Leadership Profile

Chief Operating Officer for Stanford Health Care - ValleyCare

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Prepared by

Chris Corwin
Andrew Trechsel
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This Leadership Profile is intended to provide information about Stanford Health Care - ValleyCare and the position of Chief Operating Officer for Stanford Health Care - ValleyCare. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

This is an exciting time to join ValleyCare as the organization recently became a part of Stanford Health in 2015, taking on the new name of Stanford Health Care-ValleyCare (SHC - ValleyCare). The President of SHC - ValleyCare, Scott Gregerson is currently focused on maintaining the core culture and community mission, while integrating into the larger system of Stanford Health Care. The hospital Chief Operating Officer (COO) collaboratively leads and contributes to efforts to grow, develop and build market share to increase volume while simultaneously improving productivity and efficiency, and serve as a key leader, as it relates to the integration with Stanford Health Care.

The COO will report to the President and be a key member of the executive team working closely with hospital leadership, staff, and physicians and have a dotted line to the COO of Stanford Health Care, the organization’s key contact related to larger system integration and coordination of services. The position has administrative responsibilities for the ValleyCare facility. This responsibility includes planning, organizing, developing, directing, coordinating, implementing marketing, pricing and evaluating the activities of the departments and new programs; all according to the mission, goals, and policies of SHC - ValleyCare.

The President seeks an experienced operations leader with a broad range of skills and experiences to draw upon in achieving the strategic and operational goals of the organization. Ideally, candidates will have experience as a senior executive in an acute care hospital, preferably community-based, multi-hospital system. The individual must be a team player, collaborative and of high integrity, and embody the true sense of servant leader, related to community and patient care. The COO will help guide the organization in achieving its fundamental goals: strong physician partnerships and alignment; exceptional clinical quality; excellent service; outstanding operational and financial performance; superior market presence; and strategic service line growth. The new COO must be comfortable working in a mission-driven organization in a time of transformational change in the delivery and financing of healthcare.
Overview of Stanford Health Care - ValleyCare System

ValleyCare offers a wide range of health care services at its Livermore, Pleasanton and Dublin medical facilities. [http://www.valleycare.com](http://www.valleycare.com)

History

Back in the 1950s, when 18-bed St. Paul's Hospital proved too small for the Livermore/Pleasanton communities, and people grew weary of traveling to Oakland for health care, local residents united and raised enough money, along with federal grants, to build Valley Memorial Hospital on land donated by Kaiser Paving Company in Livermore. From that beginning in 1961, Valley Memorial grew to a two-campus health system with the opening of ValleyCare Medical Center in Pleasanton in 1991.

Today, Stanford Health Care - ValleyCare has a total of 242-licensed beds (212-acute care, 30-bed SNF), 1,400 employees, and a medical staff of over 700 with a wide array of inpatient and outpatient services, along with new and remodeled buildings in Livermore, Pleasanton and Dublin.

Recent Activity

With the Affordable Care Act in place, the ValleyCare Board of Directors and senior administration conducted an extensive and thoughtful process that explored all of ValleyCare's strategic options and ultimately requested proposals from the best health care systems in the area.

In 2015, after evaluating a number of options, ValleyCare's Board unanimously approved and moved forward with an affiliation with Stanford Health Care. The affiliation with Stanford strategically positions ValleyCare to face the changes in health care with one of the most well-respected and prestigious health care systems in the world as their partner. They are positioned to meet the challenges in health care today with the financial resources to support leading edge technology and medical practices. The affiliation benefits the community by continuing the availability of top quality, locally accessible health care and by retaining high quality physicians.

The new Stanford Health Care - ValleyCare will continue to be nonprofit, reinvesting any profits it makes from operations into new facilities, equipment and services, rather than providing them to outside owners in the form of dividends.

An important cornerstone for success of ValleyCare is the warm relationship with the community and the mutual support built over the last 50-plus years. That bond endures to their common benefit. They are determined to uphold that legacy and look to the community, for continued support. Being exempt from taxation, Stanford Health Care - ValleyCare is permitted to receive tax-deductible contributions from the community to further its vision to heal humanity through science and compassion, one patient at a time.
Overview of Stanford Health Care

*Stanford Health Care*

“Healing humanity through science and compassion, one patient at a time.”

Stanford Health Care, (SHC) is the principal teaching affiliate of the Stanford University School of Medicine and provides primary and specialty health services to adults, including cardiac care, cancer treatment, solid organ transplantation services, orthopedics and neurosciences services. SHC, together with Lucile Salter Packard Children’s Hospital at Stanford, operates the clinical settings through which the School of Medicine educates medical and graduate students, trains residents and clinical fellows, supports faculty and community clinicians and conducts medical and biological sciences research.

