At COORS we recognized many years ago that the family is a key part of the recruiting process.
- COORS guarantees all C-Suite search selectees will remain onboard for a minimum of thirty-six-months; this is the best guarantee in the industry.

Included in this proposal, you will find responses that not only meet, but exceed your requirements. If you should need any other information to move this proposal forward and further validate your decision, please just let us know.

COORS is grateful to be considered as your recruitment partner for DAHL Memorial Clinic.

Thank you for your time,

A handwritten signature in cursive script that reads "Cheryl L. Coors".

Cheryl Coors, MHA, CBA
President/CEO



INTRODUCTION

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Stephen Hartz is both the principle contact and the person authorized to execute the contract. Chief Operating Officer, LCDR (ret) Stephen Hartz, USN, FACHE
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EXPERIENCE AND QUALIFICATIONS

A. BRIEF DESCRIPTION

Founded in 1999, COORS is a certified women owned, service-disabled veteran run, full-service retained executive search and consulting firm dedicated exclusively to the healthcare industry. Throughout the years, COORS has expanded our recruiting niche and has added various consulting services building on our unique insight and perspective developed by our singular focus in healthcare.

As a boutique, retained, executive search firm, COORS has unique flexibility and personal attention that allows us to build relationships with our candidates and our clients. We are experts at building teams and our niche focus gives us the ability to excel at any healthcare related search. We provide a strong customer service orientation, attentive personal service, the best technology in the industry, and a process for identifying candidates that is second to none. COORS' recognizes that the recruiting process changes lives, the lives of the new hire, the lives of those in the organization, and the lives of those in the community the organization serves. COORS is committed and dedicated to making the right fit, making a positive change for all.

COORS has experience in placing Executives, Directors, and Physician Executives in small, rural facilities to large urban medical centers in highly competitive markets. Our specialized healthcare network includes candidates with experience in leadership roles fitting every aspect of the healthcare industry. We have a personable, concierge approach that is unmatched by larger firms. Our network is of higher quality and our reach is just as broad as any other firm; COORS delivers superior results more efficiently.

COORS is a Preferred Vendor for John Hopkins University, WellSpan Health, University of Virginia, The University of Texas System, Trinity Health, University of Missouri, University El Paso, Bon Secours Mercy Health, and Greenville Hospital System - University Medical Center



B. COORS LEADERSHIP TEAM

CHERYL COORS

Cheryl Coors is the founder of COORS Leadership Capital. Cheryl began her career in nursing and progressively transitioned through practice management, Biotech sales management, and executive search. With over 23 years of executive recruiting Cheryl gives a unique perspective in understanding the challenges facing the higher education industry. Today, she has established herself as one of the top Search Consultants in the recruiting industry and has expanded her services to include leadership development training, executive coaching, and board education.

In 1999, Cheryl founded COORS to bring the highest standard of professionalism, integrity, and personalized service to the healthcare search industry. She has successfully placed over 2,500 professionals at varying levels and transformed numerous organizations. Cheryl is a certified Behavioral Analyst and has a master's degree in Healthcare Administration. Cheryl is an active board member for two non-profit organizations in Charlotte, NC.

STEPHEN HARTZ

Steve is a retired Naval Officer who brought over twenty years of experience in varying levels of leadership as a Surface Warfare Officer and Combat Search and Rescue Helicopter Pilot. Steve has a unique insight and brings a wealth of knowledge and experience to COORS and its clients. Stephen is a certified Project Management Professional, Lean Six Sigma Black Belt, and Certified Behavioral Analyst. He holds a Master of Science in Orbital Mechanics and a Master's in Business Administration from American Military University. Steve attended Virginia Tech and graduated with a Bachelor's in Science and Hospitality Resource Management

In the Navy, Steve became an expert in Risk Mitigation and Management, Crew Resource Management, and High Reliability Organizations. As the Officer in Charge of the Department of Defense's #1 Search and Rescue unit with over 250 missions in three years, he was able to implement and prove the theories he learned and had become certified in over the years. Steve has been with COORS for over four years, conducting over 150 searches, 20 leadership cohorts, and multiple organizational transformation initiatives for hospitals focused on the principles of High Reliability.

CHRISTOPHER ENGLS

Chris Engles is the Director of Recruiting and Training at COORS Leadership Capital. Chris is a Retired US Navy Force Master Chief with over thirty-two years of leadership and management experience. He has been from the most junior level of the Navy to the most senior. Chris is uniquely positioned to understand why it is imperative to recruit and retain the best. As a Navy Recruiter he was tasked with finding not only the best qualified candidates but more importantly, the right candidates.

As the Command Master Chief for a squadron, missile-Cruiser, nuclear-powered aircraft carrier, overseas naval base, and finally the Force Master Chief for all seventy-two naval bases around the world he knows why teams succeed and why they don't. After retirement from the Navy, Chris spent



the next three years working offshore in the oil & gas industry teaching leadership and coaching proficiency. Chris has been with COORS for over one year and is a Certified Behavioral Analyst.

DERRICK SEHEIN

Derrick Sehein is a recruiter at COORS Leadership Capital. Derrick is a retired Navy SEAL with a wealth of leadership and resiliency training knowledge and experience. Although fairly new to the healthcare industry, he has profound respect for it and is immensely interested in working in healthcare. Derrick has a bachelor's degree in Organizational Leadership from the University of Charleston West Virginia. Being a member of Naval Special Warfare has honed Derrick's leadership skills and has allowed him to be a great evaluator and purveyor of leadership.

As a Navy SEAL, Derrick operated on more than 100 combat operations. He has received many military awards, among them are medals for valor in combat and the Purple Heart. He has been both a member and a leader of SEAL units. Derrick also attained the prestigious title of Master Training Specialist (MTS) while serving as Tactical Ground Mobility Instructor where he taught tactics, driving skills and Heavy Weapons Operations among other subjects. Derrick has been with Coors for almost a year and is a Certified Behavioral Analyst. Derrick's military experience has provided him the training and skills as a profiler, enabling him to identify candidates that not only meet the needs of an organization, but match the culture of an organization, ensuring long term success for the organization and candidate.

SUPPORT STAFF

The COORS team above is supported by office coordinator and executive assistant Cindy Wabel.

C. PRIOR SEARCH EXPERIENCE

1. Island Hospital, Anacortes, WA

Contact: Charles Hall, Retired Chief Executive Officer

Mobile: 425-205-7113

Email: charlethall@yahoo.com

Conducted searches for CEO, CFO, and CNO for the hospital. Worked with the Hospital District Board to conduct a nationwide search for a new CEO. Upon completion of that search, the CEO contracted with COORS to conduct the CFO and CNO searches. All searches were filled in less than 130 days from contract start to signing of new candidate.

2. WellSpan York Hospital

Contact: Marci Messer, Chief Operating Officer

Phone: 717-812-5469

Email: mmesser@wellspring.org



COORS newest client, WellSpan York Hospital, a \$707 million flag ship hospital for the WellSpan Health System. COORS was contracted to conduct the Vice President equivalent positions of: Senior Director – Heart & Vascular, Senior Director Clinical Services – Emergency Medicine, Senior Director of Perioperative Services.

3. Northeast Montana Health Services

Contact: Roger Fisher, Chief Operating Officer

Mobile: 406-653-6437

Email: rfisher@nemhs.ent

Recently completed CEO search for NEHMS, a 2 CAH system in northeast Montana.

D. REFERENCES

Paul Hiltz, Chief Executive Officer

Naples Community Health System

Naples, Florida

Mobile: (513) 325-3485

Email: Hiltz50@aol.com

Michelle Taylor-Smith, Corporate Chief Nursing Officer

Greenville Hospital System, Greenville, SC

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Tina Filoromo, Corporate VP Talent Acquisitions

Trinity Health

Livonia, MI

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Norman Stephens, Chief Executive Officer

Vista Health System

Waukegan, IL

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Email: norman_stephens@quorumhealth.com

Jeff Seraphine, Chief Executive Officer

Arete Health

Franklin, TN

(Former Corporate SVP Business Development at LifePoint Hospitals)

Mobile: (615) 957-1080

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Renato Suntay, Chief Financial Officer

Meadville Medical Center

Meadville, PA

Mobile: (814) 573-2211

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Barbara Yingling, SVP, Chief Nursing Officer

Canton Mercy Hospital

Canton, OH

Mobile: (330) 933-7650

Barbara.yingling@cantonmercy.org

Mike Pazzo, VP and General Counsel

Bon Secours Mercy Health

Cincinnati, OH

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Email: mpazzo@aol.com



APPROACH/STRATEGY USED TO PERFORM THE PROJECT

A. Schedule and Approach

STAGE 1: Preparation & Research

Initial On-Site Organizational Cultural & Operations Assessment & Initial Candidate Sourcing
Approximately - Week 1 to Week 3

Deliverables:

- Recruitment marketing campaign proposal for approval
- Position Overview completed by client and organizational documentation collected
- Job Specification Document & recruitment advertising plan developed & finalized
- Initial networking for potential candidate

STAGE 2: Search Operations & Candidate

Identification Candidate Sourcing, Screening, Documentation
& Qualification Approximately - Week 2 to Week 8

Deliverables:

- Candidate Application processing
- Screening interviews
 - **Candidate Profile**
 - **Significant Other Engagement**
- Background investigations
- Candidate complete documentation process
 - **Candidate Criteria Sheet**
- Narrowed to semi-finalist slate
 - **Candidate Portfolio**
- Marketing Analytics reports
- Bi-weekly candidate screening updates – follow up review calls

STAGE 3: Evaluation & Selection of Talent

Candidate Assessment, Interviews & Presentation, Client Interviews and Decision
Approximately – Week 6 to Week 16

Deliverables:

- Client approval of semi-finalist slate
- COORS in-person/ZOOM interviews of semi-finalists
- TRIMETRIX EQ profiling and analysis of top candidates
- Presentation of recommendations for finalist slate
 - **Candidate Resume**
 - **Candidate Criteria Sheet**



- **TRIMETRIX EQ Summary**
- **Candidate Portfolio**
- 1st round client interviews of finalists
- Feedback review and decision on candidate next steps
- 2nd round interviews of top candidates (if necessary)
- Decision on top candidate

STAGE 4: Satisfaction Guaranteed!

Offer Negotiation & Acceptance, Transitioning & On-Boarding Assistance

Final 2 weeks of search process and Post Search – First 30 days up to 6 Months

Deliverables:

- Presentation of employment offer through mediation with COORS
- Candidate acceptance of offer
- COORS assistance with transition and relocation
- COORS mentoring to assist with retention

CURRENT ENGAGEMENTS:

COORS is committed to our clients, so we never take on more than we can handle. C-Suite Searches are handled by Cheryl Coors and Stephen Hartz. COORS never conducts more than 8 engagements at a time to ensure that each client is provided the concierge search experience they deserve.

- WellSpan:
 - Sr. Director Clinical Services - Emergency
- Northeast Montana Health Services:
 - CEO
- Frances Mahon Deaconess Hospital:
 - COO
- St Joseph's
 - Director of Ancillary Services
- INTERIMS:
 - DAHL Memorial Clinic – Interim CEO
 - Valley Health System - Winchester Hospital - Interim CVOR and OR Manager (6-month)
 - LACNY Laboratory – Interim CEO (18-month)

APPROACH

ONSITE ASSESSMENT

COORS performs an Organizational Assessment for every client and each department with a key stake in the outcome of the search process. COORS works closely with the search team to gather documents and data and interview ALL key stakeholders to build an accurate organizational operations and culture assessment to then build the candidate profile specific to the position.

COORS begins all search assignments by working closely with the full search team to develop a



formal Recruitment Strategy to establish transparency throughout the search process, which is extremely critical in finding the ideal, long-term candidate. Our team then partners with the Search Committee in the evaluation of competencies most desired in the ideal candidate; measured against the landscape, challenges, and growth over the next five years. The process develops specific goals and timelines for the search as well as obtaining background on the position, specific responsibilities and opportunities and challenges for the organization. COORS develops a strategy for the recruitment process and translates this to a full Job Specification. This is accomplished through a 2-day onsite organizational assessment conducted by two members of the COORS Search Team.

The COORS on-site assessment consistently exceeds expectations by developing a thorough understanding of our client's organizational culture, mission & vision, goals, and opportunities & challenges. COORS conducts a full benchmarking of the position to ensure the needs of the organization are clearly identified, to include the strategic plan, 6 to 24-month expectations, goals and objectives of the organization. Our philosophy focuses on total transparency between client and candidates, which ensures the right fit. This is a key factor in why COORS is able to offer an unprecedented 24-month guarantee on any C-Suite position COORS places. This process is essential to identifying the required skill set and the ideal candidate. Typical on-site assessments include thorough interviews with all stakeholders pertaining to the specific search such as Board members, the Search Committee, the Senior Leadership Team, Key Physician leaders, Key Department Directors - both clinical and ancillary and several front-line staff members to provide additional perspective.

Our team also dedicates time to touring the community and establishing a relationship with local Real Estate Agents to have the right connections for the successful candidates. Each of these activities facilitates the creation of a high-level, comprehensive, and informative Job Specification to be approved by our client and distributed to well-qualified candidates. This builds an atmosphere of transparent communication between the organization and potential candidates.

Matching our client's positions with the ideal, long-term candidate does not only require knowledge of the position requirements, but it also involves matching a personality with a culture. This is what the COORS process is founded upon.

CANDIDATE SOURCING & POSITION MARKETING

Nationwide Search Strategies - Recruitment Marketing & Network Sourcing: COORS employs a wide variety of means to locate and identify potential candidates. Our nationwide network of passive, uniquely qualified candidates have tremendous backgrounds in turnarounds, cultural transformation, and innovation in settings of for-profit, not-for-profit and faith based acute care settings.

Other methods include extensive use of our association affiliations, connecting with prospective candidates by telephone, through social media, email, and selected websites, as well as relying on our vast networking and broad experiences of our seasoned recruiters. Our significant experience with industry specific job boards and our frequent use of internet sourcing techniques provides a broader reach of advertising than our clients can typically find on their own.



COORS also sources new job boards and professional organizations each month to find out-of-the-box solutions for sourcing new candidates for our clients. Our volume, national perspective and reach allow us to develop new and innovative solutions that deliver high-impact candidates. COORS is an equal opportunity employer and promotes diverse candidate interview pools for leadership positions by identifying candidates for our clients from internal and external candidate pools.

Diversity Sourcing: COORS consistently uses inclusive language in all job postings and includes various diversity focused organization's job boards for every search conducted - examples include: NAHSE, NFLHE, NDMBAA, the Chronicle of Higher Education, and other health services inclusive sites and various others as they specifically relate to the position. For every search, our recruiters, source screen, and provide highly qualified diverse candidates.

CANDIDATE EVALUATION

Screening, Documentation & Qualification: The COORS candidate vetting process begins with candidate applicant screening interviews. This requires detailed candidate documentation and involves in-person interviews to garner a full and accurate depiction of a candidate's suitability, fit, and interest. Every candidate with the requisite skillset is thoroughly processed for dimensions of personality, behaviors and fit for our client organizations. COORS begins with a 45-minute initial screen with all qualified applicants to uncover motivation and experience. The prospective candidate will then be required to provide additional information before proceeding.

