Goleta Valley Cottage Hospital
Santa Barbara, California

Position Specification

Vice President

CONFIDENTIAL
Prepared by
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This Position Specification is intended to provide information about Goleta Valley Cottage Hospital and the position of Vice President. It is designed to assist qualified individuals in assessing their interest.
The Organization

Cottage Health System

Cottage Health System (CHS) was formed in 1996 as the not-for-profit parent organization of Santa Barbara Cottage Hospital and is affiliated Cottage Children’s Hospital, Cottage Rehabilitation Hospital, Goleta Valley Cottage Hospital and Santa Ynez Valley Cottage Hospital. The organization is guided by a volunteer Board of Directors from the greater Santa Barbara community and provides the residents of the Central and South Coast of California with exemplary healthcare, continuous improvements in medical practice, and a commitment to community health. The organization has a dominant market share in its primary service area, being the sole provider of acute care services in the area. CHS has strong financial performance, an excellent bond rating, and solid support from the Santa Barbara Cottage Hospital Foundation, Cottage Rehabilitation Hospital Foundation, Santa Ynez Valley Cottage Hospital Foundation and Goleta Valley Cottage Hospital Foundation, the charitable organizations that support the enterprise. The system is known for an outstanding and dedicated senior leadership team, top quality physicians and a highly engaged staff.

With a combined total of more than 20,000 annual admissions, 67,000 annual emergency room visits, and 2,400 births each year, CHS hospitals excel at patient care and patient satisfaction. The system has a comprehensive range of services including maternal child and pediatric services; comprehensive cardiac, neurosurgical, and oncology programs; emergency services; Adult and Pediatric Level II Trauma Centers; and outpatient services that include sophisticated diagnostic radiology, outpatient surgery, psychiatric and chemical dependency services, and a comprehensive eye center. The medical staff of more than 700 physicians includes specialists in all major clinical areas, many of whom participate in training and education of top medical residents in internal medicine, general surgery, and radiology. The hospitals include Santa Barbara Cottage Hospital (including Cottage Children’s Hospital and Cottage Rehabilitation Hospital) in downtown Santa Barbara, Santa Ynez Valley Cottage Hospital in Santa Ynez, and Goleta Valley Cottage Hospital in Goleta. Additionally, Cottage Residential Center, a residential substance abuse treatment center, and Pacific Diagnostic Laboratory, a reference laboratory, are part of the System.

Mission and Vision

Mission Statement

To provide superior healthcare through a commitment to our communities and to our core values of excellence, integrity, and compassion.

Vision Statement

A leading healthcare system in California in quality, patient, employee, and physician satisfaction with cost-effective delivery.

Additional information about CHS can be obtained by visiting http://www.cottagehealthsystem.org/
Goleta Valley Cottage Hospital

Goleta Valley Cottage Hospital (GVCH) is a 122 bed acute care hospital founded in 1966 to serve the growing community of Goleta Valley. The hospital admits more than 1,500 patients a year and sees more than 18,000 emergency visits. GVCH is located in a suburban area, seven miles from Santa Barbara Cottage Hospital.

The hospital is well known for:

- medical/surgical services
- emergency services
- orthopedic surgery services
- breast surgery program
- maxillofacial surgery
- Center for Wound Management

There are approximately 20 active medical staff at the facility and 320 FTEs. GVCH is supported by a separate 501(c)(3) Foundation which is active in providing financial support for hospital facilities, programs, and services. The hospital is financially healthy with net patient revenues exceeding $68 million and a margin of ten percent.

Construction is underway for a $125 million new replacement hospital which will have 52 beds including 44 private rooms. The new hospital is anticipated to open in 2014 and will replace the current building. The new hospital will be characterized as a surgical specialty hospital with emphasis on inpatient and outpatient surgery, with a special emphasis on orthopedics.

The Position

The Vice President of GVCH is an executive position that serves as the Administrator for this facility. The position reports to Steven Fellows, Executive Vice President/Chief Operating Officer for CHS and is responsible for 11 direct reports at GVCH. Direct reports include managers for the following areas:

- Breast Care Center
- Emergency Services
- Imaging Services
- Medical/Surgical Services
- Sub-acute Care
- Wound Care
- Critical Care
- Environmental Services
- Nutrition
- Respiratory, Pulmonary, and Cardiology
- Surgical Services
- Additionally, the hospital receives support from the system in a variety of shared service areas.
Under the direction of the Executive Vice President/Chief Operating Officer, and in alignment with the Mission, Vision, Values and strategic plans of CHS, the Vice President of GVCH provides strategic and operational leadership and execution of the strategic implementation plan for GVCH. With a focus on superior patient care delivery and satisfaction, this position assures that there are the necessary infrastructure and resources to achieve the overall organizational goals.

