Santa Barbara, California

Position Specification

Vice President Marketing and Strategic Development

CONFIDENTIAL

Prepared by
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This Position Specification is intended to provide information about Cottage Health System and the position of Vice President Marketing and Strategic Development. It is designed to assist qualified individuals in assessing their interest.
The Organization

Cottage Health System (CHS) was formed in 1996 as the not-for-profit parent organization of Santa Barbara Cottage Hospital and its 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. With over 600 inpatient beds, the organization has a dominant market share in its primary service area, being the sole provider of acute care services in the area. CHS provides the only Level II Trauma Center on the Central Coast and an array of inpatient and outpatient, medical/surgical, and rehabilitation services. The organization is a teaching hospital with 55 physicians in residency programs. CHS has strong financial performance with annual net revenues exceeding $629 million. The organization is profitable, has 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.

CHS is well-regarded for excellence in the following service lines; oncology, maternal/child, rehabilitation, trauma, cardiovascular, and orthopedics/neuroscience. With a combined total of more than 20,000 annual admissions, 70,000 annual emergency room visits, and 2,400 births each year, CHS hospitals excel at patient care and patient satisfaction. Outpatient services 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.

An affiliation/merger is currently underway and being reviewed by the Federal Trade Commission, to combine CHS and Sansum Clinic, a not-for-profit, multispecialty medical group with 180 physicians in 23 locations providing primary care and over 30 specialties throughout the Santa Barbara area. The proposed affiliation between CHS and Sansum Clinic would combine two non-profit health providers and provide excellent access and continuum of care for patients in the Santa Barbara area.

Mission, Vision and Core Values

Mission
To provide superior healthcare through a commitment to our communities and to our core values of excellence, integrity, and compassion.
Vision
Cottage Health System, in partnership with physicians, is recognized as a California leader in quality, safety, patient experience, transparency, and cost effective care.

Core Values
Excellence – What we do
Integrity – How we do it
Compassion – Why we do it

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

The Position

The Vice President Marketing and Strategic Development is responsible for planning and coordinating the marketing, advertising, public relations, media relations, community relations, communications, service line development, and strategic business development for the System. The Vice President oversees a staff of 6.5 FTEs and is responsible for a total budget of $3.1 million (including staff salaries). The Vice President reports directly to the System President and Chief Executive Officer, Ron Werft, and is a member of the executive leadership team.

Duties and Expectations

- Identifies, develops, and ensures execution of a comprehensive branding and market positioning strategy for CHS to ensure strong market share, build inpatient and outpatient volumes, and ensure community loyalty in support of overall strategic goals.

- Proactively promotes business development activities, particularly in the service lines identified for growth in CHS’s annual strategic plan.

- Creates and implements the annual marketing plan for the Health System. The plan shall include market demographics, trends, opportunities, threats, planned program initiatives, resources needed, and how the impact of initiatives will be measured.

- Strategically positions CHS through advertising, media relations, educational conferences, community events, physician-led initiatives, and one-on-one contacts by professional marketing team. Leads marketing of new and existing programs and services. This effort includes the development and production of collaterals, publications, and promotional and advertising materials. Manages the relationship with outside vendors including the organization’s marketing consultants.

- Identifies and develops public relations and media relations strategies for CHS including press releases, proactive communications and crisis communications. Implements this strategy in coordination with the Health System Chief Executive Officer, advising the Chief Executive Officer and other leaders on important public communications.
• Proactively manages relationships with media to ensure that the organization’s plans, programs, and services are frequently, fairly, and accurately communicated to the community.

• Provides support for all CHS communications, ensuring consistency of message and making sure all communications adhere to the branding plan. Coordinates and manages internal and employee communication programs to include newsletters as well as other human resources and benefits publications.

• Coordinates community education, outreach activities and community relations events.

• Supports the communication needs of the CHS’s fundraising foundations.

• Develops and manages the CHS corporate website, social media, and other digital communication.

• Conducts marketing research activities, recommends short and long term plans to the Health System Chief Executive Officer, executive leadership team, and Board of Directors.

• Measures success of various initiatives in terms of marketing return-on-investment, and shares those reports with the Health System Chief Executive Officer, executive leadership team, and Board regularly.

• Keeps abreast of current healthcare trends and practices, maintains and enhances expertise through appropriate educational experiences, and presides over a current and contemporary marketing and public relations function.