- Candidate Profile™ - unique in executive search, this form is required before ANY consideration is given to the candidate. This gauges the seriousness of the candidate early in the process and holds the candidate accountable throughout.
- Position Criteria Sheet - designed to demonstrate evidence-based experience in specific categories. This form is customized to the position criteria and candidates must provide relevant experiences matching the requirements.
- Professional References - five current professional references are requested, and confidentiality is maintained for currently employed candidates.
- Professional Portfolio - developed for presentation during final interviews.

The above-described candidate documentation and screening process is extensive. By completing this, candidates demonstrate their level of interest and dedication to being included in the search slate.

Background Verification: For each qualified and documented candidate, Coors conducts a thorough and comprehensive background review process including - Education Verification, Employment Verification, Social Media scan, State & National Criminal History Review, FACIS / GSA Review, and Licensure Verification (when applicable).

Spousal/ Significant Other Interview: Frequently the greatest impact of a job transition is on the spouse and family. These individuals can have significant influence on a candidate's ability and desire to accept a position. The Search Consultant speaks directly with the spouse identifying and addressing questions, requirements, concerns, or opposition early on. This results in significant



savings of time and money as well as determining the fit of the family within the new community.

In-person Candidate Interviewing: Our candidate interview process is proven to deliver accurate assessments of a candidate's experience and motivations. The Search Consultant spends an average of two to two and a half hours conducting behavioral based interviews with each top qualified candidate. It is through this process that we can uncover the expertise and talent required to move a candidate forward to the final slate.

TRIMETRIX-EQ Assessment: When combined with behavioral based interviewing, an assessment that uncovers situational communication styles is a powerful added dimension to the executive recruitment process. The TRIMETRIX-EQ measures:

- How the individual responds to problems and challenges.
- How the individual influences others to their point of view.
- How the individual responds to the pace of the environment.
- How the individual responds to rules and procedures set by others.
- The hidden motivators that propel the individual into action.
- The Emotional Quotient which is a great determinate of how one handles stress.

These reports provide invaluable data that can help forecast cultural fit. The Insights assessment is administered to finalist candidates, measuring their communication style, attitudes, behaviors, and culture preferences. Our certified behavioral specialists then compare the individual preferences with the organizational benchmark and highlight discrepancies and points of alignment. These reports also provide outstanding tools to help create coaching outlines and communication tools that can be an invaluable process when onboarding a new executive.

Professional Reference Interviews: Reference checks are comprised of both behavioral and situational questions, which can be tailored to the specific needs and goals of the organization. COORS' search consultant will perform up to 5 reference checks per finalist candidate, conducted as a 30-minute phone interview.

With a full candidate analysis comprised of relevant background experience, behavioral based interviews, professional references and the Insights assessment tool, COORS can provide the most qualified candidates that remain with our clients over the long term.

CANDIDATE PRESENTATION & INTERVIEWS

Status Reports & Transparent Communication: COORS will provide weekly email and/or conference call updates to our point of contact/search committee members during the recruitment process.

These calls will provide an update on the progression of each search stage and will include a documented candidate grid, bi-weekly, on the progress of applicants as well as recruitment advertising metrics for each job board utilized.



Candidate Summary & Presentation: COORS’s full screening process, face to face interviews, background investigation, and personality profiling, combine to screen and evaluate each candidate on dimensions of experience, skill set, personality, communication style, attitudes, behaviors, and interest level which forecast fit and longevity, prior to a formal presentation to the Search Committee. The Search Consultant will prepare a Candidate Summary on each of the final slate candidates. The summary will provide the client with highlights of the candidate’s career and the Search Consultant’s written evaluation of the candidate following the face-to-face interview.

Final Slate Presentation: The final slate of candidates will be presented at a meeting with the Search Committee. COORS’ will present four to five of the top, highly qualified candidates in the final slate; meeting all diversity inclusion initiatives. All candidates will meet (and exceed) the outlined requirements in the Position Specification and will have demonstrated throughout the interview process a high level of interest and commitment.

This process eliminates a parade of candidates whom just “fill the slate” which results in increased costs for interviewing, travel, scheduling delays and a drawn-out process where the exceptional candidates lose interest or accept another position. Your time, and the longer the time the position is vacant, costs the organization money.

Client Interviews of Finalist Candidates: COORS will arrange all interview logistics and participate as requested in phone interviews and on-site interviews between the candidate and client. COORS prepares both our client and each candidate for interviews so that both parties are successful in obtaining the information needed to assure that the relationship that may ultimately begin will be mutually beneficial and long-lasting. COORS will provide the Search Committee with sample interview questions and guidelines based on best practices for behavioral based interviewing and emotional intelligence. A full interview guide with feedback forms can be provided as well.

As a true search partner, COORS will coordinate all aspects of the interview process for our candidates and communicate the arrival and interviews of the top candidate slate. Exceptional candidates who are “Top Talent” are hired quickly! As a result, we encourage our clients to conduct interviews relatively close together to ensure good candidate comparison and to keep the process from becoming long and drawn out.

FINAL CANDIDATE SELECTION

COORS is dedicated to transparent communication through every stage of the recruitment process. Our best practices are to follow up with every candidate and our client’s search team within 24 hours of every interview to receive and apprise all parties of interview feedback, whether positive or negative.

Additionally, COORS typically acts as a mediator throughout the offer and contract negotiation phase of the selection process. Our involvement ensures that all parties meet their goals regarding compensation and benefits. However, COORS will always act on behalf and in the best interests of



our client within the ranges and limits provided to us, to provide the neutral ground. All aspects of the negotiations are driven and directed by the client. COORS also has the expertise to provide detailed options on compensation packages that fall in line with similar positions and markets to assist our clients with attracting top talent.

TRANSITION & ONBOARDING

Extremely important for overall success - COORS knows that the transition & on-boarding of the successful candidate is imperative in ensuring long-term stability. As a boutique firm, we are focused on providing exceptional customer service and offer a personal approach when working with our candidates as well as our clients. We take the time to help guide our candidates through the recruitment process. This includes developing a thorough understanding of each candidate's career path, expectations, needs and goals.

COORS will partner with the selected candidate's family to determine specific needs and requests, identifying schools, daycare, community organizations, churches, synagogues or temples, and employment leads. We begin the process of identifying family requirements during the spousal interview and assist in preparing real estate agents or community guides if the spouse is part of the 2nd round interviews. Our goal is to make the transition seamless for the candidate, their family, and our client.

In addition, COORS is hands-on during the on-boarding process to ensure the long-term success of the new candidate. COORS can provide coaching, mentoring and tips on communicating with the newly hired candidate.

C. COMMUNICATION

The COORS team will direct all recruitment process activities and act as the main point of contact with all candidates. COORS' expectation of the role of the Search Committee is to maintain consistent communication, assist in coordination or schedules and logistics with COORS' staff, and provide consistent transparency of information and goals. COORS' is dedicated to partnering with the search team to take on the full recruitment process and make the transition as seamless as possible. To this end, COORS will handle much of the coordination and all the review of candidates. We simply ask that all those involved in the search process maintain an active role in reviewing candidates, making decisions, and communicating in a timely manner.

COORS will work closely with the Search Committee for:

- Maintaining a sense of urgency in communication of feedback, decision making and scheduling
- Coordination of Search Committee and Leadership Team interview scheduling
- Assignment of point person for logistics, feedback, and decisions
- Use of feedback forms and consensus process
- Clear communication of goals and deadlines



D. CHALLENGES

Current challenges that exist for conducting a CEO search include the following:

- **Relocation** – COORS addresses this through our process. From the initial phone screen each candidate must address relocation, any barriers to relocation, significant other engagement, and ultimate desire to transition to the location. COORS looks for other factors that can assist, such as, prior history of relocation, longevity in jobs, willingness to relocate with family, willingness to purchase home, schools for children.
- **COVID-19 Mandates** – COORS ensures a complete understanding of any national, state, or local mandates that are required for the candidate. Currently many clients require the COVID vaccine, many candidates that are currently on the market, may or may not want the vaccine, these issues are addressed at the onset of the interview process.
- **Candidate History** – During this time of COVID, many candidates have been furloughed or chose to step away from the industry for a variety of reasons. COORS addresses this through the interview process, criteria sheet, reference checks, and background checks.
- **Clear Expectations for Client** – Clients do not always have a full understanding of the process or expectations are not fully understood or defined. COORS addresses this by conducting a full benchmarking of the position as part of our normal fee during the onsite assessment. This ensures full understanding of the position needs and expectations of the organization. COORS then uses its 22-years of experience and best practices to educate clients on the process and develop a comprehensive plan, job spec and advertising campaign that is approved by the search committee. This ensures total transparency between the client and COORS.



COST PROPOSAL

A. SEARCH FEE

COORS' standard recruitment fee is thirty-three and one third percent (33 1/3%) of the successful candidate's first year total compensation. COORS never charges our clients an hourly rate for search – all our administrative costs are covered by the full search fee as stated above.

The full fee is billed on a progressive payment schedule with the initial retainer due at the beginning of the search, a second retainer due at 30 days, the third retainer payment is billed and adjusted upon the completion of the search. Retainer payments are based on the mid-point of the estimated salary range and adjustments are made at the close of the search to reconcile the estimated salary with the final first year total compensation package at the end of negotiations with the successful candidate.

To provide highly successful recruitment activities meeting all service expectations, COORS conducts each service below as part of our standard executive search process.

1. COORS Search Team onsite assessment to interview the identified Search Team and other key hospital and community stake holders and collect organizational data to prepare the recruitment strategy profile as part of the full job specification.
2. Set pace and establish sense of urgency for communications during search process.
3. Creation of a full-scale, successful, recruitment marketing campaign including diversity initiatives.
4. Nationwide search with unique sourcing techniques for top-level healthcare candidates.
5. Review, qualification, and thorough vetting of all search applicants.
6. Phone interview screening of top qualified candidates as determined by our expert recruitment team.
7. Verify background, degrees, licensure, and credentials of candidates.
8. Continual contact with qualified candidates to apprise them of their status and assess their level of interest. Provide feedback and follow-up to maintain the candidate's level of interest.
9. Evaluate top candidates for background and fit for the position utilizing high-level, unique recruitment tools and review the top candidates with the Search Committee.
10. Weekly candidate updates provided to Search Committee.
11. Conduct in-person interviews, spousal interviews, and Personal Insights communication-style assessments with the top identified candidates prior to submitting the finalists late.



12. Present top finalists to the Search Committee for review with full candidate summary packages, documenting the qualifications of the candidate.
13. Coordinate all logistics and interview requirements and schedule final slate interviews and/or COORS will support the Search Committee through all aspects of the interview and feedback process.
14. Conduct 5 reference check interviews on top 3 selected candidates.
15. Coordinate interview feedback and communicate this to candidates and the Search Committee.
16. Coordinate logistics of 2nd round interviews with top 2 candidates, as necessary.
17. Provide evidence-based compensation package options in line with position and market standards as requested.
18. Provide expert assistance and advice in guiding compensation options to be sure each party's expectations are met. All candidates will be within salary ranges provided by client.
19. COORS will present the final offer to the successful candidate and will act as mediator for contract negotiations.
20. Consistently communicate all search status updates with key members of the Search Committee in addition to all candidates on a weekly basis.
21. Provide guided follow-up after the search process to ensure a smooth transition and successful on-boarding of the new leader.

B. EXPENSES NOT ASSOCIATED WITH SEARCH FEE

CLIENT BILLABLE REIMBURSABLE EXPENSES

Expenses for travel for the on-site assessment and candidate interview expenses are invoiced at direct costs. Advertising postings and 3rd party candidate background screenings, as well, are billed at direct cost. COORS conducts behavioral communication style assessments, Tri Metrix EQ, Talent Insights assessment comprised of Behaviors, Driving Forces, and EQ on the finalist candidates. These profiles are instrumental in assessing cultural fit, are billed at \$450 dollars per report to include a 1-hour debriefing session to review the individual results. The direct report or hiring authority is given a complimentary assessment and a comparison report of the final candidate, to help foster improved communication and assist with onboarding. Our research has shown this process has improved onboarding significantly and improved new employee assimilation into an organization much faster than traditional processes. Reference check interviews are completed for each final candidate at no additional cost.

COORS Recruitment Team Onsite Assessment

Travel Expense for COORS Onsite Assessment (each contracted search). Onsite Assessments include 2 team members for 2 full days. It is COORS' policy to conduct an onsite assessment for each search as the stakeholders and departments vary between different position functions. However, COORS will forego additional travel for an additional onsite should any of the following occur:



- 2 or more searches will be conducted concurrently
- COORS is retained for a 2nd similar search with the same facility within 6 months on the initial contracted position

Should any company request an in-person presentation of candidates during any search, the above travel policy will apply and be billable.

Executive Recruitment Marketing

It is COORS policy to create a full-scale recruitment marketing campaign. These vary between searches depending on the organizations COORS will use to post a specific job. Because COORS’ search cycle is efficient, ads typically remain posted for 2 months or less. COORS will provide a detailed advertising campaign cost breakdown prior to posting any ads for your organization’s approval. Analysis of the campaign’s metrics and ROI will be provided throughout the search.

Typical Sites Used	Monthly Cost
Specialized Professional Organization (varies)	Up to \$400
2 nd Specialized Professional Organization (varies)	Up to \$400
LinkedIn	\$599
Social Media, Mass Emailing, Etc.	\$499
TOTAL (Monthly)	Approximately \$1,799

Candidate Background Verification

3rd party candidate background screenings are billed at direct cost – these reports have a range up to \$150 per candidate depending on the state criminal record being checked. The maximum full background checks COORS will perform during a search is 15.

COORS TRIMETRIX-EQ

COORS conducts behavioral communication style assessments, Insights Profiles, on the leadership team and each finalist candidate. These profiles, instrumental in assessing cultural fit, are billed at \$450 dollars per report to include a 1-hour debriefing session to review the individual results. Additionally, COORS will conduct benchmarking on the position and GAP analysis for all qualified candidates, utilizing the afore mentioned insights profile.

COORS provides 1 complimentary assessment for the hiring authority, COORS can also provide side-by-side comparisons of any candidates with team members and can conduct a team assessment complimentary, after any members complete the assessment.

COORS conducts the Insights Profiles on finalist candidates only – there will never be more than 6 profiles complete for each search.



Professional References

Reference check interviews are completed for each final candidate by the recruiter at no additional cost.

COORS Interviews of Semi-Finalist Candidates

COORS will interview all semi-finalist candidates in person or via ZOOM and coordinate the travel for each candidate for these interviews. Candidates are typically flown into COORS' location and interviewed in 1 day. Depending on the level of the search, Executive vs. Director, the number of candidate COORS will meet in person to narrow the slate will vary. The maximum number of candidates COORS will meet with is 8. COORS makes every attempt to keep travel costs at a minimum.

Client Onsite Interviews of Candidates

COORS will typically direct and coordinate the client interviews of candidates and will coordinate candidate travel for these interviews. Travel and other expenses for executive searches are billed monthly. All travel related expenses including airfare, hotel accommodations, rental car, and mileage are billed only at actual cost. COORS recommends interviewing a maximum of 5 finalist candidates. If the client requires a second round of interviews, COORS recommends a maximum of 3 candidates. These second-round interviews may include additional travel expenses for the candidate to bring their spouse.