To that end, this position works collaboratively with colleagues within CHS to effectively leverage system-wide services/resources in a matrix organization for most overhead departments such as finance, human resources, quality, information technology, supply chain management, advancement support, marketing and public affairs. He/she also acts as the service line executive for identified clinical services throughout the system. As the Administrator of a small community based hospital, this position is expert in associated city, state and federal legal and regulatory agency requirements. He/she also represents the health system in the local community and plays an important role in fund development for the Goleta Valley Cottage Hospital Foundation. The position is currently held by Diane Wisby, RN. Ms. Wisby is retiring in 2013, prompting the organization to initiate an executive search for her replacement.

**Essential Functions of the Job**

**Strategic Planning/Systems Thinking**

1. **Establishes Strategic Business Vision**
   In alignment with the CHS strategic plan, this includes an analysis of the current environment, integration of best practices/technologies within the ten year financial plan.

2. **Develops and executes Implementation Plan for Vision**
   Utilizes superior creativity in identifying appropriate tactics to achieve the overall strategic business vision. These tactics consider long-term impact on CHS in the areas of communications, training, appropriate fiscal and resource management, quality improvement and service excellence.

3. **Collaborates in developing CHS strategic plan**
   Actively participates in the annual assessment and development of the CHS strategic plan and goal setting.

**Service Excellence**

1. **Systems Improvement**
   Recognizes and proactively seeks to improve systems. Trains and holds staff accountable to recognize, report, and correct system failures. Coaches staff to design systems that are flexible, reflect customer desires, provide meaningful work for each person, and are cost effective.

2. **Problem Solving / Decision Making**
   Brings the right people to the table. Consistently uses the problem-solving model, basing decisions on data. Coaches staff in the problem-solving model.
3. **Quality Outcomes**
   Ensures the highest quality outcomes through effective monitoring of data and implementation of necessary system/process/performance improvements. Follows through on actionable elements of a decision/solution, measuring impact of actions and adjusts accordingly.

4. **Customer Service**
   Ensures superior customer service to physicians, patients and visitors. Is visible to staff, patients and clients to actively solicit input and alleviate problems before they occur.

**Fiscal and Resource Management**

1. **Fiscal Management including Supply and Expense Management**
   Operates within budget guidelines and is able to identify and respond appropriately to needs related to space, resources, capital and FTE’s in order to ensure effective operations. Communicates budget and financial information regularly to staff coaching them to include financial or resource components in every decision. Creatively and cost-effectively manages supply expenses.

2. **Program Management**
   Uses project management processes to set timelines, allocate resources and prioritize actions and assign responsibilities. Identifies and evaluates specific measurable outcomes, implements projects within agreed upon time frame and communicates actions to stakeholders.

**Human Resources Leadership – Individual/Team Development/Employee Relations**

1. **Empowerment/Delegation**
   Promotes shared leadership by: ensuring employees’ involvement in problem-solving, removing organizational barriers for employees, promoting staff autonomy in decision-making, and providing staff access to information regarding organizational status and changes.

2. **Rewards/Recognition/Motivation**
   Consistently recognizes individuals for achievements and conveys that his/her work is central to the success of the organization. Values the dignity, worth and contributions of each individual.

3. **Team Building**
   Clearly communicates expectations and inspires staff to work together for a common goal. Deals with all staff equally, valuing diversity of opinion and incorporating every staff role in the discussion of staff work. Creates an environment in which staff feel comfortable working with and relating to management.

4. **Human Resources Management**
   Meets determined productivity standard while maintaining high quality and high customer satisfaction.
5. Creates climate of healthy interpersonal relationships
   Sets expectation for staff to adhere to the CHS Code of Conduct. Coaches staffs in giving
direct peer-to-peer feedback. Confronts negative staff behavior.

6. Assures competency of staff
   Determines qualifications and competency standards for the department, provides tools
(training, equipment) to enable staff to become and remain competent and holds staff
accountable for competencies.

