Leadership Profile

Senior Vice President / Chief Nursing Officer

Centra Health, Inc.
Lynchburg, Virginia

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Leaders Connecting Leaders

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This Position Specification is intended to provide information about Centra Health, Inc., and the position of Senior Vice President / CNO. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

Centra Health, Inc. (Centra), a regional, non-profit healthcare system based in the eastern foothills of the Blue Ridge Mountains in Central Virginia, is seeking a new Senior Vice President/Chief Nursing Officer (CNO). With more than 7,500 employees, Centra includes Lynchburg General Hospital, Virginia Baptist Hospital, Southside Community Hospital, Bedford Memorial Hospital, health and rehabilitation centers, a cancer center and a 350-provider physician group. In addition, Centra’s services include residential and outpatient mental health facilities, home health and hospice programs, mammography centers, a sleep disorders center and a center for wound care and hyperbaric medicine. Centra has experienced tremendous growth, increasing revenue from $600 million to $1 billion in five years, due in part to their aggressive ambulatory strategy and strength of the Centra brand. They continue to expand their regional service area, have earned dozens of national awards for quality, service, safety and patient satisfaction, and are known for their efficiency and financial stability. Excellence in nursing at Centra has been recognized nationally as Lynchburg General and Virginia Baptist Hospitals earned Magnet designation in 2006, 2010 and 2014.

The CNO reports to E.W. Tibbs, the System President and Chief Executive Officer, a clinically trained and passionate leader who cares about Centra’s performance in supporting patient care. The CNO will create and manage an environment to provide safe, effective, and high quality, values-based patient care in a fiscally responsible manner. This will be accomplished through direction, support, and development of direct reports and nursing staff, and through work with the clinical and management staff of other divisions. He/she will assure development of patient care policies and procedures, standards of care, standards of practice, regulatory compliance and procedures to measure, assess and improve patient outcomes, and build positive and mutually supportive relationships between regional facilities’ leadership and staff.

Candidates for the position will be minimally prepared at the graduate level, preferably in nursing, with demonstrated senior level leadership in a complex healthcare delivery setting. Essential skills are guiding cultural continuity, adjustment and change, combined with a passion for measurable excellence in patient care and team engagement.

Given the array of positive ingredients that Centra Health possesses which include: a track record of success and commitment to quality, a dedicated, cohesive management team, a dedicated Board, nationally renowned and trained physicians and caregivers, a strong market share in a large geography, a health insurance product and wide array of post acute and community services that support the full continuum of health, a track record of solid financial and growth, this is a high potential career opportunity for an experienced, and collaborative leader who is seeking a key leadership role within an integrated health system. A key differentiator also relates to the culture of the region - unlike more hyper-competitive urban markets, there is a great deal of community pride in and support for Centra, along with close-knit supportive relationships.
The Role of the Senior Vice President/Chief Nursing Officer

As the Senior Vice President/Chief Nursing Officer (CNO) will provide leadership for organization-wide nursing activities directed at improving the safety, quality, effectiveness and efficiency of patient care delivered throughout the clinical system. The CNO serves to create and build a positive and mutually supportive relationship between administration, nursing and the medical staff. This is the visible, accessible leader of all nurses in the organization and serves as a role model of professionalism and dedication to the highest levels of patient care.

The CNO reports to E.W. Tibbs, the System President and Chief Executive Officer, a clinically trained and passionate leader who cares about Centra’s performance in supporting patient care. The CNO will partner with the System Vice President/Chief Medical Officer and will join a high-performing collaborative senior management team that has a clear sense of mission. Direct reports include the Nursing Vice Presidents of Lynchburg General Hospital, Virginia Baptist Hospital, Southside Community Hospital and Bedford Memorial Hospital.

Essential accountabilities include, but are not limited to:

- Plan, administer and evaluate patient care programs and nursing operations in accordance with the mission, vision, values, goals and policies of Centra.
- Plan, implement and evaluate patient care programs based on regulatory standards, external benchmarks, research findings, literature and internal standards.
- Participate in the organization’s long-range planning, goal development, strategic initiatives and designing patient care services and programs with the senior leadership team, medical staff, and other clinical leaders.
- Develop and implement organization-wide patient care programs, policies and procedures that describe how patient care needs are assessed, evaluated and met.
- Ensure the development, review and approval of patient care programs, standards, protocols and procedures that are consistent with current research, professional standards and current professional literature.
- Ensure a sufficient number of qualified patient care personnel are provided to meet patient needs by developing and implementing the Organization’s plan for providing patient care, in keeping within state mandated ratios and practicing prudent financial stewardship.
- Implement an effective ongoing Performance Improvement Program in collaboration with other departments and medical staff members to continuously improve patient care services.
- Increase the competence of nursing personnel by supporting training, internship and competency development and evaluation programs and activities. Direct nursing education programs to assure quality nursing practice within the organization.
• Develop nurse leaders to effectively manage and lead department operations.