SPECIFIC REIMBURSABLE TRAVEL EXPENSES

COORS will conduct an initial on-site facility assessment for each search conducted and will interview candidates in person. COORS will typically direct and coordinate the client interviews of candidates and will coordinate candidate travel for these interviews as previously described. Travel and other expenses for executive searches are billed monthly. All reasonable travel related expenses include:

- Airfare and baggage fees
- Hotel accommodations at approved locations and rates
- Rental car and gas expenses
- Required mileage at the standard IRS rate
- Candidate meals while traveling at direct cost
- Parking and tolls
- Spousal travel expenses (as applicable and pre-approved)
- COORS' meal expenses when interviewing candidates

COORS will pay for upfront travel costs associated with the interview process for a candidate. It is COORS' policy that airfare will be economy class only and at the best possible price available by booking early and searching for the most economical connections. Rental car size is mid-size. Hotel class is based on the best rate available at the hotel closest to an interview location. These travel policies apply to candidate travel to COORS or other locations as well as COORS' staff travel to meet and interview candidates at the client's or other locations. In all cases, attempts will be made to coordinate and group necessary travel to reduce such expenses to the client.

COORS is committed to fiduciary responsibility for our clients. COORS will constantly work to minimize expenses to our clients whenever possible.



ADDITIONAL MATERIAL

A. AREAS TO REDUCE COSTS

COORS utilizes technology and AI as much as possible to reduce costs by reducing the amount of time to conduct the search. Additionally, as COORS is conducting several searches in the area, there are opportunity to reduce travel expenses for the initial on-site.

B. SAMPLE WORKS (Provided at the end of the proposal)

- Candidate Profile
- Criteria Sheet
- Job Spec
- CEO Portfolio
- Reference Check Sheet

C. GUARANTEE

COORS stands behind our candidates and believes retention can be the key to stability during times of organizational change and COORS is dedicated to making the right match the first time. Following this philosophy, COORS offers an industry leading **36-month replacement guarantee** for all our C-suite placements - excluding layoffs or if the position is restructured and eliminated. The COORS team consistently works to ensure our clients are satisfied with our progress and results and will replace the candidate expediently as with the initial search for no search fee, just the cost of the expense to conduct the search, which includes advertising, candidate interviews, etc. COORS is committed to providing excellence for your organization.

D. ESTIMATED COST

COORS has conducted four CEO searches this year and below is a break down of the average costs:

Salary Ranges (including performance incentive, relocation):	\$200, 000 - \$700, 000
Recruitment Fee:	\$66,000 - \$210,000
Advertisement Expense:	\$4,500
On-site Expense:	\$2,000 - \$3,800
Candidate Interviews:	\$3,300 - \$5,300
Final Slate Presentation:	\$2,300
Candidate On-site:	\$3,000 - \$6,000
Trimetirx EQ assessments:	\$3,150 - \$8,500
Total Cost to recruit CEO Range:	\$84,250 - \$240,400

E. VALUE ADD

As part of the value add that COORS provides for any CEO search, 30 to 90-days after the new CEO takes over, COORS provides a one day leadership seminar for the CEO and leadership team, up-to 10 people, a \$8,000 value.



F. SAMPLE CONTRACT (Provided at the end of the proposal)



Specialists In Healthcare Recruiting

EXECUTIVE SEARCH RETAINER AGREEMENT

THIS AGREEMENT is made and entered into by and between Coors & Associates, Inc. d/b/a COORS Leadership Capital (“COORS”) and (“CLIENT”) on this day of .

WHEREAS COORS is engaged in the business of, among other things, the recruitment and placement of candidates to fill open positions with organizations in and around the United States; and

WHEREAS, the CLIENT wishes to exclusively retain COORS for the express purpose of conducting a search to locate qualified candidates to fill an open Director position with CLIENT.

NOW, THEREFORE, in consideration of the mutual covenants and promises contained herein, the parties hereto covenant and agree as follows:

1. **RETAINER:** The CLIENT hereby retains COORS to conduct a search to locate qualified candidates to fill an open position with CLIENT. CLIENT agrees to pay COORS the full-retained fee based on a progressive payment schedule. **The retained fee is estimated on 33 1/3%, of the mid-point salary range of Dollars.** CLIENT agrees to pay COORS an initial retainer of \$ Dollars, which amounts to one-third of the thirty three and 1/3 percent (33 1/3%) fee, billed immediately upon execution of the search. An additional progressive retainer payment of one-third of the thirty three and 1/3 percent (33 1/3%) fee, which amounts to \$ Dollars, will be billed 30 days after the billing of the initial retainer with the execution of the search. The final progressive retainer payment of one-third of the thirty three and 1/3 percent (33 1/3%) fee will be billed upon completion of the search, billing adjustments will be made on the final invoice to reconcile differences between the original salary & retained fee estimate and the final amount due being based on the full first year compensation package of the successful candidate placed with CLIENT. The balance of the retained recruitment fee is due within thirty (30) days of completion of the search.

2. **TERM:** The term of this Agreement will commence on the date of execution and continue for twelve (12) months. The Agreement will automatically renew on the last day of any twelve (12) month period unless terminated in writing by either party.

3. **FEE:** CLIENT shall pay COORS thirty three and 1/3 percent (33 1/3%) of the total first year compensation package of each qualified candidate placed with CLIENT’s company. If during the first twenty-four (24) months of employment, a candidate placed with CLIENT by COORS is discharged for cause or leaves for any reason within his or her control, COORS will conduct a new search. The initial and/or progressive retainer payments are non-refundable. CLIENT is responsible for all out-of-pocket expenses related to the new search. COORS will not be required to conduct a new search if the service relationship is terminated because the position is eliminated. CLIENT agrees to pay all costs, including attorney fees, associated with collection activities related to procurement of fees.



4. **CONFIDENTIALITY**: All resumes/curriculum vitas provided to CLIENT by COORS are strictly confidential and shall not be distributed to or obtained by a third party without the prior express written consent of COORS. In the event of a breach of this agreement resulting in the placement of a candidate in any capacity with a third party, CLIENT agrees to pay COORS the same fee pursuant to Section 3 above. Should CLIENT employ or contract with any candidate provided by COORS pursuant to this agreement within eighteen months (18) of the termination of this agreement, CLIENT agrees to pay the full search fee as outlined above. **All resumes, CVs or candidate names obtained by CLIENT from any other source, including unsolicited resumes/CVs and internal candidate resumes shall be provided to COORS for review and qualification. If any such candidate is hired, COORS is due the entire retained fee pursuant to Section 3 above. CLIENT understands and agrees to all terms and conditions of the exclusive agreement.**

5. **EXPENSES**: COORS will conduct an initial onsite facility assessment interview and will interview candidates in person or via video. Expenses for such interviews will be billed monthly and are due within thirty (30) days of receipt. These expenses will include travel, lodging, rental car, baggage fees, and per diem. COORS will bill client for an approved advertising campaign monthly. COORS bills \$450 for each TRIMETRIX EQ assessment provided for the client and final slate candidates. Expenses such as telephone, fax, copy and overhead are the responsibility of COORS. CLIENT agrees to pay all invoices within thirty (30) days of invoice date. Invoices not paid are subject to a finance charge of 18%. COORS reserves the right to immediately terminate this agreement for non-payment of monies owed by CLIENT.

6. **COMMUNICATION**: All communication will be directed by COORS. CLIENT agrees to respond to all communication in a timely manner. Upon submittal of any candidate documentation to CLIENT, CLIENT agrees to follow up with COORS within three (3) business days of receipt of the Resume/CV and/or additional documentation. Following all candidate interviews, phone and face-to-face, CLIENT agrees to follow up with COORS within three (3) business days of the scheduled interview to provide feedback and conclusive next steps for said candidate. Should CLIENT neglect to respond to COORS and/or candidate communications for ten (10) days, this will be considered a delay of search and will be handled by the terms outlined in section 7 below.

7. **TERMINATION POLICY**: Both parties may cancel the search at any time with notification of cancellation provided in writing with thirty (30) days notice. If the search is cancelled within the first forty-five (45) days, the initial and/or progressive retainer payments are non-refundable. If termination occurs **after** the first forty-five (45) days, CLIENT is responsible for the remainder of the fee on a pro-rated basis and the initial and/or progressive retainer payments are non-refundable. If the search is placed on hold at any point for a period in excess of thirty (30) days, the search will be considered cancelled. If the thirty (30) day hold period has been exceeded an additional retainer payment will be required to reinstate the search. In addition, if the search process is delayed by more than fifteen (15) days the search will be considered cancelled and an additional retainer payment will be required to reinstate the search.

8. **MODIFICATION OF AGREEMENT**: This Agreement may not be altered, changed or modified except in writing signed by each of the parties.

9. **LAW APPLICABLE**: Provisions of this Agreement shall be construed and enforced in accordance with the applicable laws of the State of North Carolina.

10. **SEVERABILITY AND ENFORCEABILITY**: If any provision of this Agreement is held to be invalid or unenforceable, all other provisions shall nevertheless continue in full force and effect.

11. **AUTHORIZATION**: Each individual executing this Agreement on behalf of the CLIENT represents and warrants that he/she has been authorized to do so by the CLIENT.



12. GUARANTEE: If during the first twenty-four (24) months of employment, a candidate placed with your organization by COORS is discharged for cause or leaves for any reason within his/her control, COORS will provide a comparable replacement at no additional placement fee. CLIENT will be responsible for out of pocket expenses. This guarantee is not applicable if the service relationship is terminated because the position is eliminated. This guarantee is to allow you to satisfy yourself that the candidate has the requisite experience and qualifications, and that information provided by the candidate or directly through us, is accurate. This guarantee shall be your sole remedy.

WHEREFORE, the parties have affixed their signatures hereto on the dates indicated.

Coors & Associates, Inc. d/b/a COORS Leadership Capital
6135 Park South Dr. Ste 510
Charlotte, NC 28210
Cheryl Coors, President

By _____
:

Date:

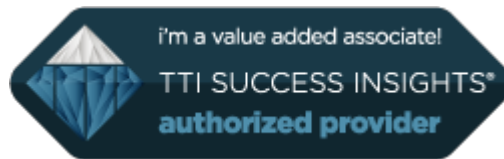
By: _____

Date:

Coors & Associates, Inc. d/b/a COORS Leadership Capital is an equal opportunity employment service and conforms to all governmental rules and regulations in the recruitment and placement of executive candidates and does not discriminate on the basis of race, color, religion, age, sex, national original, marital status or handicap.



G. STRATEGIC PARTNERSHIPS AND MEMBERSHIPS





CANDIDATE PROFILE™ AGREEMENT

Please complete and sign at your earliest convenience.

Name:

Previous Names Used:

Address:

City:

State:

Zip:

Phone (day):

(evening):

Cell:

DOB:

Social Security #:

E-mail:

Position Desired:

Citizenship/Current Status:

EDUCATION:

(Please provide details on 2 most recent degrees or those most applicable to the position you are applying for.)

(1) Name of University:

City/State:

Year Completed:

Degree:

(2) Name of University:

City/State:

Year Completed:

Degree:

Additional Training:

Have you been convicted of a criminal offense other than a minor traffic violation?

If yes, please explain:

Have you ever been through the following or has it been recommended you attend the following: Anger Management / Drug Counseling / Substance Abuse?

If yes, please explain:

Our firm will be conducting a background and/or a National Data Bank check, is there anything in your records that our firm should be made aware of?

If yes, please explain:

Are you currently under any contractual commitments to another employer?

If yes, please explain:

Certification: I hereby certify that the above information and information contained in my resume/curriculum vitae attached, as Exhibit A hereto is true and accurate. I certify that I have not withheld any information that may have an adverse impact on my eligibility for hire by an employer.

Acknowledgement: I acknowledge that my failure to disclose any pertinent information could result in possible withdrawal of an employment offer made to me by a prospective employer. I further acknowledge that COORS will incur costs and expenses in assisting me in finding an employer.

Confidentiality: I agree that I shall hold all Proprietary Information in confidence and shall not use any Proprietary Information except as may be authorized by COORS in writing. I shall not disclose by publication or otherwise to any person any such Proprietary Information as relating to the COORS's client's past, present, or future research, development, or business activities or the results from such activities provided to me during the search process pertaining to COORS's client including but not limited to non-publicly available information such as financial statements, new business activities and service/product line expansions, salary & compensation structures, or any document that could be construed as providing an advantage to client's competitors.

Guarantee: In the event I accept an offer of employment with a prospective employer and later withdraw my acceptance, without just cause (being an inability to perform duties), or if I am terminated by an employer for providing false information or for withholding pertinent information related to drug, nicotine, criminal history, education, training and professional accomplishments, I will pay COORS one hundred percent (100%) of the recruitment fee. I will also be responsible for reimbursing COORS's client for all interview-related expenses incurred as part of my recruitment process. I accept that this provision will remain in effect for six (6) months after my start date with COORS's client.

Governing Law/Jurisdiction: This Agreement shall be construed under, and governed by, the laws of the State of North Carolina. Any action, suit, or proceeding brought by any party with respect to, or to enforce the terms of, this Agreement shall be brought by such party exclusively in the courts of the State of North Carolina in Mecklenburg County, or in the courts of the United States for the North Carolina. Each party, by his, her or its execution of this Agreement, irrevocably submits to the jurisdiction of said courts.

Authorization: I hereby authorize COORS, to perform a background investigation to include: professional references, employment references, criminal background investigation, professional data bank, credit profile, and verification of education/degrees.

Signed: _____ Date: _____

Coors & Associates, Inc. d/b/a COORS Leadership Capital (COORS) is an equal opportunity employment service and conforms to all governmental rules and regulations in the recruitment and placement of executive candidates and does not discriminate based on race, color, religion, age, sex, national origin, marital status or handicap. ©Copyright Coors & Associates, Inc. 1999 – 2021. All rights reserved.