• Prepares and directs the preparation of operating budget within the areas of responsibility, measures the impact of marketing, advertising, and public relations dollars spent.

• Manages, mentors, and develops a high performing marketing, public affairs and strategic development team.

Objectives

The successful Vice President Marketing and Strategic Development is expected to achieve the following in his/her first 18 months in the position:

• Establish personal and professional credibility, gain respect, and build trust internally and externally. Integrate with the senior leadership team, Board, key physicians, and Chief Executive Officer as well as with key service line directors and Vice Presidents in the health system. Become known externally to key constituent groups and media representatives.

• Develop a marketing strategy for the Health System including a strategy for communicating to various constituents including consumers, referring physicians, health plans, and payers. Prioritize marketing initiatives on an annual basis. Develop an annual marketing strategic plan which is aligned with the Health System’s strategic plan.
- Build volume in all areas identified in the strategic plan. Support key service lines, programs, facilities, and fundraising foundation in the development of marketing, communication, and outreach strategies. Promote community awareness, recognition, and outreach to interested parties, community leaders, potential philanthropists, and donors in the community.

- Develop a branding strategy for CHS; build identity, brand, and consumer awareness of the array of products and services offered by CHS. Communicate the new physician alignment strategy.

- Further develop a focused community relations and outreach program; continue CHS’s strong relationship with the community.

- Establish a proactive media relations and effective crisis communication function. Establish a positive relationship with media and press. Proactively present press releases on new and positive developments in CHS as well as reacting in a professional and timely way to media questions and crisis communications.

- Develop an effective digital marketing capability including optimal use of the website and social media.

- Develop a Customer Relationship Management system and targeted marketing to specific constituent groups.

- Structure the marketing and public affairs department for maximum effectiveness. Coach, mentor, manage and develop staff. Improve accountability and visibility and create a service culture.

- Further develop a culture of accountability in the marketing and public affairs department. Develop marketing metrics and measures of marketing return-on-investment. Measure the impact of marketing, advertising, public relations, and communications programs on the organization’s bottom line.

Candidate Qualifications

CHS is seeking an individual with the following qualifications to make a long-term commitment to the organization:

Education

- A Bachelor’s degree is assumed; an advanced degree in Marketing, Healthcare Administration, Business Administration, or a related field is strongly preferred.

Experience

- Experience in leading a comprehensive marketing and public relations function including marketing strategy, market analysis, public relations, media relations, communications, community relations, advertising, and strategic business development.
• Experience in a large and diverse health system, ideally in a competitive market, is strongly preferred.

• Strong analytical skills; capable of analyzing market share, migration, market penetration, and the return on investment of various marketing/advertising strategies. Able to set meaningful performance metrics for the department and staff.

• Subject matter expert; a creative individual with new ideas, with a background that inspires immediate confidence and trust; current and contemporary in his/her field.

• Skilled in new media, digital communication, and use of electronic media/social media in communication and outreach programs.

• Strong business acumen and able to function as one of the System’s senior leadership team. In addition to marketing, public relations, and business development skills, must be able to contribute to the overall strategic and operational planning for the system.

• A confident and competent individual able to establish rapport with the community, media, physicians, Board of Directors, key executives, service line directors, and employees.

• A collaborative individual who builds consensus. A team player, able to establish a service-oriented culture in the department. Works effectively in a matrix organization.

• A stable individual; able to make a long term commitment to CHS and the community.

• Strong management skills with the ability to coach, develop, and lead staff.

• Politically astute, diplomatic, handles confidential information with sensitivity.

• Excellent communication skills, especially listening skills; strong presentation skills, poised, and sophisticated. Able to be an active participant at the Board and executive level and a polished representative of the System externally.

• Resonates with the mission and values of CHS; has strong principles and unquestioned ethics.

The Community

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, arts and 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 of Santa Barbara is approximately 90,000.

The city economy includes a large service sector, education, technology, healthcare, 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.


**Procedure for Candidacy**

Nominations, expressions of interest, and applications should be submitted electronically to Witt Kieffer, the executive search firm supporting Cottage Health System in this search, at the addresses below.

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<tr>
<th>Name</th>
<th>Position</th>
<th>Address</th>
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*Cottage Health System is an equal opportunity employer.*

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