• Utilize team building strategies to promote cohesive work groups, team work and collaboration to enhance communication and problem solving across all disciplines involving patient care.

• Develop and communicate information and education on emerging issues and priorities.

• In collaboration with department directors and managers coordinate, plan and manage the annual budget for patient care departments.

• Ensure staff possesses the appropriate communication skills for the patient population served.

Goals and Objectives – Measures of Success

The following goals and objectives/measures of success have been identified for attention and focus during the early tenure of the new CNO.

• Inspire nurses to become more patient centered, effective and efficient in providing high quality patient care. The CNO will quickly establish credibility by being a highly engaged, passionate, focused leader and by building credible, trusting relationships at all levels.

• Build excellent working relationships with the nursing staff and physicians; know the staff by name, improve satisfaction scores, and fill vacant positions with permanent staff. By cultivating empowered, accountable teams and mentoring and developing staff, the CNO will focus on elevating nursing staff engagement throughout Centra.

• In collaboration with the CEO, Chief Medical Officer, President of Centra Medical Group and other key senior colleagues, achieve the highest outcomes in efficient, high quality, patient-centered care.

• As Centra begins a transformation toward a new EHR in 2018, the CNO is expected to support the evolution of care processes and overall staff and organizational readiness for this large scale change initiative.

• Assess and revitalize the structures, performance measures and processes that support Centra’s Magnet designation.

• The CNO will focus on evolving nursing practices, standards and integration throughout Centra’s ambulatory and medical group structure. While being visible and engaged throughout Centra’s acute care sites will be important, this is a system-level role with focus on elevating nursing practices and new models of high quality, integrated care throughout the clinical enterprise.
Personal Qualifications and Personal Qualities

The ideal candidate will possess the following experience, skills, values and personal characteristics:

**Education**

- A nursing degree is required.
- A Master’s Degree in Nursing, Healthcare Administration, Business, or similar discipline is also required.
- Must be licensed as a Registered Nurse in the state of Virginia or eligible to receive such a license.

**Experience and Skills**

- Minimum of 10 years of progressive management experience in Nursing and Patient Care Services.
- Magnet/Shared governance experience desired.
- Previous experience in a multi-site healthcare delivery system and/or integrated delivery system is strongly preferred.
- Exceptional financial and business skills are required. Proven experience in operational improvement, including LEAN and/or other operations improvement methodology.
- Able to lead cultural change and to create a uniformly high standard of nursing quality throughout the ministry.
- Experience with a sophisticated healthcare information system and electronic medical record is required. EHR implementation experience would be helpful.
- Strong experience with productivity systems, staffing models, budgets and efficient use of resources.
- Able to lead change, develop trust, and lead by example. Serves as an inspirational and positive role model utilizing transformational leadership skills.
- Excellent communication, writing, facilitation, and presentation skills, including strong listening skills.
- A positive outlook, collaborative, and high-energy. Able to deal with rapid change and handle multiple priorities.
• Possesses a calm, mature outlook. Inspires confidence, provides a stabilizing influence and a professional role model for others.

• Possesses excellent strategic skills; is visionary and sees the big picture beyond the immediate objectives. Able to work simultaneously on strategic and tactical initiatives.

• A visible, approachable leader with an outgoing and welcoming personality. Trustworthy and inspires trust in others. Caring, accessible and open.

• Strong management skills, including the ability to organize, lead, and hold staff accountable. A good mentor who develops and supports staff at all levels, encouraging people to be their best. Strong commitment to supporting the professional growth of the nursing management team.

• Possesses strong ethics and values; integrates the Hospital's mission into everyday work and remedies behaviors in conflict with core values.

• An innovator, strategist and entrepreneur, who is willing to try new things; an adaptable, flexible, positive agent for change.

• Track record of personal stability; able to make a long-term commitment to the organization.