	<p><u>Holy Rosary Healthcare</u> Created and implemented strategies to combat competitive threat from an integrated health system. Results include leading the system in admissions growth and employee engagement in FY07. Despite competitive threat, HRH had the highest physician satisfaction in its history.</p> <ul style="list-style-type: none"> • <i>Program expansion</i> – implemented state’s second 64-slice CT scanner (started angiography studies), urgent care clinic, retail services, and upgraded ancillary services • <i>Strategic opportunities</i> – Completed \$3 million renovation projects (on time and on budget) in the emergency department and clinic to improve patient access and patient satisfaction • <i>Physician collaboration</i> – Partnered with independent physicians to increase employed primary care base by recruiting 10 providers to preserve and grow market share. Partnered with St. Vincent Billings physicians on various service lines- cardiology, pathology, and oncology 	
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<p>Operational Experience FTE’s, Budget, Policies, Internal control, space, service improvements, physical asset, staffing, productivity, charge capture.</p>	<p><u>Great Plains Health</u></p> <ul style="list-style-type: none"> • Grew net revenue from \$115 million in FY09 to \$152 in FY13 • Implemented productivity system based on industry benchmarks. Improved paid FTEs per adjusted occupied bed from 4.98 in FY09 to 4.65 in FY13 despite having minimum fixed staffing with new start-up service lines (hospitalist program, cardiology, stroke center, bariatrics, pulmonology, infectious disease) • Improved HCAHPs “would you recommend” score from 61 in FY09 to 77 in Q1 of FY14 • Became only “A” rated hospital (Leapfrog) in the state of Nebraska (2013) • Implemented coding accuracy and denial management program • Created and implemented master facility plan that included 116-bed patient bed tower (opening 2015) and joint-ventured medical office building (opening 2015) • Implemented internal audit program • Implemented (still in process) investment policy to manage short, mid and long-term financial investments <p>Instituted statistics and samples from top performing hospitals and derived goals/plan to hit those same numbers.</p> <table border="1" data-bbox="397 997 1372 1417"> <thead> <tr> <th></th> <th>NATIONAL AVERAGE</th> <th>LCHD - 2012</th> <th>LCHD - 2014</th> </tr> </thead> <tbody> <tr> <td>OPERATING MARGIN</td> <td>0.7%</td> <td>0.3%</td> <td>8.6%</td> </tr> <tr> <td>PERCENT OF PATIENT REVENUE THAT ARE LABOR COST</td> <td>44.6%</td> <td>42.3%</td> <td>39.2%</td> </tr> <tr> <td>FULL-TIME EMPLOYEES PER OCCUPIED BED</td> <td>5.8</td> <td>13.4</td> <td>9.8</td> </tr> <tr> <td>DAYS CASH ON HAND</td> <td>69</td> <td>44</td> <td>74</td> </tr> <tr> <td>DAYS IN ACCOUNTS RECEIVABLE</td> <td>51</td> <td>112</td> <td>68</td> </tr> <tr> <td>OURPATIENT REVENUE TO TOTAL REVENUE</td> <td>73.1%</td> <td>88.0%</td> <td>82.0%</td> </tr> <tr> <td>MEDICARE INPATIENT PAYER MIX</td> <td>73.3%</td> <td>63.0%</td> <td>43.0%</td> </tr> <tr> <td>NUMBER OF ACUTE-CARE BEDS OCCUPIED PER DAY</td> <td>3.7</td> <td>0.6</td> <td>1.4</td> </tr> <tr> <td>NUMBER OF SWING BEDS OCCUPIED PER DAY</td> <td>1.6</td> <td>3.5</td> <td>5.2</td> </tr> </tbody> </table> <p>Implemented onsite ER coverage, upgraded the CT, installed Omni Cell, upgraded telemetry, upgraded the nurse call system, and implemented a RT Dept. resulting in the following improvement in Admission and Gross Charges.</p> <table border="1" data-bbox="397 1533 1031 1648"> <thead> <tr> <th></th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Admissions</td> <td>34</td> <td>76</td> <td>120</td> <td>117</td> </tr> <tr> <td>Charges</td> <td>\$5,748,763</td> <td>\$6,746,091</td> <td>\$8,601,721</td> <td>\$9,903,085</td> </tr> <tr> <td>Expenses</td> <td>\$5,590,328</td> <td>\$5,986,383</td> <td>\$7,061,801</td> <td>\$8,330,179</td> </tr> </tbody> </table> <p><u>Holy Rosary Healthcare</u></p> <ul style="list-style-type: none"> • Implemented daily productivity system based on industry benchmarks • Created master facility plan that including renovations for the emergency department, clinic, and future campus expansion • Expanded internal audit program • Led the system in employee engagement in FY07 (two years after winning a RN union vote) 		NATIONAL AVERAGE	LCHD - 2012	LCHD - 2014	OPERATING MARGIN	0.7%	0.3%	8.6%	PERCENT OF PATIENT REVENUE THAT ARE LABOR COST	44.6%	42.3%	39.2%	FULL-TIME EMPLOYEES PER OCCUPIED BED	5.8	13.4	9.8	DAYS CASH ON HAND	69	44	74	DAYS IN ACCOUNTS RECEIVABLE	51	112	68	OURPATIENT REVENUE TO TOTAL REVENUE	73.1%	88.0%	82.0%	MEDICARE INPATIENT PAYER MIX	73.3%	63.0%	43.0%	NUMBER OF ACUTE-CARE BEDS OCCUPIED PER DAY	3.7	0.6	1.4	NUMBER OF SWING BEDS OCCUPIED PER DAY	1.6	3.5	5.2		2011	2012	2013	2014	Admissions	34	76	120	117	Charges	\$5,748,763	\$6,746,091	\$8,601,721	\$9,903,085	Expenses	\$5,590,328	\$5,986,383	\$7,061,801	\$8,330,179	<p>HIGH</p>
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<p>Financial Acumen/Budgetary Expertise Proven track record in</p>	<p><u>Great Plains Health</u></p> <ul style="list-style-type: none"> • Increased operating margin from 5.1% in FY09 to 6.6% in FY13 • Grew days cash on hand from 257 in FY09 to 319 in FY13 	<p>HIGH</p>
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<p>revenue enhancement strategies, expense management, planning, budgeting, and financial systems.</p>	<ul style="list-style-type: none"> • Grew net revenue from \$115 million in FY09 to \$152 in FY13 • Opened new service lines based on community need and competitive threat (interventional cardiology, stroke center, bariatric program, hospitalist program, pulmonology, and recruited the region’s first spine surgeon) • Issued \$103 million in bonds for physical plant expansion (4.15% blended rate for 30 years) <p><u>Holy Rosary Healthcare</u></p> <ul style="list-style-type: none"> • Achieved 4% margin in FY07 despite the opening of a competing outpatient center which took \$2 million/year of ancillary revenue out of HRH • Led the system in admission growth in FY07 • Created, launched and grew new service lines to meet community need—urgent care, retail lab, sleep medicine, stereotactic mammography, athletic training and physical, occupational 	
<p>Physician Relationships Medical Staff structures; Joint venture models, employed physicians; physician collaboration, satisfaction and relations.</p>	<p><u>Great Plains Health</u></p> <ul style="list-style-type: none"> • Recruited 37 physicians (40% of active medical staff) • Responsible for the following joint ventures: PHO, surgery center, imaging center • Created new joint venture (in process) for medical office building opening in 2015 • Created co-management structure (in process) for oncology co-management partnership with area hospital (including local and area physicians) • Created governance structure for employed physician network- a hospital/physician partner led model with responsibility for governance and operations of all employed practices • Achieved 100th percentile for “open and honest communication with senior management” and 90th percentile on multiple metrics for physician satisfaction <p><u>Holy Rosary Healthcare</u></p> <ul style="list-style-type: none"> • Recruited 10 providers to bolster primary care base to ward off competitive threat from an integrated health system • Recorded the highest physician satisfaction in the history of HRH 	<p>HIGH</p>

Part II – Competencies

Competencies	Evidence	High – Med – Low
<p>Leadership Development Ability to delegate, establishing diverse working groups, demonstrated success developing and cross training leaders; collaboration, innovation and continuous learning.</p>	<p>My leadership style is characterized by: high energy, action-orientation, results, vision and getting people to practice “at the top of their license”. My style is to develop others to fulfill their own potential. This has a multiplier effect on the organization in order to achieve the true potential of the organization. Unleashing teams in order to solve problems is a tenet of my leadership style. Here are some examples:</p> <ul style="list-style-type: none"> • Created cross functional team (board, medical staff, leadership, employees, volunteers) to oversee the creation of a new mission, vision, values to correspond with new brand (name and logo) • Implemented network operating council; a physician-hospital partner led team to govern and oversee the operations of the hospital-owned physician network • Created strategic planning process that included stakeholders from the board, medical staff, leadership and employees. The annual process included the plan formation, identification of metrics, and quarterly oversight of the plan’s implementation • Implemented patient experience team (PET) that improved HCAHPs “would you recommend score” from 61 in 2009 to 77 in 2014(Q1) • Implemented quarterly leadership development series for all managers and leaders • Implemented executive coaching program for the senior leadership team and for five physician leaders 	<p>HIGH</p>
<p>Interpersonal Skills Visionary, charismatic, creative, and motivational. Excellent communication abilities. Direct and with High integrity.</p>	<p>“Visionary” is the term most used by others to describe me. I like to rally people around a common cause, vision, goal, etc. and inspire confidence in others to achieve that vision. “Integrity” is another word most often used by others to describe me. I strive to do the right thing no matter the cost. A few years ago we reported an EMTALA violation that threatened a referring hospital’s relationship with us, however given our obligation to report we went ahead and reported the violation. This instance has been used many times over in our culture as an example of the right thing to do.</p>	<p>HIGH</p>
<p>Mission/Values Orientation Experience in a values driven organization, integrity, community</p>	<p>I believe the mission, vision and values of an institution must be clearly known and supported by all stakeholders before an organization can truly achieve its potential. That stated, we created an 8-month process to establish a new mission, vision and values for the organization. This work was overseen by a</p>	<p>HIGH</p>

service.	multi-disciplinary task force made up of board members, physicians, leaders, employees and volunteers. Community involvement is important for me in order to help improve the community and make connections back to the hospital. I have been active in Rotary, chamber/economic development board (former board chair), community college foundation board and a statewide hospital association board member (Nebraska Hospital Association).	
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Superintendent & Chief Executive Officer

Job Specification

Created by:

**COORS Leadership Capital
10724 Carmel Commons Blvd. (Suite 570)
Charlotte, NC 28204**

**COORSLeadership.com
info@COORSLeadership.com**





Island Hospital

Island Hospital is located in Anacortes, WA and is considered the center of health and wellness in western Skagit County as an integral part of the high-quality of life enjoyed by the residents in the region. Established in 1962 as a public hospital district, the award-winning 43-bed independent hospital is committed to provide the community and visitors to Anacortes with a personal and compassionate healthcare experience. With over 190 physicians and healthcare providers, Island Hospital is proud to offer a full array of hospital services along with primary and specialty care clinics and remains the largest year-round employer in Anacortes.

Island Hospital has experienced several remodels and expansions over the last decade to include the addition of a 70,000 square foot building that includes state-of-the-art diagnostics, single patient rooms, laboratory services and the emergency department. The Hospital has also added a Medical Arts Pavilion that provides a state-of-the-art facility for physical, occupational and speech therapies, cancer care and infusion services, along with advanced wound care and hyperbaric-medicine services. Most recently, Island Hospital completed a two-year project resulting in the implementation of a new electronic health record system in May 2018.

The Island Hospital Promise

"Your best healthcare experience begins at Island Hospital. We always place your emotional and medical needs first and foremost."

Promise Values

TEAMWORK

We work cooperatively for the benefit of our patients, visitors and colleagues, demonstrating respect, trust and support of one another.

SERVICE EXCELLENCE

We consistently provide exceptional service to our patients, visitors and colleagues that is professional, personal and attentive.

COMPASSION

We treat our patients, visitors and colleagues with empathy, caring and respect at all times, recognizing the opportunity each interaction provides.

Mission

"We will deliver quality, compassionate and personalized healthcare to the communities we serve."

Vision

“Through collaboration with our physicians, staff and community we will develop innovative programs and provide medical services that enhance patient experiences and outcomes.”

Hospital Information

- Licensed Beds: 43
- Current A/R Days: 43.2
- Net Revenue: \$93M
- Average Daily Census: 22.7
- Days Cash on Hand: 110.2 days
- Births: 432
- Surgeries: 5,197
- ED visits: 17,418
- OP visits: 109,254
- Employees: 752
- EMR: MediTech
- Payor Mix: 53% Medicare, 24.6% Commercial, 11.2% Medicaid, 9.5% Government, 1.4% Self-Pay

Satisfaction Scores

- Patient: 46% Aggregate Score
- Employee: 3.99/5 – 24th percentile

Services Provided

- Birth Center
- Cancer Care Center
- Cardiac Rehabilitation
- Diagnostic Imaging
- Emergency Department
- Family Medicine
- Gynecology & Obstetrics
- Headache Clinic
- Internal Medicine
- Interventional Pain Relief
- Laboratory
- Pediatrics
- Physical, Occupational & Speech Therapy
- Psychiatry & Behavioral Health
- Pulmonary Rehabilitation
- Respiratory Care

- Sleep Wellness Center
- Surgery
- Wound Care & Hyperbaric Medicine

Please see Attachment A for an overview of Island Hospital.

Community

Anacortes, WA

Anacortes is located on Fidalgo Island, with easy access via bridge to the mainland. Residents of this vibrant seaside community enjoy an abundance of recreational activities, temperate climate year-round, excellent schools, and a celebrated arts community. The city itself comprises 15.4 square miles, and the island is just over 41 square miles – almost half of which is public park and recreational lands and waters.

With two large marinas, Anacortes is a boater's paradise and hosts nearly two million visitors each year using local ferry connections to the San Juan Islands and Vancouver Island or enjoying one of the many weekend festivals in the spring and summer. The city is centrally located, roughly equidistant from Seattle to the south and Vancouver, BC to the north. The weather is relatively mild year-round, with average rainfall of 26 inches.

Things to Do

- Casual cafes to elegant dining
- Quirky to sophisticated shopping
- Art galleries and antique shops
- Whale watching tours, kayaking excursions, sailing, boating
- Birding, fishing, crabbing
- Hiking and biking
- Skagit Tulip festival
- Anacortes Arts festival

Please visit <https://anacortes.org/> and <https://www.anacorteswa.gov/> for more information.

Cost of Living

Anacortes's cost of living is 40.50% higher than the U.S. average.

- Population: 16,425 (4.83% Growth)
- Unemployment Rate: 5.3%
- Median Income: \$59,369
- Avg. Home Price: \$465,600
- Median Age: 48.6

Please visit <https://www.bestplaces.net/city/washington/anacortes> for more information.

Anacortes School District

Anacortes schools have highly supportive families and community members. This partnership results in an incredible number of volunteers in our schools each year. In addition, the Anacortes Schools Foundation, local service clubs, private foundations and individual citizens give generously to sustain and enrich learning opportunities for our students. This unique school/community partnership resulted in one of highest school levy “yes votes” in the State of Washington.

- Whitney Early Childhood Education Center
- Fidalgo Elementary
- Island View Elementary
- Mt Erie Elementary
- Anacortes Middle School
- Cap Sante Alternative High School
- Anacortes High School

Please visit <http://www.asd103.org/> for more information.

Private Schools:

- Fidalgo Bay Montessori (PK – KG)
- San Juan Montessori School (PK – KG)

Superintendent & Chief Executive Officer

The Superintendent/Chief Executive Officer will report directly to the Board of Commissioners.