Stanford Hospital is a level-1 trauma, tertiary, quaternary and specialty hospital, which currently has 613-licensed beds and will be opening a new state of the art facility in 2018. There are over 14,000 employees, 2,500 faculty/medical staff, and almost 1,200 residents and fellows delivering the highest quality, state of the art care to the local and regional community. The Hospital and a majority of the Clinics are located on the campus of Stanford University adjacent to the School of Medicine in Palo Alto, California. Other Clinics are located elsewhere on-campus and off-campus in neighboring communities.

The organization is known worldwide for advanced patient care provided by its physicians and staff, particularly for the treatment of rare, complex disorders. SHC seeks to heal humanity through science and compassion one patient at a time, through its commitment to care, educate, and discover. Across its health system of inpatient care, outpatient health centers, medical groups, health plan offerings, care navigation and virtual care services, Stanford Health Care provides patients with the very best in health and care through its unique leading edge and coordinated care approach.

For more information, please go to: [http://stanfordhealthcare.org/](http://stanfordhealthcare.org/)

*University Healthcare Alliance*

Stanford Health Care’s University HealthCare Alliance (UHA) is a network of board-certified primary care and specialty physicians located across local communities. Dedicated to improving availability, effectiveness, and quality of care provided to their patients, Stanford Health Care’s network of leading physicians are located throughout the San Francisco Bay Area. Current medical groups affiliated include, Affinity Medical Partners, Bay Valley Medical Group, Cardiovascular Consultants Medical Group, Menlo Medical Clinic, University Medical Group, ValleyCare Physicians Associates.

For more information, please go to: [universityhealthcarealliance.org](universityhealthcarealliance.org)
Reporting Relationships

This position reports to the hospital President, with a dotted line to the Chief Operating Officer at Stanford Health Care, as it relates to broader system services and support. Direct reports and departments include: Chief Nursing Officer, pharmacy services; therapy and patient safety; performance excellence; ambulatory services/business development; food, nutrition and environmental services; facilities services; laboratory services; imaging services; and service excellence. Peers to the position include: Chief Financial Officer, Director of Human Resources, and Vice President, Quality and Compliance.

Goals and Objectives

In order to be considered a success, the Chief Operating Officer will be expected to accomplish the following in his/her first 12 - 18 months in the position:

- **Integrate successfully into the organization:** Develop an excellent working relationship with the President, management team, operations management, employees and medical staff based on trust, collaboration, and mutual support. Be viewed as a trustworthy, confident and effective manager and leader. Establish a reputation as a trusted individual who has excellent follow-through, gets things done, works closely with employees and physicians, makes good decisions, and treats people with dignity and respect.

- **Integrate successfully into the health care system:** Develop excellent working relationships with key leaders at Stanford Health Care, Stanford School of Medicine, and University HealthCare Alliance (UHA). Be viewed as having the ability to partner effectively to balance local and system needs.

- **Establish Self as Operations Leader:** While keeping the President apprised and involved as appropriate, oversee the day-to-day operations of the departments managed including managing capital, meeting financial and budget goals, monitoring quality, volume and productivity, and streamlining processes to be more efficient. Advocate for the needs of the departments. Ensure processes are up to date and optimize the use of technology – seen as leader around the EPIC implementation.
  
  o Be a conduit between Stanford Health Care, UHA, and local ValleyCare leadership to both effectively communicate and execute strategies, initiatives and work plans that will aim to improve operational efficiency and reduce cost across the organization.

- **Lead the team:** Be viewed as respected, respectful, collaborative, and an excellent communicator who has the ability to coach, mentor, learn from and inspire others to accomplish their goals and help them to make good decisions. Build a high-performing leadership team by filling any vacancies, setting expectations, holding people accountable, and making any structural changes needed to effectively manage areas overseen.

- **Leader:** Serve as a visible role model for employees at all levels. Establish a reputation as an involved, accessible leader with a positive outlook and effective problem solving skills. Inspire excellence and maximize employee engagement and pride in the organization.
• **Patient/ Service Excellence:** Maintain/Improve customer service levels consistently across the organization. Continue the implementation of programs and initiatives to increase patient satisfaction and enhance the patient experience. (LEAN or similar methodologies)

• **Growth:** Create collaborative working relationships across the organization and system at large to ensure excellence across the services provided, providing a focused, sustained approach to increase market share and volumes. Be visible and engaged with the physician leaders to actively listen, communicate openly, problem solve, collaboratively discuss new business opportunities. Keep physician & employee satisfaction and engagement high.

**Responsibilities**

The new COO for *SHC - ValleyCare* will be asked to address the following critical leadership issues, among others:

Employees must perform all duties and responsibilities in accordance with the **C-I-CARE** Standards of the Hospital.