• Displays a strong work/life balance, emotional stability and sense of humor.
Centra Health Inc.: An Overview

Centra Health, Inc. based in Lynchburg, Virginia, is a non-profit healthcare system and the dominant provider of care to over 500,000 people throughout Central and Southside Virginia. Centra Health (Centra) was founded in December 1986 through the merger of Lynchburg General-Marshall Lodge Hospital and Virginia Baptist Hospital. Southside Community Hospital in Farmville joined in January 2006, as an affiliate and after a long period of co-ownership with the Carillion Health, Bedford Memorial Hospital became a wholly-owned affiliate two years ago. Today, Centra includes more than 7,500 employees, many dedicated affiliated physicians including the Centra Medical Group that includes approximately 350 providers, Lynchburg General Hospital, Virginia Baptist Hospital and Southside Community Hospital, health and rehabilitation centers, a cancer center and sites and providers serving an area of 9,000 square miles from Bedford to Farmville and from Nelson County to Danville - a geography that is approximately the size of the State of New Jersey.

In addition, Centra's services include residential and outpatient mental health facilities, home health and hospice programs, mammography centers, a sleep disorders center and a center for wound care and hyperbaric medicine. Centra is also home to the Central Virginia Center for Simulation and Virtual Learning, a 15,221 square foot facility, the only center in the Commonwealth that offers a full venue of simulation experiences. Centra has experienced tremendous growth and continues to expand its regional service area, earned dozens of national awards for quality, service, safety and patient satisfaction, and is known for its efficiency and financial stability.

Centra Health has partnered with the medical community to create Piedmont Community Health, a local healthcare insurance option. The Plan is in the state exchange and offers a Medicare advantage program. As part of its journey from a “volume to value” orientation and focus on managing the health of the population, Archetype Health, a Clinically Integrated Network (CIN) has also been created. This new model is expected to accelerate models of care management, electronic health record integration and physician alignment with the ultimate goal of supporting high quality, affordable care.

Centra Health has committed to a robust ambulatory strategy with a $100 million investment specifically used to expand ambulatory care services. Gretna’s Centra Medical Group, Gretna, VA was the first to open in December, 2014 and several have opened since then which contributed greatly to Centra’s growth. Centra’s ambulatory strategy was and is a sizable and exciting step for the organization in expanding its reach and supporting access to care in new, state-of-the-art, patient-centered facilities.

Additionally, in its continued commitment to the community, Centra has developed a partnership with Liberty University Osteopathic Medical School in the establishment of an educational program in the ambulatory setting for 80 third-year medical students.

The medical staff and the health system enjoy a positive relationship and are jointly committed to the overall success of the healthcare enterprise. The physician partners of Centra Health are skilled technically, have substantial professional credentials and include a full range of medical/surgical specialties. Historically, Lynchburg has been one of the most cost effective regions in the country for delivering high quality medical care due to minimal competitive
distractions – Centra Health is the sole community provider in the greater Lynchburg and Farmville areas. The medical staff can be described as a collegial and supportive group of physicians, who over the years have fostered a culture differentiated by commitment to do the right thing for the patient and community. Centra Health has a long history of engagement with the physicians of the region through a variety of alignments: independent practice, exclusive contracts and employment agreements. The medical staff at Centra is recognized for the quality of its practice. One hundred percent of the medical staff is Board Certified or Board eligible in the specialty in which they trained and the medical staff members were educated and trained at some of the most prestigious medical institutions in the U.S.

A 15-member Board of Directors representing a cross section of the community governs Centra Health.

**Centra’s numerous national awards and accolades include:**

- A ranking by Forbes magazine as one of the safest hospitals in the country, placing Centra in the top 5 percent of hospitals nationwide for low complication and mortality rates.

- Centra Lynchburg General, Virginia Baptist hospitals and Centra Medical Group earned the coveted Magnet designation for the third time in 2015 by the American Nurses Credentialing Center which recognizes excellence in nursing.

- Centra Health earned the Beacon Award from the American Association of Critical Care Nurses as well as top awards from VHA (Centra is a VHA Shareholder) for critical care excellence and clinical excellence in intensive care units.

- Lynchburg General Hospital was ranked as one of the Top 100 Cardiovascular Hospitals in the country by Thomson Reuters. Centra has received this honor five times since 2000 (Centra was recently named in the Top 50).

- Centra has received The Society of Thoracic Surgeons’ highest rating of three stars for quality in cardiac surgery. This has been earned each year since the award’s inception.

- Recognized twice as one of the Most Wired and Most Wireless hospitals in the country for delivering excellent patient care by Hospitals & Health Networks magazine.