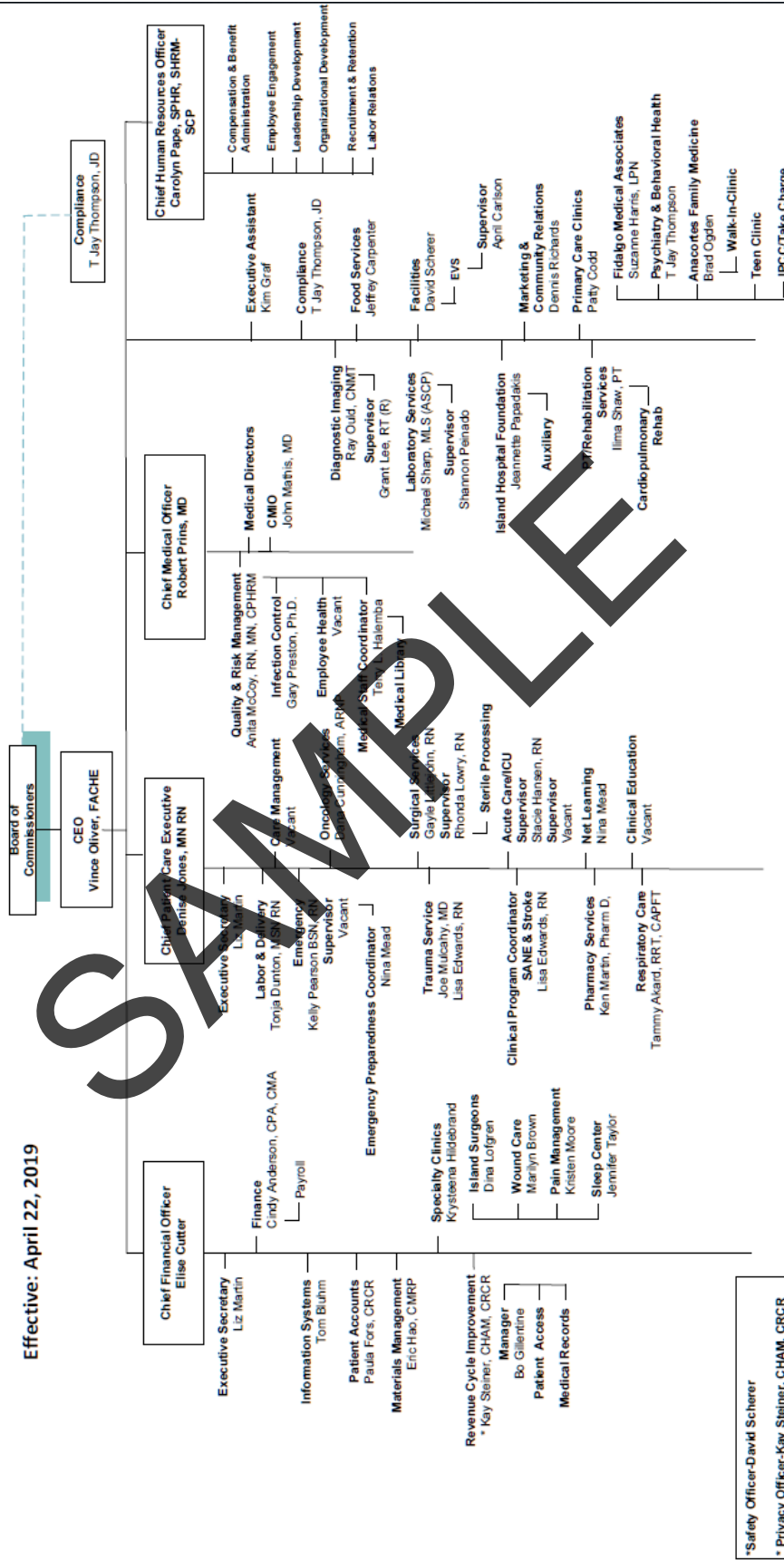
Reporting Relationship

The Chief Executive Officer will have 14 direct reports and currently 9 departments/clinics report to the Chief Executive Officer.

- Compliance
- Diagnostic Imaging
- Laboratory Services
- Facilities, Environmental Services and Dietary
- Island Hospital Foundation
- Marketing & Community Relations
- PT/Rehabilitation Services
- Primary Care & Psychiatry/Behavioral Health Clinics
- Administration

Organizational Chart
Island Hospital

Effective: April 22, 2019



04/22/2019

*Safety Officer-David Scherer
* Privacy Officer-Kay Steiner, CHAM, CRCR

Candidate Profile

The ideal candidate must possess a comprehensive knowledge of Chief Executive Officer leadership and best practices.

Job Description

Subject to the oversight of the Board, the CEO is responsible for the overall management and administration of the Hospital in compliance with the Board's established operating budget. The CEO manages the day-to-day operations of the Hospital; coordinates activities of all aspects of the Hospital with the objective of ensuring the delivery of high quality care to patients and in keeping with the overall mission, vision, values, and policies established by the Board; ensures the Hospital is adequately staffed and adequate resources are provided to meet the needs of the patient populations served; ensures the sound fiscal operation of the Hospital while promoting services that are produced in a cost-effective manner; ensures compliance with regulatory agencies and accrediting bodies while continually monitoring the Hospital's service and delivery system; enforces all rules and regulations for the proper conduct of the Hospital and its purposes promulgated by the Board and Medical Staff; works with the Board of Commissioners, Senior Leadership Team and Medical Staff leadership in developing the strategic direction and major policies of the Hospital.

Overall Management:

- Responsible for day-to-day management of the Hospital in accordance with the operating budget established by the Board and in accordance with policies established by the Board and subject to the direction of the Board.
- Ensures appropriate information and support systems and structures are in place for the effective operation of the Hospital and its resources.
- Controls and direct the business affairs of the Hospital, including financial oversight, making necessary purchases of equipment, supplies and materials, and ensuring repairs to physical facilities are completed in accordance with the Board's approved operating budget.

Board Relations:

- Works closely with the Board to enhance its effectiveness in meeting the needs of the Hospital.
- Attends all meetings of the Board, including the monthly Working and Regular Board Meetings and ensures official minutes of the proceedings are kept.
- Provides leadership in support of the Board's responsibility to develop and periodically review the mission, objectives, and strategic plan of the Hospital.
- Enforces all policies promulgated by the Board regarding the proper conduct of the Hospital and its purposes.
- Maintains regular communication with the Board members to receive appropriate direction and guidance.

- Regularly provides the Board comprehensive reports regarding activities and results in the organizational pillars of People, Patient Experience, Clinical Excellence, Finance and Growth.
- Makes and publishes such reports regarding the work of the Hospital as may be required by law or as directed by the Board.

Strategic Planning and Allocation of Resources:

- Establishes a comprehensive annual operating budget for Board approval and maintains Hospital operations within the approved budget.
- Participates with the Board, Medical Staff, and senior management in the development and implementation of strategic plans.
- Ensures the sound fiscal operation of the Hospital through effective resource planning and identifying resource implications.
- Promotes delivery of healthcare services in a cost-effective manner consistent with a high quality of care.
- Establishes a capital equipment budget and implements that budget following Board approval.
- Recommends to the Board the scale of rates to be charged for services rendered by the Hospital.
- Plans the use and maintenance of physical resources of the Hospital.
- Ensures the Hospital has an appropriate risk management program and is appropriately insured.
- At the direction of the Board, arranges contractual relationships with consultants, contractors, architects, and similar professionals in planning and developing facilities, financing, and personnel programs.

Human Resource Management:

- Establishes an organizational structure that ensures the accountability of all departments and staff for fulfilling the mission, objectives, and strategic plan of the Hospital.
- Provides Human Resources leader with essential information and resources to effectively establish personnel policies, practices and programs for the Hospital.
- Provides resources to the Human Resources leader to develop and implement policies, procedures, and practices required for effective recruitment and retention of staff, in alignment with Board direction and in accordance with budgetary limitations and applicable laws.
- Reviews Human Resources metrics to ensure Hospital meets recruitment and retention goals.

Quality of Health Services:

- Monitors the adequacy of the Hospital's medical activities through coordination with the Board, Medical Staff, and patient care staff to ensure that any policies necessary to

provide for the proper admission, care, safety, and discharge of patients and overall provision of quality health care are established and enforced.

- Creates an operating environment that facilitates the effective practice of medicine by the physician members of the Medical Staff.
- Consults with leaders of the Medical Staff concerning patient care needs and allocation of resources to effectively meet those needs.
- Cooperates with the Medical Staff in the performance of the policies which it may establish.
- Serves as a liaison and channel of communications between the Medical Staff and Board.
- Oversees the recruitment of members of the Medical Staff.

Compliance:

- Ensures compliance with all State and Federal laws and regulations governing the Hospital by continually monitoring activities and initiating changes as required.
- Reviews and responds to all inspection reports of any authorized inspecting agency and ensures that the Hospital meets the standards of the DNV and any other appropriate accreditation requirements.

Education and Experience:

- A minimum of 7 years of healthcare executive level experience required. Healthcare leadership experience in a public hospital district preferred.
- Fellow status with the American College of Healthcare Executives (FACHE) is strongly preferred.
- Master's Degree in Hospital Administration (MHA), Business Administration (MBA), Public Health (MPH), or MS in Health Administration, Business Administration or related field is required.

Challenges

- Determining a plan to lead the organization through the process of engineering an organizational transformation to meet the changes in the healthcare delivery system as we shift our focus from inpatient to outpatient services and community-based healthcare.
- Addressing limitations in current facility capacity to meet the needs of new service lines, Clinic space and areas exceeding capacity such as the Emergency Department.
- Resolving barriers to access to care for primary care and specialty care services.
- Improving the relationship between hospital administration and physicians, including building trust.
- Driving the optimization of the EMR, Meditech Expanse, now one year post "go live".

- Developing physician recruitment program and increasing focus on the retention of Primary Care Providers and Specialists.

Expectations

During the first 6 to 24 months, the new Chief Executive Officer will be expected to make significant progress in achieving the following goals and objectives:

PEOPLE:

- Establish clear accountabilities that are managed equitably across the organization.
- Establish Standards of Behavior for employees, physicians and visitors at IH.
- Assess the organizational structure including reporting lines, span-of-control, senior leadership team roles, etc.
- Engage the Board of Commissioners to improve communication and effectiveness as a governing structure.

PATIENT EXPERIENCE:

- Improve focus on organizational culture establishing a consistent patient experience at IH.
- Guide leadership team to drive and sustain improvement in patient satisfaction.

CLINICAL EXCELLENCE:

- Emphasize and promote quality metrics (inpatient and outpatient).

FINANCIAL:

- Pursue an increased focus on reimbursement, identifying every possible avenue to improve our financial opportunities in these areas.
- Identify the areas of concern in our financial performance and determine a plan to mitigate these issues ensuring stability for the Hospital.

GROWTH:

- Proactively address the market share issues the Hospital is facing and improve patient access removing barriers to care.
- Develop relationships with other area hospitals and healthcare entities, with legislative representatives in the state and increase participation in organizations in the healthcare community.
- Create greater visibility and participation in the community.

- Develop a comprehensive communication plan to include internal (employees) and external (community, our patients) and medical staff.
- Increase focus on physicians, practice environment needs, measuring and then driving improvement in physician engagement.
- Lead a service line assessment, identifying a plan for IH in each key service area.
- Ensure continued growth in the OR, maximizing the available space and resources.
- Assess short-term and long-term physical plant needs and determine a strategy to meet these requirements.
- Continued focus on physician recruitment to include Primary Care, Urology and Neurology.
- Ensure the success of the Oncology program, following through on the new business plan and partnership with SRH.
- Develop a high functioning General Surgery practice focusing on building strong physician and staff relationships and ensuring our new providers are successful and satisfied in their practice at IH.
- Rebuild relationships with the medical staff to include a specific focus on the employed physicians.

Compensation

The successful candidate will receive a competitive compensation package commensurate with experience, together with an excellent benefit package.

Please see Attachment B to review the benefits package.

Interview Process

Cheryl Coors – CEO of COORS Leadership Capital, Stephen Hartz, and Kelly Sing – Recruitment Coordinator of COORS Leadership Capital will interview prospective candidates and guide them through the recruitment process. Interested and qualified candidates may contact Cheryl Coors: ccoors@coorsleadership.com

Visit us at www.COORSLeadership.com or connect with us on LinkedIn!



ISLAND HOSPITAL

Overview

SAMPLE

April 17, 2019

Skagit County Public Hospital District No. 2

A special purpose district with authority to finance public projects through tax levies.

The District includes:

- Fidalgo, Guemes, Cypress and Sinclair Islands
- Also serves La Conner, Shelter Bay, Bayview, North Whidbey and the San Juan Islands
- Governance by publicly elected, five-member Board of Commissioners

Skagit County

Public Hospital District No. 2

Board of Commissioners

- Warren Tessler, President 2021
- Jan Iversen, Secretary 2022
- Paul Maughan, PhD 2021
- Chip Bogosian, MD 2019 (will seek re-election)
- Lynne Lang, PhD 2019 (will seek re-election)

Senior Leadership

- Vacant, Chief Executive Officer
- Elise Cutter, Chief Financial Officer
- Denise Jones, MN Chief Patient Care Executive
- Robert Prins, MD Chief Medical Officer
- Carolyn Pape, Chief Human Resources Officer

About Us

Island Hospital – 43-bed, medical/surgical facility

- All private rooms
 - 6 ICU, 6 L & D, 31 Med Surg
- Level III Trauma Designation
 - Tele-Stroke
 - Level II Stroke Center
- Full-service Diagnostic Imaging Center
- On-site Laboratory

About Us (cont.)

- Sleep Wellness Center
- Merle Cancer Care Center
- Physical, Occupational & Speech Therapy
- Cardiopulmonary Care Center
- Wound Care & Hyperbaric Medicine Center
- Center for Pain Management

About Us (cont.)

Hospital-operated clinics

- Primary Care (AFM, FMA)
- The Walk-In Clinic at Island Hospital
- Island Surgeons
- Center for Maternal & Infant Care
- Teen Clinic
- Psychiatry & Behavioral Health Center

Quality is First and Foremost

Island Hospital been recognized for quality care numerous times over the past few years:

- Four-Star Rating by Medicare, 1 of only 9 in WA (2017)
- Healthcare Achievement Award, Intalere (2016)
- *Consumer Reports*, 10th in WA for Surgery Quality
- Qualis Award for Pastoral Care, Quality Improvement
- *100 Top Hospitals in U.S.* by Solucient
- Qualis Award for Lab, Home Health JCAHO *Gold Seal*
- *HealthStream*, "Most Improved" inpatient satisfaction

Quality is..... (continued)

- Cancer Care, Commission on Cancer, COS
- *Consumer Reports*, Patient communication, 3rd in WA
- *Community Health Leadership Award* by WSHA for Behavioral Health/ASD program (2014)
- *Outstanding Experience Award* by Healthgrades
- *Community Value Leadership Award* by Cleverly + Associates (2014)
- *Best Washington Hospital* (best WA patient satisfaction scores by NerdWallet (2014))

Quality is Foremost (continued)

- *5th in WA for patient quality by Seattle P.I. (2016)*
- *5-Star Rating for knee replacement by Healthgrades*
- *CALNOC, Best Performance for Sustained Excellence*

ALSO OF NOTE:

For 2016, Island Hospital had one of the lowest readmission rates in the State of Washington. This is a quality measure that is very closely scrutinized by Medicare to increase cost-efficiency. The previous year, IH had the lowest rates.

Physician Recruitment

Recruiting providers is a major challenge and ongoing priority.