7. Coaches staff for growth
   Fosters an environment of growth, coaching staff to develop their skills and ensures that
employees have access to educational opportunities.

8. Performance Management
   Clearly communicates any performance problems in a timely manner, focusing on solutions
rather than problems. Proceeds with flexible corrective action when appropriate.

9. Shared Governance
   Demonstrates a superior understanding of the CHS Shared Governance tenets, culture and
infrastructure. Effectively incorporates Shared Governance principles into leadership style,
communications, champions GVCH organizational, departmental and system-wide Shared
Governance participation.

Regulatory Compliance/Technical Expertise

1. Maintains expert level understanding of respective legal regulatory requirements within each
area of oversight.

2. Assures organizational compliance in all areas of oversight.

3. Demonstrates superior human resources and healthcare financial business acumen.

4. Effectively leverages internal and external resources in accomplishment of goals.

5. Ensures optimal utilization of technology in areas of oversight.

6. Demonstrates superior negotiation and influence competencies.

Qualities and Qualifications

Education

- A Master’s Degree is required. An MBA, MHA, or other related advanced degree is
  preferred.

- An RN or other clinical education is highly preferred but not required.
Experience

- At least five years leadership experience in clinical hospital operations emphasizing efficiency, quality, financial performance, employee engagement, and optimal patient experience is required.

- Proficient to expert competency with Microsoft Office, Outlook and clinical systems is required.

- Evidence of strong financial skills including budgeting, cost management, and strategic financial planning.

- Strong knowledge of operations, regulatory compliance, and continuous performance improvement. Experience running a service line is helpful.

- Evidence of business development acumen and entrepreneurial skills. Previous experience in program development, marketing, and building new services.

- Excellent physician relations and engagement skills; able to partner effectively with physicians in the organization.

- A hands-on, detail-oriented style; highly organized and efficient.

- Well-developed problem solving and decision making skills. An analytical and strategic executive who considers all sides of a problem, yet is decisive and timely.

- Strong management skills; able to recruit, access, motivate, and develop a solid management team.

- Interested in community relations; effective externally as the ambassador for the health system in the community.

- Has the personality to support philanthropy, able to work effectively with the local foundation and donors in the community.

- Experience in a multisite healthcare system with a mix of inpatient and outpatient services is helpful.

- Well developed leadership skills with the proven ability of building a culture of excellence, engagement, and pride.

- Strong collaboration skills; able to get along with peers and see the big picture, yet operate independently with minimal supervision.

- An expert understanding of “systemness” and a track record of promoting the interests of the health system internally and externally.

- Well developed communication skills including being a strong writer and an accomplished public speaker.
• Decisive, confident, and mature.

• Polished, poised, and professional; able to represent the hospital and system well in all settings.

• Diplomatic, open to new ideas, and willing to accept the input and counsel of others.

• Strong values and integrity; able to live the organization’s values of excellence, compassion, and integrity.

• An authentic, candid, and transparent individual; open, accessible, and truthful with others.

• Stable career track record; able to commit to the organization for a long period of time and promotable to the next level in the organization.

Objectives

The successful candidate is expected to achieve the following objectives in the first 12-18 months:

• Ensure safe, efficient, and effective operations and strong financial performance.

• Successfully open and move into the new hospital, effectively controlling costs and minimizing disruption in service.

• Establish the reputation of GVCH as a surgical specialty hospital; grow volume and build services, especially in orthopedic surgery, wound care, breast surgery, maxillofacial surgery, urology, ENT, vascular services, and other areas.

• Continue strong performance in the emergency department, ensuring top quality care and patient satisfaction.

• Maintain the strong, positive relationship with the University of California, Santa Barbara Student Health Department, effectively serving the needs of the student population in the area.

• Achieve strong quality and patient satisfaction scores in all departments, ideally in the top decile nationally.

• Establish strong physician relations and alignment. Encourage partnership with physicians at GVCH. Engage physicians by providing a safe, efficient, competent, and welcoming environment for their practice.

• Work within CHS to develop a strategic vision for GVCH. Collaborate effectively with system peers to establish a niche for GVCH’s programs and services.

• Establish a strong relationship with the community of Goleta Valley. Integrate into the community and become well known with community and business leaders.
• Continue the strong, positive relationship with the Goleta Valley Cottage Hospital Foundation. Serve as an ambassador for the hospital to prospective donors, steward existing donors, and continue the strong connection between the Foundation and the facility.