- Virginia Baptist Hospital earning Press Ganey’s prestigious Summit Award for attaining the highest patient satisfaction ranking for three consecutive years, placing the hospital’s scores in the top quartile in the nation.

- Centra Lynchburg General Hospital earned The Joint Commission's national Certificate of Distinction for Primary Stroke Centers, and is the first hospital in central, southside and western Virginia to earn this honor.

- Awarded the Premier CareScience’s Select Practice national award for quality and efficiency—placing Centra among the top one percent of hospitals in the country. Centra is one of fewer than 50 health care organizations nationwide—and the only health care system in Virginia—to receive the Select Practice award.
• National and state quality awards for Centra Home Health, including HomeCare Elite for three consecutive years and the Home Health Outstanding Achievement Award from the Virginia Health Quality Center.

**Centra Medical Group**

Established in 2008 as a distinct legal entity within Centra Health, Centra Medical Group (CMG) is a substantial multi-specialty organization of 225 physicians and over 125 advanced practice professionals in diverse disciplines and specialties. CMG encompasses providers in the Central and Southside Virginia market operating in many sites.

As a key segment of Centra Health, CMG is at present receiving significant attention related to expansion and strategy as a robust and diverse physician membership, essential to the ongoing structure and durability of ambitious Centra aspirations. Centra is transforming to a broad-based health care delivery system and views physician partnerships and collaboratives as essential to the success of the healthcare enterprise going forward.

**Lynchburg General Hospital**

Lynchburg General Hospital (LGH), with 358 licensed beds, is home to the Centra Stroobants Heart Center, offering cardiac catheterizations and open-heart surgery, as well as cardiac diagnostic and rehabilitation services. As a sophisticated regional center of care, 13 percent of LGH’s beds are designated for critical care. The center is ranked as a Top 50 Cardiovascular Hospital and has received The Society of Thoracic Surgeons highest rating of three stars for open heart surgery each year since this award’s inception (Centra has also been designated as a Top 100 hospital, prior to the recent change to Top 50 rankings). Heart center specialists perform more than 5,000 major cardiac procedures annually, and Lynchburg General is among the fastest two percent of hospitals in the country for moving heart attack patients through the emergency department to the catheterization laboratory and reopening blocked blood vessels. Lynchburg General is a Level II Trauma Center and specializes in emergency and critical care services, neurology and neurosurgery, orthopedics, outpatient surgery, diabetes/renal services, pediatrics, and pulmonary care. LGH offers a wide array of major orthopedic services. More than 3,000 orthopedic surgeries are performed each year, including more than 700 total joint surgeries and 250 hip fracture surgeries. Dedicated orthopedic resources include an orthopedic nursing floor, dedicated operating rooms, specialty operating room staff, therapy services, and a specialized joint camp program for patients undergoing knee and hip replacement. More than 90,000 patients are seen each year in the emergency department.

**Virginia Baptist Hospital**

Centra Virginia Baptist Hospital (VBH), with 206 licensed beds, is located three miles from Lynchburg General, and opened as a 54-bed hospital in 1924. Virginia Baptist is the site for Centra’s maternity unit, including the regional neonatal intensive care unit, rehabilitation services, psychiatric, adult and child/adolescent inpatient units, and ambulatory surgery. It is Centra’s home for the Center for Wound Care & Hyperbaric Medicine, Sleep Disorders Center, the Center for Pain Management, and the Heartburn Treatment Center of Virginia.
Also included on the VBH campus is a 36-bed long term acute care hospital (LTACH). Opened in 2008, the LTACH is wholly owned by Centra, but incorporated and operated separately by a distinct board of directors per Medicare regulations. The hospital was built to care for those patients requiring an extended stay in an acute care setting. Major programs include ventilator/vent weaning, wound care, and post surgical complications. The LTACH has a dedicated team of internists, led by a pulmonologist who provide all of the attending services to the facility.

The Ambulatory Surgery Center at VBH has received Press Ganey's prestigious Summit Award, healthcare's most coveted symbol of achievement in patient satisfaction. To earn the award, ambulatory surgery programs must sustain the highest level of patient satisfaction for three consecutive years. In the last five years, only 41 ambulatory surgery programs in the United States have earned this distinction.