Recently we've added:

- Paul Hammer, MD, Psychiatry & Behavioral Health
- Kari Weigle, MD, Island Surgeons
- Kieran Melody, MD, The Walk-In Clinic
- Katrina Gardner, MD, Island Family Physicians
- James Abbey, MD, Internist, Primary Care
- Kelly Fellows, MD, OB/GYN, Primary Care
- Sharon Brown, ARNP, Primary Care
- Joann Eastman, ARNP, Primary Care
- Erin Flanigan, ARNP, Primary Care
- Kelly Fellows, MD, Internist Island Internal Medicine
- Georgia Leake, MD, Hospitalist TeamHealth
- Richard Holman, MD, Hospitalist TeamHealth

Our Facilities, Campus

- \$40.5 million IH Renovation & Expansion Project (IHREP) brought private patient rooms, Emergency Dept. Diagnostics, Lab, completed in 2008.
- Opened in January 2012 Medical Arts Pavilion (MAP) provided state-of-the-art facility for Cancer Care, Wound Care, Physical Therapy
- Medical Office Building renovation provided needed expansion for Cardiopulmonary Rehab and Psychiatry & Behavioral Health programs.
- Central, Front-Lobby Registration renovation
- ASG Energy Project 2018-2020
- IH2035

Medical Arts Pavilion



- Cancer Care Center expansion
 - High patient volume (tripled since 2000)
 - Dedicated Pharmacy
 - Survivor Program, Classes, Support Groups
- Physical, Occupational & Speech Therapy back on campus
 - More efficient for Therapists providing inpt/outpt care
- Wound Care including hyperbaric services
- Favorable financing with NMTC through WaFed

Medical Arts Pavilion

Wound Care & Hyperbaric Medicine



Hyperbaric Chambers – 1st in area

Medical Arts Pavilion

Merle Cancer Care Center



Patient-centered infusion suite

Medical Arts Pavilion

Physical, Occupational & Speech Therapy



State-of-the-art therapy gym area

Medical Office Building



- The Walk-In Clinic at Island Hospital
- Anacortes Family Medicine-Primary Care
- Island Family Physicians
- Center for Pain Management
- Skagit Regional Clinics – Cardiology
- Psychiatry & Behavioral Health Program
- Cardiopulmonary Rehabilitation

Medical Office Building

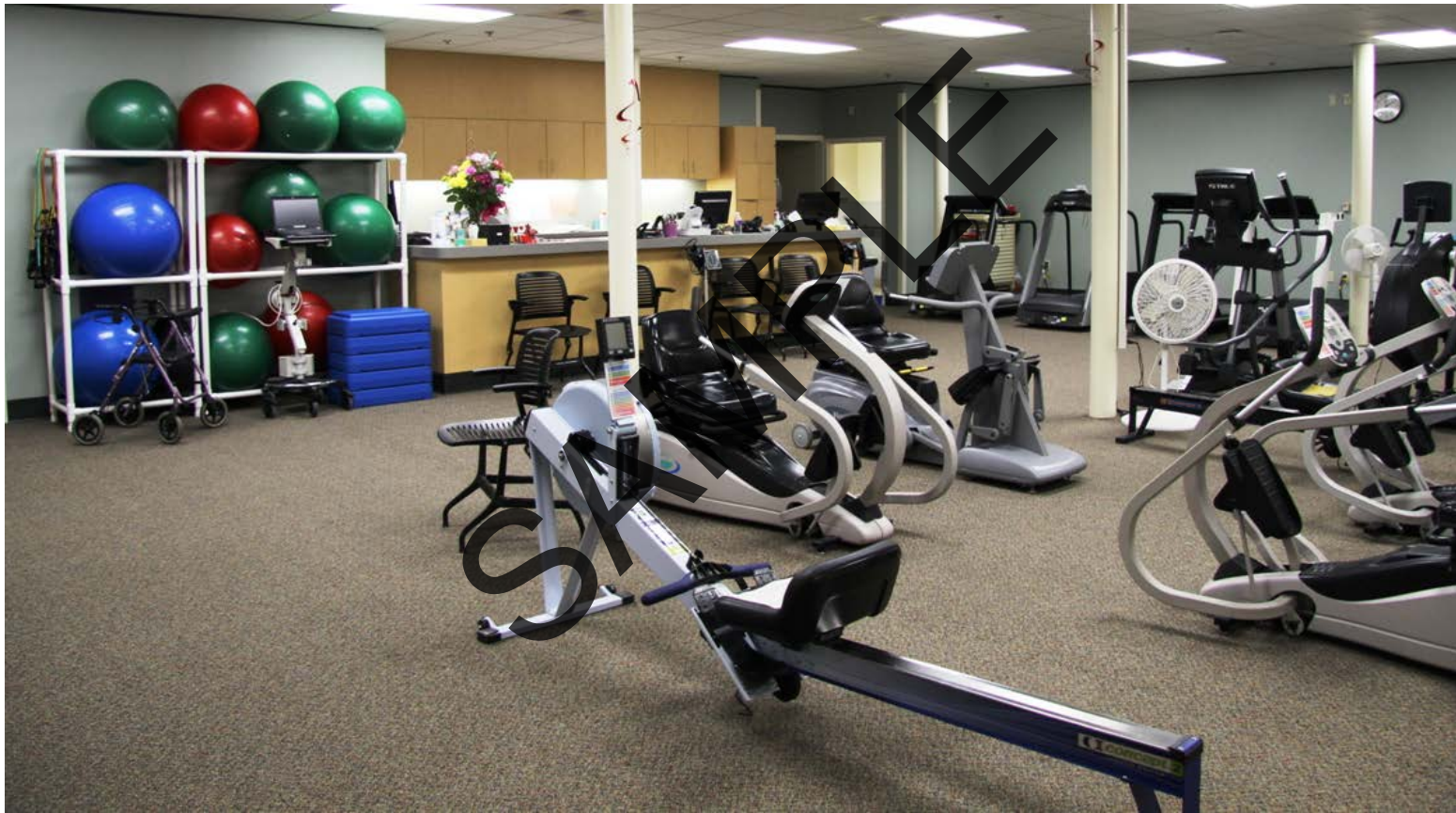
Psychiatry & Behavioral Health



Program has grown beyond expectations

Medical Office Building

Cardiopulmonary Rehabilitation



State-of-the-art therapy gym area

Hospital Finance

Volumes & Reimbursement

SAMPLE

Hospital Finance

Volumes

Inpatient Admissions

- 2011 – 2,995
- 2012 – 3,029
- 2013 – 3,014
- 2014 – 2,993
- 2015 – 3,197
- 2016 – 3,037
- 2017 – 3,011
- 2018 – 2,610

Hospital Finance

Volumes

Emergency Visits

- 2011 – 12,536
- 2012 – 12,324
- 2013 – 12,665
- 2014 – 14,884 (+17.5%)
- 2015 – 16,298 (+9.5%)
- 2016 – 16,900
- 2017 – 17,631
- 2018 – 17,418

Hospital Finance

Volumes

Outpatient Visits

- **2011 – 191,336**
- **2012 – 190,757**
- **2013 – 186,991**
- **2014 – 193,778**
- **2015 – 206,564**
- **2016 – 171,484**
- **2017 – 171,287**
- **2018 – 109,254***

***During 2017 Island Hospital terminated the Management Service Agreement with Lopez Island Medical Center and Orcas Medical Center and transitioned services to University of Washington Medical. Island Hospital sold Home Health to a national agency.**

Hospital Finance Reimbursement

In 2016, more than 75% of Island Hospital patients were insured by a government program.

<i>Type</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
<i>Medicare</i>	<i>52.6%</i>	<i>53.5%</i>	<i>52.5%</i>	<i>53%</i>
<i>Medicaid</i>	<i>10.8%</i>	<i>12.1%</i>	<i>12.1%</i>	<i>11.2%</i>
<i>Other gov't</i>	<i>9%</i>	<i>10.3%</i>	<i>10.3%</i>	<i>9.5%</i>
<i>Commercial</i>	<i>26.8%</i>	<i>22.8%</i>	<i>23.1%</i>	<i>24.6%</i>
<i>Self-pay</i>	<i>.8%</i>	<i>1.3%</i>	<i>1.5%</i>	<i>1.4%</i>

Hospital Finance

Reimbursement

Charity Care

Island Hospital provides free medical care for those who are uninsured and cannot afford to pay.

- 2011 - **\$1.8 million (+45%)**
- 2012 - **\$1.8 million**
- 2013 - **\$1.6 million (-11%)**
- 2014 - **\$802,000 (-50%)**
- 2015 - **\$311,603 (-61%)**
- 2016 - **\$395,653**
- 2017 - **\$628,275 (+ 58.79%)**
- 2018 - **\$503,872 (-2.0%)**

Hospital Finance

Reimbursement

Bad Debt

Island is frequently unpaid by patients who can afford services.

- 2011 - **\$3.25 million (+6%)**
- 2012 - **\$3.18 million (-2%)**
- 2013 - **\$3.93 million (+24%)**
- 2014 - **\$2.5 million (-32%)**
- 2015 - **\$1.69 million (-24%)**
- 2016 - **\$2.17 million**
- 2017 - **\$1.62 million (-11.8%)**
- 2018 - **\$1.53 million (-1.06%)**

Economic Impact

Currently in 2019 Island Hospital employs 752 people and supports an additional 1600 jobs through indirect employment


If the Hospital is able to develop according to the vision proposed in the master plan, then more jobs will be created



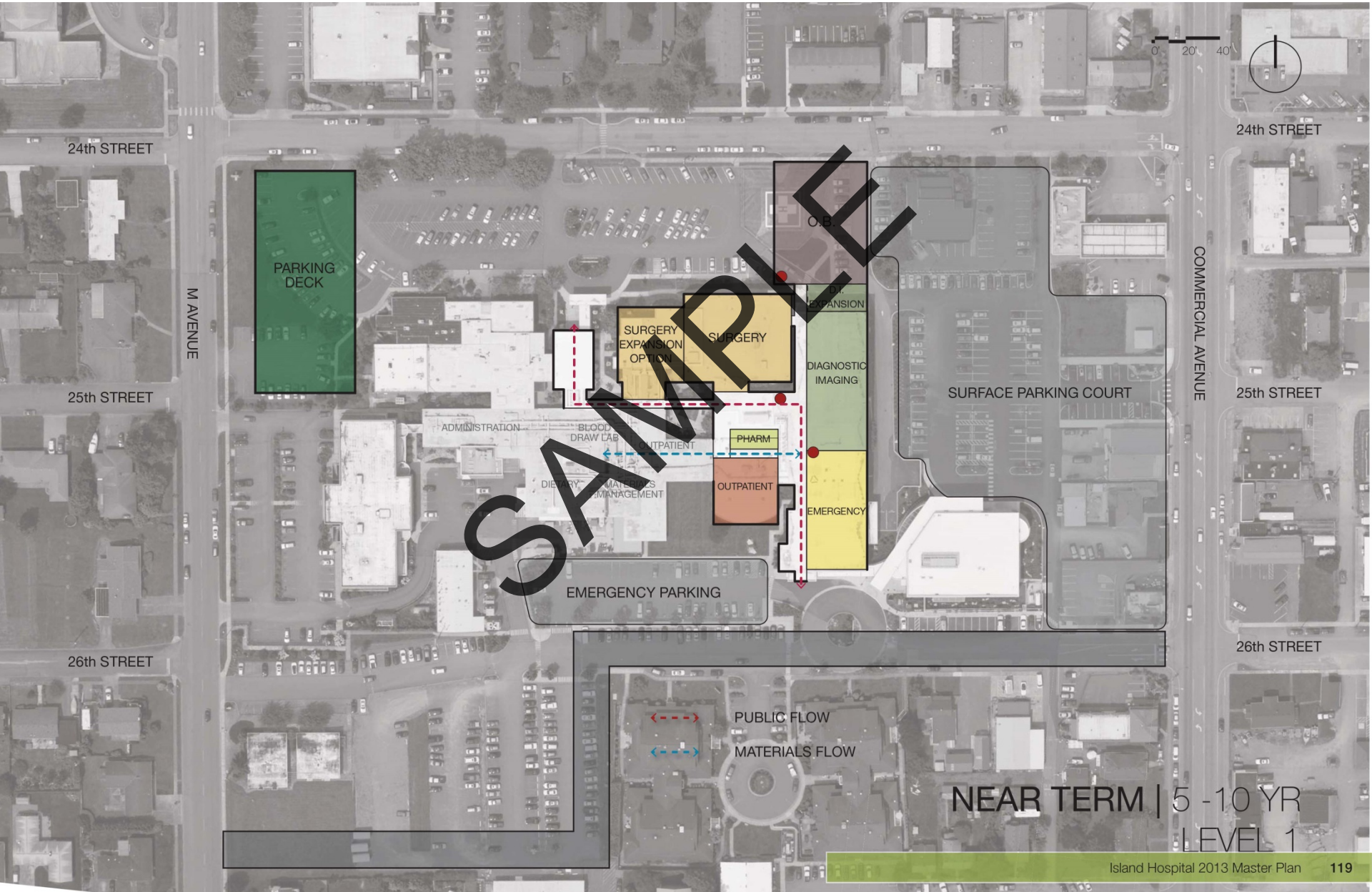
Medical use generates: 5x more jobs than retail
4x more jobs than business



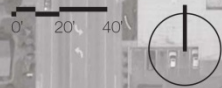
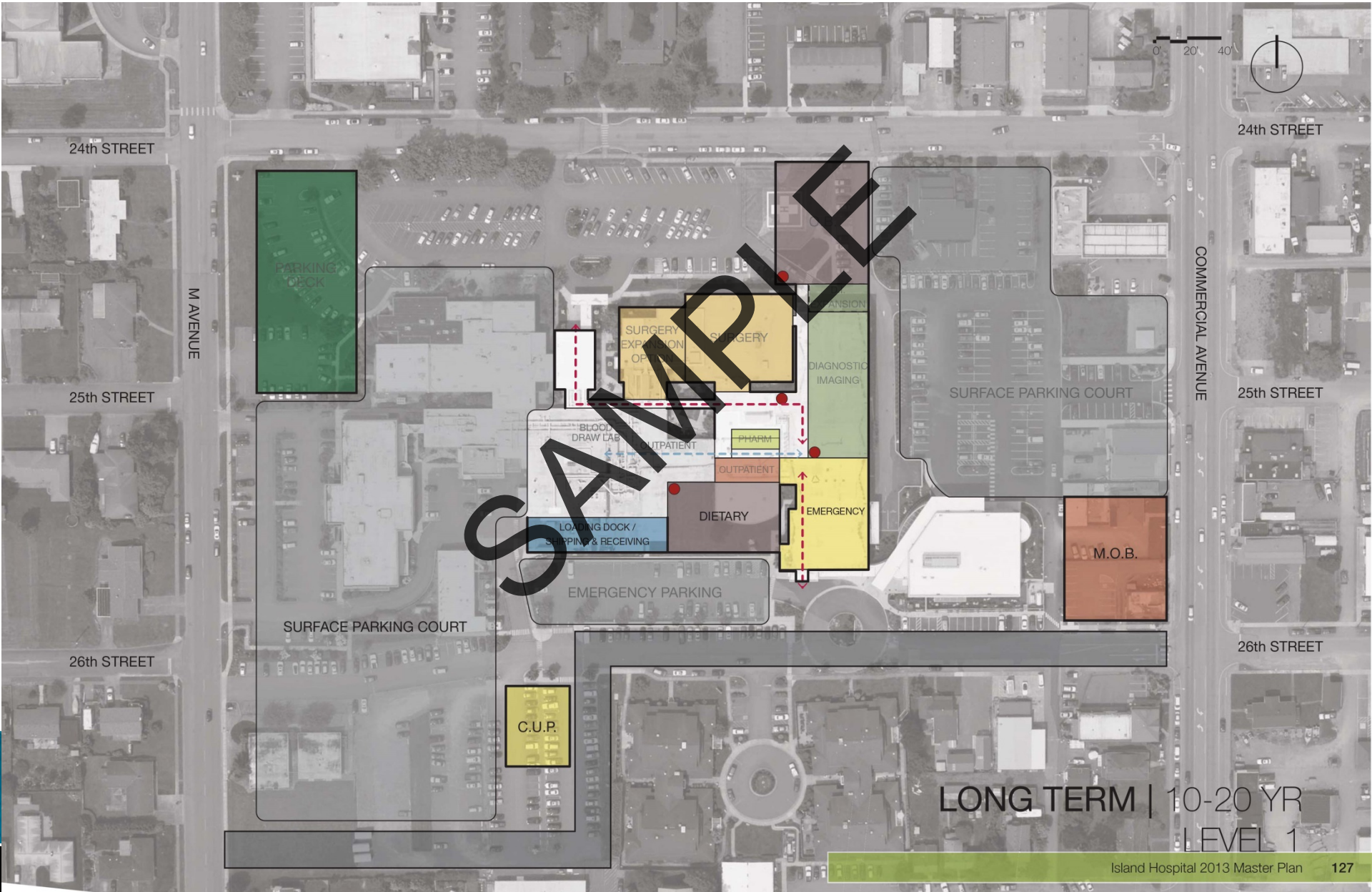
Why the Need for Growth & Change