• Build, develop, motivate, and hold accountable a top performing leadership team and staff.

• Establish a strong leadership team, structuring them for maximum impact and efficiency. Coach, mentor, and encourage high levels of performance and accountability.

• Continue to improve staff competency at all levels. Encourage continuing education, BSN completion, cross training, and staff development.

• Uphold the CHS culture and live the values of excellence, integrity, and compassion. Serve as a role model for these values in the organization and continue the high level of employee engagement and performance.

The Community

Goleta

Located on the coast of California, just seven miles north of Santa Barbara, Goleta is approximately 330 miles south of San Francisco and 90 miles north of Los Angeles. The climate is mild and sunny all year, with an average daytime temperature between 60 and 70 degrees Fahrenheit. The current population is approximately 30,100.

The principal industrial sector of Santa Barbara County is located in the City of Goleta. The City is home to approximately 80 research and development firms in the hi-tech field including those that specialize in electronics, telecommunications, medical research, national security and remote sensing manufacturing that contribute significantly to the local economy.

Goleta Beach Park is an excellent sunbathing and fishing area with almost a mile of sandy beach. It is a day use park offering picnic facilities, volleyball courts, horseshoe pits, playground equipment, and the famous Beachside Restaurant. There are also boat launching facilities and a jet ski area. El Capitan State Beach accommodates travelers and vacationers with campsites. Refugio State Beach has a group camp and which are situated adjacent to Refugio Creek and the Pacific Ocean. The beautiful palm lined beach is visible from Highway 101 at Refugio Road about 15 miles west of old town Goleta. Gaviota State Park is the largest park in the District, with over 2,000 acres of backcountry. Access for hiking or riding into the oak woodland and chaparral covered hills is by dirt fire roads and hiking trails. The park is adjacent to the Los Padres National Forest. Camping is available on the beach.
Public educational facilities in the Goleta include nine elementary schools, one Junior High, two High Schools and the University of California at Santa Barbara. A Community College is located in Santa Barbara. Private schools include St. Raphael's Catholic Elementary School, Bishop Garcia Diego Catholic High School, and Santa Barbara Christian School.

Home prices in Goleta start in the in the $500,000 range and desirable, newer construction is often higher.

Additional information about Goleta can be obtained at http://www.goletavalley.com/ and http://www.cityofgoleta.org/.

Santa Barbara

Santa Barbara is the county seat of Santa Barbara County, California. Situated on an east–west trending section of coastline, the longest such section on the West Coast of the United States, the city lies between the steeply rising Santa Ynez Mountains and the Pacific Ocean. Santa Barbara is a two hour drive north from Los Angeles or a short hop from any corner of the world via the Santa Barbara airport. Santa Barbara's harbor is home to the world famous Stearns Wharf. From the City, you are just minutes away from the Santa Barbara wine country. The gorgeous Santa Ynez Valley, with its breath-taking vistas, is home to such notable attractions as Solvang and the Chumash Reservation. Hiking, fine-dining, water sports, lazing on the beach, culture are available in Santa Barbara. The city is sometimes referred to as the American Riviera. The beautiful beaches, majestic mountains, and colorful culture make Santa Barbara a premier resort destination. The current population is approximately 90,000.

The city economy includes a large service sector, education, technology, health care, finance, agriculture, manufacturing, and local government. Aerospace and defense companies form the basis of the city's private employment as Alliant Techsystems, Citrix Online, and Raytheon have major operations in the area. Santa Barbara's tourist attractions have made the hospitality industry into a major player in the regional economy.

Education in particular is well represented, with five institutions of higher learning on the south coast (the University of California, Santa Barbara, Santa Barbara City College, Westmont College, Antioch University, and the Brooks Institute of Photography).

The Santa Barbara Airport serves the city, U.S. Highway 101 connects the Santa Barbara area with Los Angeles to the southeast and San Francisco to the northwest.

The average home price in Santa Barbara is in the high $700,000 range, with many million dollar-plus homes in the community.

Additional information about Santa Barbara can be obtained at http://www.santabarbaraca.gov/ and http://www.santabarbaraca.com/.
Procedure for Candidacy
Nominations, expressions of interest, and applications should be submitted electronically to Witt Kieffer, the executive search firm supporting Goleta Valley Cottage Hospital in this search at the addresses below.

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