Southside Community Hospital

Southside Community Hospital is a 116-bed, full-service acute care facility in Farmville, Virginia serving as a medical hub for an eight-county region. Founded in 1927, the Prince Edward County facility sees more than 37,000 patients through its emergency department. The hospital serves the residents of Amelia, Appomattox, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway, and Prince Edward Counties. In 2016, SCH had approximately 4,000 admissions with a case mix index of 1.34. A new, 50,000-square-foot, $12 million ambulatory site opened in August, 2015 with expanded urgent care and a wide range of other ambulatory services, including laboratory and radiology. A dialysis service is also operational at this site provided in partnership with University of Virginia.

Bedford Memorial Hospital

Bedford Memorial Hospital is a full-service 50 bed medical facility with special emphasis on outpatient surgery, emergency services, geriatrics and 110 beds dedicated to rehabilitation services. The facility offers 24-hour emergency care to more than 16,000 patients annually. Centra is making investments to upgrade and expand the hospital.

In addition to the above listed hospitals, Centra’s network includes:

- Alan B. Pearson Regional Cancer Center
- Altavista Medical Center
- Big Island Medical Center
- Bridges Treatment Center
- Brookneal Medical Center
- Center of Wound Care & Hyperbaric Medicine
- Centra Amherst Medical Center
- Centra Danville Medical Center
- Centra Gretna Medical Center
- Lynchburg Family Medicine
- Lynchburg Internal Medicine
- Orthopedic & Rehabilitation Specialists-Danville
- Pathways Treatment Center
- Piedmont Psychiatric Center
- Rivermont Schools
- Rosemary & George Dawson Inn
- Seven Hills Urology
- Stroobants Cardiovascular Center
- Summit Health & Rehabilitation Center
- Centra Lab
- Centra Southside Medical Center
- Danville Medical & Surgical Specialists Center
- Falmont Crossing Health & Rehabilitation Center
- Forest Women’s Center
- Guggenheimer Health & Rehabilitation
- The Mammography Centers
- The Cardiovascular Group
- The Summit Assisted Living
- The Summit Independent Living
- Village Family Physicians
Centra’s Mission, Vision, Values

**Mission**
Excellent Care for Life

**Vision**
To Be the Most Trusted Provider of Innovative Healthcare

**Values**
- Integrity & Respect
- Patient Centered
- Teamwork
- Drive For Excellence
Community Profile

Centra has the support of a diverse and robust local economy. The economic base is an impressive array of manufacturing, pharmaceutical, education, nuclear defense contracting, insurance and technology-based firms.

Lynchburg is a scenic city located in the eastern foothills of the Blue Ridge Mountains in Central Virginia. The area has an extensive history, beginning with its founding on the James River in the 1760's by John Lynch as "Lynch's Ferry". Today, the city has a population of over 70,000 and the Metropolitan Statistical Area has a population of more than 200,000.

Lynchburg's economy is based on the many high-tech manufacturing companies located here, including cellular communications, nuclear energy, and machinery. This manufacturing and research orientation represents a shift from the mill-based economy of the past, which included foundries, shoes and textiles. Lynchburg is also home to several colleges: Central Virginia Community College, Liberty University, Lynchburg College, Randolph College and Virginia University of Lynchburg. These institutions offer a wealth of cultural activities, from national speakers to ballet companies. Lynchburg is fortunate to have one of the best public school systems in the state, as well as private education options.

Lynchburg is a centrally located community that can be easily accessed, given the area is within 500 miles of almost every major city and port along the east coast. Lynchburg's Regional Airport commercial passenger service is provided by American Airlines. Amtrak service is convenient from Lynchburg with access to major east coast cities. Lynchburg is only two hours from Richmond and three hours from Washington, D.C.

Cost of Living

Compared to the rest of the country, Lynchburg's cost of living is 21.8 % lower than the U.S. average. The unemployment rate generally tracks more than a percentage point below the national average. Prime industries within the area include nuclear technology, pharmaceuticals and advanced manufacturing.

Procedure for Candidacy

Inquiries and nominations are invited. This search will be conducted with respect to the confidentiality of candidates; references will not be contacted without prior knowledge and approval of the candidate.

Communication concerning this search may be sent via email to Wendy Brower or Paul Bohne, the Witt/Kieffer consultants partnering with Centra Health, Inc. with this endeavor:

CentraCNO@wittkieffer.com

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The search process is underway and will continue until the position is filled.

Diversity at Centra involves creating an inclusive environment wherein differences are valued integrated into everything that Centra does. Diversity at Centra is intended to encompass race, age, ethnicity, gender, religion, socioeconomic status, sexual orientation, disabilities, political beliefs, nationality and veteran status.

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