- Develop campus growth based on projected population increase of 1% annually
 - Address the trend and growing need for ambulatory medical services
 - Continued need for modernization of existing aging hospital facilities
 - The need to plan the long term viability of the Hospital through strategic planning for growth and renewal
- SAMPLE
- 

IH2035 Proposed Master Plan – Near Term



IH2035 Proposed Master Plan – Long Term



24th STREET

24th STREET

25th STREET

25th STREET

26th STREET

26th STREET

M AVENUE

COMMERCIAL AVENUE

PARKING DECK

SURGERY EXPANSION
SURGERY

EXPANSION

DIAGNOSTIC IMAGING

SURFACE PARKING COURT

BLOOD DRAW LAB
OUTPATIENT

PHARM

OUTPATIENT

LOADING DOCK /
SHIPPING & RECEIVING

DIETARY

EMERGENCY

M.O.B.

SURFACE PARKING COURT

EMERGENCY PARKING

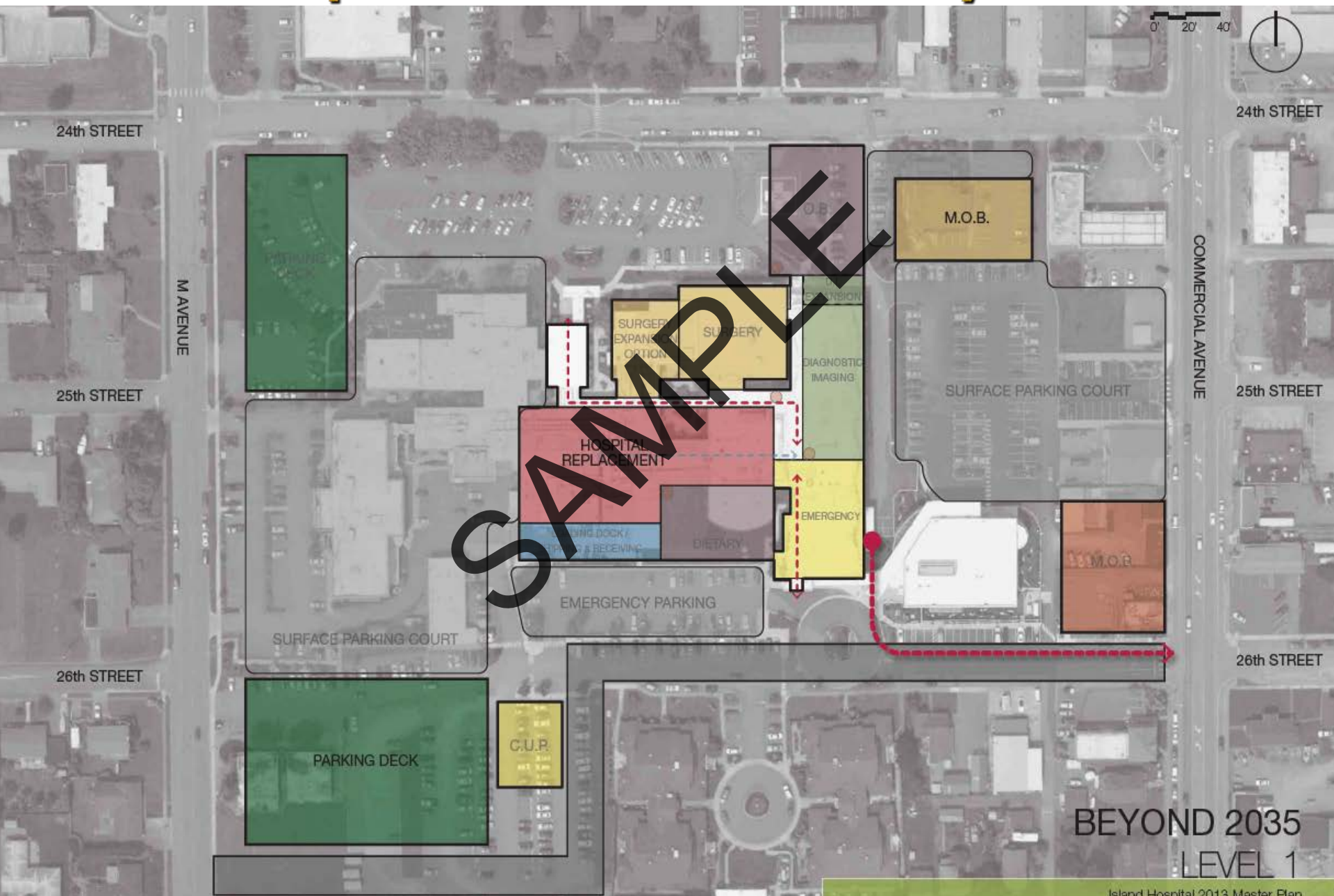
C.U.P.

LONG TERM | 10-20 YR
LEVEL 1

IH2035 Proposed Master Plan – 2035



IH2035 Proposed Master Plan – Beyond 2035



BEYOND 2035
LEVEL 1

IH 2035 Proposed Master Plan – 2035



2019 Rates

Full Time (.6 FTE and above)

Plan	Employee Only	Employee/Spouse	Employee/Children	Full Family
Kaiser GH Classic	\$77.14	\$816.55	\$631.70	\$1,371.12
Kaiser GH Value	\$0.00	\$662.29	\$496.71	\$1,159.00
Kaiser GH CDHP	\$0.00	\$601.02	\$465.35	\$1,008.03
Uniform Medical Classic	\$18.60	\$699.47	\$529.25	\$1,210.13
Uniform Medical CDHP	\$0.00	\$601.11	\$465.42	\$1,008.20
UMP PLUS—UW Med ACN	\$0.00	\$624.11	\$468.08	\$1,092.18

Part Time (.5 –.599 FTE)

Plan	Employee Only	Employee/Spouse	Employee/Children	Full Family
Kaiser GH Classic	\$484.59	\$1,224.00	\$1,039.15	\$1,778.57
Kaiser GH Value	\$407.45	\$1,069.74	\$904.16	\$1,566.45
Kaiser GH CDHP	\$351.64	\$952.66	\$816.99	\$1,359.67
Uniform Medical Classic	\$426.05	\$1,106.92	\$936.70	\$1,617.58
Uniform Medical CDHP	\$351.74	\$952.85	\$817.16	\$1,359.94
UMP PLUS— UW Med ACN	\$369.27	\$993.38	\$837.35	\$1,461.45

Life Insurance (per \$1,000)

Age	Non-Smoker	Smoker	Long Term Disability			
			Benefit Waiting Period	Rate		
<25	\$0.028	\$0.037	90 days	0.60%		
25-29	0.031	0.043	120 days	0.36%		
30-34	0.034	0.057	180 days	0.28%		
35-39	0.043	0.066	240 days	0.27%		
40-44	0.064	0.073	300 days	0.25%		
45-49	0.092	0.111	360 days	0.24%		
50-54	0.143	0.170	Accidental Death and Dismemberment			
55-59	0.268	0.317				
60-64	0.411	0.482				
65-69	0.758	0.929				
70+	1.131	1.510				
			Level of Benefit	Yourself only	Your Spouse	Your Child
			Monthly cost per \$10,000	\$0.19	\$0.19	\$0.16

Inside >>>

Eligibility Chart (Benefits Summary)
Explanation of Plans
2019 Rates



A Guide to Management Benefits

Island Benefits

Need to Know >>>

Questions about Coverage for Specific Services

Because Medical/dental plans differ in terms of cost, type of providers and facilities, referral practices, and guidelines, it is important to contact the medical or dental plans directly for information about coverage for specific services. More information can be found on the Public Employees Benefits Board website: www.pebb.hca.wa.gov.

You can also contact the plans by phone:

- Kaiser Perm. WA 1(888) 901-4636
- Uniform Medical 1(888) 849-3681
- DeltaCare 1(800) 650-1583
- Uniform Dental 1(800) 537-3406
- Willamette 1(855) 433-6825
- Health Equity 1(877) 873-8823



About your Eligibility

Enrolling is the first step ...

The following guide is intended to introduce you to Island's Benefits program and provide you with important information regarding your benefits. The Human Resources staff is available to assist you through the enrollment process and beyond. Contact Melissa Reed for a one on one benefits consultation at 360-299-4286.

Welcome to Island Hospital's benefits program. We are pleased to provide you with a wide range of options to meet the needs of you and your family. On the next few pages, we will introduce you to our full range of benefits including medical and dental insurance, life insurance, long term disability, flexible spending accounts, deferred compensation, pension, tuition assistance, paid time off, and more. Eligible employees can participate in benefit plans the 1st of the month following 60 days of employment with the exception of our deferred compensation plans. If

you choose to participate, you can do so immediately after you begin employment. Your level of benefits will vary according to your assigned FTE. Currently, the hospital offers benefits through the Washington State Health Care Authority's Public Employees Benefits Board (PEBB). Through PEBB, you will have the option to choose from 5 different medical plans, as well as 3 dental plans. Vision benefits are included as part of each medical plan. PEBB also provides coverage for Life and Long Term Disability Insurance as part of the hospital's base benefits.

Welcome to Island Hospital's benefits program.

What am I Eligible for?

Benefit	Full & Part Time 0.6 –1.0 FTE (scheduled min 24 hours/week)	Part Time 0.5—0.59 FTE (scheduled min 20 hours/week)	Casual Part Time (scheduled less than 20 hours/ week)	Reserve Per Diem (No scheduled hours)
Medical and Base Benefits (dental, life and Long Term Disability)	Eligible (Hospital pays for 100% of the lowest cost medical plan & base benefits)	Eligible (Hospital pays for 50% of the total premium for medical & base benefits)	Not Eligible	Not Eligible
Optional Life, LTD, AD&D, and Long Term Care	Eligible at Employer's Expense	Eligible at Employer's Expense	Not Eligible	Not Eligible
Pension Plan	Eligible	Eligible	Not Eligible	Not Eligible
Deferred Compensation	Eligible	Eligible	Eligible for 457 plan only	Eligible for 457 plan only
Flexible Spending	Eligible	Eligible	Not Eligible	Not Eligible
Paid Time Off & Extended Illness Benefit	Eligible	Eligible	Not Eligible	Not Eligible
Bereavement Leave	Eligible immediately for 4-5 days of pay for any scheduled work day for qualifying family members.			
Educational Leave	Eligible after 12 months of employment. Leave of absence for up to 1 year for job-related, pre-approved programs.			
Jury Duty Pay	Eligible immediately to be paid for any missed scheduled days of work.			
Tuition Reimbursement	Eligible after 12 months of employment up to \$2000/year for job related, pre-approved training.	Not Eligible	Not Eligible	Not Eligible
Aflac	Eligible (payroll deductions allowed)	Eligible (payroll deductions allowed)	Eligible (direct bill)	Eligible (direct bill)
Employee Assistance Program	Eligible — confidential services for employees and their families 1(800) 244-6142			
Personal Holiday	3 paid Personal Days per year	Pro-rated for PT employees	Not Eligible	Not Eligible

If you work a 0.5 FTE or above>>>

Medical Insurance and Base Benefits

Medical Insurance is available to all employees assigned a 0.5 FTE or above. There are 5 plans to choose from:

- Kaiser Perm. WA Value
- Uniform Medical Classic
- Kaiser Perm. WA Classic
- Kaiser Perm. WA CDHP
- Uniform CDHP

Island Hospital will pay 100% of the premium for the lowest cost plans for employees assigned 0.6 FTE or higher and 50% for those assigned 0.5 to 0.59 FTE. For the 2018 plan year, the lowest cost plans are: Uniform CDHP, Kaiser Perm. WA, & Kaiser Perm. WA CDHP. Qualified dependents can be enrolled on your medical

plan at your own expense. Medical Insurance can be waived if desired.

Base Benefits include dental, life, and long term disability insurance. This benefit is paid for by Island Hospital and **cannot be waived.**

- Dental Insurance can be chosen from 3 plans: Uniform Dental, DeltaCare, and Willamette. You may add any qualified dependents to your dental plan at no additional cost.
- Life Insurance is provided to you at the basic level through PEBB, \$35,000 plus \$5,000 in Accidental Death and Dismemberment. In addition, life and AD&D coverage

is provided for you at no expense through Unum at a level of your annual salary. If you wish, you may further increase your coverage at your own expense.

- Long Term Disability is provided at the basic level through PEBB (max monthly benefit of \$240 with a 90 day waiting period) and through Unum (max monthly benefit of 60% of your pre-disability earnings up to \$6000 with a 90 day waiting period) at no cost to you.
- Long Term Care Insurance is provided for you through Unum. The benefit is \$72,000 (\$2000/month for 3 years) in coverage for long term care facilities and/or Professional care at home.



Paid Time Off and Extended Illness Benefit

If you work at least 20 hours per week, you will earn Paid Time Off (PTO) and Extended Illness Benefit (EIB) hours. It begins to accrue immediately, and you are eligible to use it after 90 days of employment. Paid time off is used for holidays, vacations, and short-term illnesses (16 consecutive hours or less). PTO is accrued according to the schedule on the right for those working full-time (40 hours per week). If you work less than 40 hours per week, PTO is pro-rated. EIB is paid time off for an employee's own longer term illness, or that of a family member. Full-time employees earn 4 hours each month, and those working less than 40 hours per week accrue a pro-rated amount. You can earn a maximum of 520 EIB hours.

Upon Completion of	Paid PTO Hours
0 through 3 years	240 hours
4 through 5 years	280 hours
6 through 7 years	296 hours
8 through 9 years	304 hours
Year 10	328 hours
11 + years	360 hours

Pension Plan and Deferred Compensation

Valic provides Island Hospital with deferred compensation and pension plan options to fit your needs.

Pension Plan - 401a

Eligible after 18 months of employment. Island Hospital contributes 6.1% to 6.5% of annual income and requires participation in either a 403(b) or Roth 403 plan with a minimum 5% deferral.

For more information, please contact our Valic representative:

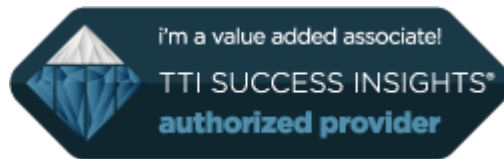
Lisa Turner, CFS
lisa.turner@valic.com
206-254-1000

Deferred Compensation - 403(b), Roth 403, 457, and Roth 457
Eligible immediately upon employment.





E. STRATEGIC PARTNERSHIPS AND MEMBERSHIPS



CEO Candidate

Charles T. Hall, MSN, MBA

Island Hospital
Anacortes, WA

SAMPLE

Experienced Leader

Alliance Health Durant & Madill (2019 - Present): Interim Chief Executive Officer

- Market CEO, Community & Operational Leader, Physician Champion

Northwest Health Systems (2016-2019): Assistant Chief Executive Officer

- Hospital Administrator, Physician Champion, Service-line Executive Champion, Community Leader

College Station Medical Center (2014-2016): Assistant Chief Nursing Officer

- Operational Leader, Service-line Executive Champion, Community Leader
- Promoted to Northwest Health's Physician Speciality Hospital: Administrator

Director of Emergency and Acute Program Services (2008 - 2014)

- Trauma, Stroke, Sepsis, Chest Pain, Emergency Preparedness

United States Navy (1994 - 2010)

- Naval Officer: 2002 - 2010, Midshipman: 1998 - 2002, Hospital Corpsman: 1994 - 1998
- Full Naval Officer Leadership scholarship to Washington State University

USNS Comfort, Hospital Ship (Operational Platform) (2002 - 2006)

- The hospital ship Comfort is a 1000 bed trauma center with an 80-bed ICU and 12-room OR rooms .
- **Joint Task Force Katrina / Rita (2005): Division Officer**: Med-Surg, Orthopedic, Family, & Psych Units
- **Training Officer**: Casualty Receiving Unit. Led training of 60 nurses and corpsmen to provide emergency care in a Level I Trauma Care

Georgetown University – Sigma Theta Tau International Honor Society

- Chapter President (2007 - 2009). Financial Chair (2005 - 2007).

Washington State University

- Student President, College of Nursing: 2001-2002. Class President, 2000-2001



Leadership Approach

I have a firm belief that our leaders are facility experts in their specialty and carry the ability to manage their services on program, community, revenue, staffing and expense arenas. Investment and mentorship are essential in strengthening our leaders. Our team takes great pride in managing performance concurrently to assure quality care, services excellence and financial responsibility.

Passionate for delivering quality health care accessible to the community

Culture of Transparency & Engagement & Empowerment

Focused on servant leadership with a buy-in approach

Hands on and engaged in team-building

Transformational Leader

Community Leader

Driven to produce quality outcomes, financial stability and market growth

Operational Leader

Alliance Health Interim CEO, Northwest Health Administrator , College Station Administration

Administratively responsible for the facility's:

- Overall Operations
- Strategic Planning & Implementation
- Budget Development & Management
- Capital Management
- Provider Relations
- Locus Recruitment
- Service-line Development
- Contract Development & Management
- Community relationships

Daily executive operational oversight:

- Daily Operations
- Inpatient Departments
- Outpatient Departments
- Ancillary Services
- Clinic Operations
- Provider Relations
- Primary Care Providers
- Speciality Physicians
- Customer Services Management

Continuous Process Improvement: Northwest Health: Executive champion of integration 360 (Lean/Six Sigma) program designed to transform healthcare system toward a continuous process evaluation/improvement culture. Evergreen Health: Co-designed and led Evergreen's first Lean Leadership Course. Attended Lean healthcare emersion course (2009) in Seattle, WA.

Emergency Preparedness Program: Administratively championed new program by incorporating the Hospital Incident Command Structure curriculum throughout Evergreen health system. Spearheaded sixty hospital leaders, city officials, and EMS/Fire personnel to FEMA's simulation and training center in Anniston, AL. Cited by Joint Commission as "Best Practice".

Strategic Planning

Author of Strategic Plans: 2020 (Alliance Durant & Madill), 2019 (NW Springdale) & 2017 (NW Physicians' Speciality Hospital)

- **All Accesses campaign:** implemented throughout Springdale's primary and urgent care clinics. Designed to allow for ease of entrance into clinics and shift community toward preventive health.
- **Cardiovascular Institute:** Led the NW Health's evaluation and CV provider transition.
- **Neuroscience Institute:** Executive steering chair of Northwest System's institute. Led the successful department comprehensive stroke certification at Plaza Medical Center.
- **Bariatric Center of Excellence:** Executive champion in gaining center of excellence status at Physicians's Speciality Hospital.
- **Orthopedic & sports medicine services:** Executive champion of expanding sports medicine services into regional high schools with five sport trainer sponsorships.
- **Behavioral Health Unit expansion** of two behaviors health unit expansions (2018 & 2019).
- **System's Ambulance Service:** Championed Northwest's 11 ambulance transport services into a county 911 EMS contract
- **System Transfer Center:** NW Health Medical Center is the flagship hospital within a 5 facility integrated health system
- **University of Arkansas athletic contract:** Executive sponsor of relationship with university. Implemented two on-campus clinics.

Capital Projects & Initiatives

Freestanding Emergency Departments: Fayetteville \$9.5M (2019), Burleson \$7.5M (2014), Redmond \$6.3M (2011), Elm Springs \$7.1M (2018: canceled, over-budget),

Behavioral Health Unit Expansions: expanding inpatient bed capacity from 27-beds to 78-beds. Two unit expansions: 19-bed (2018: \$3.2M), 29-bed (2019: \$3.7M)

Medical Office Renovation: Seven floor MOB with multiple clinics renovated including orthopedic clinic, neurosurgery clinic, cardiac rehab clinic, human resources department and the outpatient surgical center. (2018-2019: \$1.2M)

Intuitive XI Robotic program expansion: develop pro forma and providers to expand to second XI robot (\$1.2M)

Telemetry step-down unit relocation & renovation: initiative to increase telemetry beds from 16 to 30 beds. (2019: \$97k)

Community Leader



Charles Hall discussed Northwest's Health's commitment to Benton County at Gentry's fire department during the kick-off of Northwest's 911 Services. clinics. Mayor, chamber and city officials present.



Charles Hall Ground breaking ceremony emceeding the 2019 Fayetteville ground breaking ceremony. State, county, city and hospital leadership present.



Pausing to honor our veterans , Charles Hall recognizes veterans and families of those serving during NW Springdale's Veteran's Day.



Northwest health became first in state to achieve "Baby-Friendly" status. Arkansas First Lady Susan Hutchinson on site to recognize the hospital's leaders and their contribution to the community.



Springdale's Street dinner hosted by the chamber. Northwest is a proud presenting sponsor of the downtown revitalization initiative. Charles Hall pictured with State Representative Jeff Williams.



Northwest Health's leadership team at Springdale's Mayor's Prayer Breakfast (2019)

Engaged in the community with events, sponsorships, chambers, town hall's and rotaries.

School District Engagement

BENTONVILLE WEST HIGH SCHOOL CRASH SIMULATION



NWA Democrat-Gazette/ANDY SHUPE
A crowd of several hundred Bentonville West students watch Thursday, April 5, 2018, as emergency personnel work during a simulation of a fatal car crash at Bentonville West High School in Centerton. The simulation involved the Benton County Coroner, the Centerton Fire and Police departments, Bentonville Fire and EMS, Northwest Health, Bentonville Towing and Air Evac Lifeteam and was organized by the Ignite program at the school which offers students practical experience in several occupational fields. The event was held to educate students about driving while under the influence or while distracted. (Northwest Health Led)

SHATTERED DREAMS COLLEGE STATION STUDENTS SEE DANGERS OF DRUNK DRIVING



By Rusty Surette : KBTX - TV
COLLEGE STATION - Shattered Dreams is an emotion-filled program that promotes responsible decision-making among high school students as it relates to drinking and driving - or even being a passenger of someone who's been drinking. The program involves College Station ISD administration, faculty, students, parents, community organizations, law enforcement, fire, EMS and area hospitals.
(College Station Medical Center Led)

Hospital's partnership with local residents, school districts, city officials, fire, EMS and police.

Provider Partnership

Alliance Health Durant Medical Center is a syndicated owner model with hospital ownership 88% and physician ownership 8%.

Northwest Physicians' Speciality Hospital: implemented joint venture hospital model with physician owners in 2016. Hospital ownership 80% & Physician ownership 20%

General Medical Academic facilities: Alliance Health Durant and Northwest Springdale Family Medicine Practice Programs

Provider Group transition & On-boarding: Cardiovascular group (2018), Behavioral Health group (2018), Emergency & Hospitalist group (2014)

Recruitment: Neurosurgeon, Cardiovascular Surgeon, Trauma surgeon, Internal Medicine, Primary care, & Mid-levels



Northwest Springdale's Heart and Vascular institute clinic ribbon cutting ceremony. Charles Hall led the event with the Chamber of Commerce, clinic colleagues and hospital staff.

Charles T. Hall

Service Excellence

Service Excellence Committee (Executive Champion)

- Northwest Physician Speciality Hospital HCAPHS (2017): Willingness to Recommend: 90th percentile
- College Station Medical Center (4 Star) HCAHPS (2015-2016): Willingness to Recommend: +90th percentile
- Plaza Medical Center Emergency Department HCAHPS (2014): 93rd percentile
- Baylor Grapevine Medical Center Emergency Department HCAPHS (2012): >91st Percentile
- Evergreen Health HCAPHS (2011): 90th %

Magnet Designation: Baylor (2012): Led a successful department survey which contributed toward a Magnet Designation. Plaza (2014): Led a successful department survey which contributed toward a Magnet Designation.

Lean: Evergreen Health: Co-designed and led Evergreen's first Lean Leadership Course. Attended Lean healthcare immersion course (2009) in Seattle, WA.

Growth

Grow & develop Primary Care base (2018 PY) to improve access, throughput and drive volumes to support specialists through an All Access Campaign: 169,660 (+13.2%) over PY.

Admissions: Grow admission through access points, referral patterns and outreach activities.

- **Admits:** (2018 PY): +357 (+5%), EMS Admits: + 578 (+66%), BHU Admits: +331 (+55%), Direct Admits: +116 (+5.6%)

Surgical Growth through block utilization and surgeon community engagement

- Surgeries (2018): 6,737, +1,761 (+35.6%) PY.
- IP Surgeries:+359 (+36.6%). Ortho +203 (+ 50%), Spine +49 (+32.2%), Bariatric +97 (+22.9%).
- OP Surgeries: +1,403 (+35%). Ortho +753 (38.3%), Spine +20 (105%), Bariatric +141 (+66.2%), Pain Management +306 (+25.2%), Podiatry +78 (+19%), Plastics +62 (+46.9%), Other +52.

Neuroscience Services Line: Grow and develop services into a Neuroscience Institute t

- Neurosurgery Volume (2018 PY) +82 (+84%), 2019 YTD: +7 cases.
- Stroke Volume June 2019 YTD: 162 and is projected to be +37 (+12.9%) over PY.

Behavioral Health Services: Expand services to improve access, flow & efficiencies.

- Volume Growth (2018 PY): +934, +331 (+55%). 2019 YTD: +17 (+17).

EMS & Community Outreach over +100 EMS education events YTD through June 2019 in PSA & SSA

- EMS Volume (2018 PY): +903 (+27%), ED ADMIT (2018 PY):+578 (66%)

OP Services (2018): through referral development and outreach

- Radiology Growth +2,064 (+43.7%) PY. Therapy Growth +31 (+4.5%), Lab Growth: +6,909 (+58.2%)

Finance

Financial Operations: Over the last three years, we have been financially successful in exceeding budget targets. We have focused on systemization and tight expense control to help reduce cost, maximize charge capture and drive service expansion.

Our revenue and expense management has produced strong year over year earnings for our facility.

Fiscal Year	Net Operating Revenue	Change %	Change
FY 2016	\$128,087,870		
FY 2017	\$134,613,186	5.1%	+\$6.5M
FY 2018	\$139,991,282	3.9%	+\$5.3M

Fiscal Year	Total Operating Expense	Change %	Change
FY 2016	\$105,135,707		
FY 2017	\$108,767,274	3.4%	+\$3.6M
FY 2018	\$111,478,442	2.4%	+\$2.7M

Fiscal Year	EBITDA	Change %	Change
FY 2016	\$20,197,389		
FY 2017	\$23,532,095	16.5%	+\$3.3M
FY 2018	\$26,228,533	11.4%	+\$2.6M

Finance

Expense management example

Strong focus of expense management: Salaries/wages/CL expense per Adjusted Admission and Supplies expense per Adjusted Admission.

<u>Salary/Benefits & CL Expense per AA</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance %</u>
FY 2018	5,366	5,509	2.6%
FY 2019 (June YTD)	5,225	5,477	4.6%

<u>Supplies Expense per AA</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance %</u>
FY 2018	2,210	2,477	10.8%
FY 2019 (June YTD)	1,972	2,087	5.5%

Affiliations & Accreditations



Mayo Clinic Care Network Member (2018)
Northwest Health Systems



Hospital, Primary Stroke, Total Joint Program



Chest Pain Center with PCI: Cycle VI



Comprehensive Stroke Certification
(Second in Texas 2012)



Trauma Designation Journeys: Level III & Level II



Level III Neonatal Designation



Accredited Bariatric Surgery Center
Center of Excellence by the Blue Cross/Blue Shield Association.



Magnet Designation (2011 & 2014)



CONFIDENTIAL REFERENCE CHECK

Candidate's Name: _____ Date: _____
Reference: _____ Telephone: _____
Title/Affiliation: _____ Hospital: _____

1. For how long and in what context have you known each other professionally?
2. What was his position and how would you describe Kevin's responsibilities?
3. Are there any specific accomplishments that Kevin has achieved that have benefited your organization?
4. How would you compare Kevin's results with others in similar functions?
5. How would you describe Kevin's interpersonal skills?
6. How would you describe Kevin's management style?
7. What was Kevin's reason for leaving?
8. What are Kevin's job related strengths?
9. In what areas do you think Kevin could improve?
10. If you had the opportunity, would you like to work with Kevin again?
11. Kevin is being considered for a position as a Director of Benefits. Do you feel Kevin is capable of handling that type of a position?
12. As an organization goes through growing pains and changes, is Kevin someone who can wrestle with the tough decisions, implement them, and see them through to their conclusion? Can Kevin handle the different personalities through this process?
13. Is Kevin someone who embraces the vision and mission of the organization?
14. Is Kevin someone who can think outside the box?
15. Does Kevin work well with other departmental and Senior Management Team?
16. Are there any other comments you would like to add?