*Stanford Operating System is the methodology used throughout Stanford Health Care to drive a highly capable and reliable system. It describes an approach to leadership that emphasizes continuous improvement and respect for people, and requires the ability to set and hold standards, make problems visible, support problem solving and the development of our people.**

**C-I-CARE** is the foundation of Stanford’s patient-experience and represents a framework for patient-centered interactions and has been adopted by *SHC - ValleyCare*.

<table>
<thead>
<tr>
<th>C</th>
<th>CONNECT with people by calling them their proper name, or the name they prefer (Mr., Mrs., Dr.)</th>
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<tbody>
<tr>
<td>I</td>
<td>INTRODUCE yourself and your role.</td>
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<tr>
<td>C</td>
<td>COMMUNICATE what you are going to do, how long it will take, and how it will impact the patient.</td>
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<td>A</td>
<td>ASK permission before entering a room, examining a patient, or undertaking an activity.</td>
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<td>R</td>
<td>RESPOND to patient’s questions or requests promptly; anticipate patient needs.</td>
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<td>E</td>
<td>EXIT courteously with an explanation of what will come next.</td>
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**Leadership & Innovation:**

• Leads and directs key administrative staff in developing and implementing operational plans and standards of practice to ensure deployment and achievement of identified strategic initiatives.

• Establishes or directs development of annual goals and objectives.

• Ensures services are integrated, optimally coordinated, and support the mission and objectives.
• Ensures SHC-ValleyCare fulfills identified objectives through effective administration and business activities and services are developed and are well integrated with the facility and with appropriate diversified activities.

• Assesses the strengths and needs of the facility and develops plans/objectives ensuring appropriate integration of services, consistent with organizational philosophy and strategic plans. Reviews reports and monitors progress on goals, objectives and operations, providing progress reports to the President to ensure accountability.

• Provides leadership and organizational direction in an environment of trust for employees, medical staff, and the board.

• Establishes and maintains relationships with key constituencies, including community members/leaders, medical staff, employees, board, affiliated medical groups and utilizes these relationships to further the organization's goals.

• Ensures focus is maintained on key strategic initiatives in order to ensure organizational success. This involves clarifying processes and holding others accountable for meeting clearly set performance expectations.

**Quality Management/ Customer Service:**

• Consistently assesses "customer" needs in order to develop and/or ensure existing services maintain or deliver quality characteristics, which meet the needs of assigned departments' customers and staff.

• Assists the President in establishing culture committed to quality, service, people, and improvement.

• Consistently assesses and responds to Patient Satisfaction Surveys and verbalized concerns in a manner that demonstrates continuous improvement of quality service.

• Ensures that the quality of care provided by all members of the staff are measured, assessed improved and evaluated in accordance with SHC - ValleyCare's Quality Improvement Plan and in response to staff and patient feedback and internal standards of care.

• Ensures the development and approval of hospital objectives, policies, procedures that promote quality care and are compatible with the function and goals of SHC - ValleyCare and meet external requirements such as Joint Commission on Accreditation of Healthcare Organizations, Title XXII, and other statutory, regulatory, and accrediting agencies.

• Establishes mechanisms which maintain a safe, healthy environment for patients and employees. Initiates, promotes and participates in research to assess and improve the quality, efficiency and cost effectiveness of patient services. Initiates, promotes and participates in research to assess and improve the quality, efficiency and cost effectiveness of services.

• Ensures an effective system for information, records and reports for all assigned departments utilizing appropriated manual or electronic systems.

• Identifies and responds appropriately to problem situations considering all perspectives in terms of scope and consequences.
Financial Management & Cost Control:

- Develops, and recommends, operating and capital budgets to the President in a timely fashion.
- Ensures the tools and training are in place to monitor and control the operating budget.
- Working collaboratively with the Chief Financial Officer, oversees development of operational finance program to assess efficiency and optimal use of resources. Includes participation in benchmarking initiatives and other opportunities to improve efficiency of operation.
- Demonstrates the ability to forecast supply, staff and equipment needs for new programs evaluating cost and benefit; projects fiscal requirements for capital and operating budgets. Develops and assembles justifications for extraordinary or unusual expenditures.
- Consistently recommends and ensures a sufficient number of quality and competent person are available to provide care that is safe and service-oriented. Provide guidance on the development of manpower projection requirement to meet the hospital's ongoing needs.
- Consistently engages the work force of assigned departments fostering input and participation in hospital planning and problem solving processes.
  - Provides education, motivating challenges, recognition and rewards which promote the professional development for management staff.
  - Communicates with staff and management in a constructive manner.
- Responds promptly to problems or concerns with sensitivity and appropriate action. Develops and executes communication strategies that promote strategic initiatives.
- Ensures development of collective bargaining strategies end goals. Initiates prompt action regarding serious disciplinary issues and documents actions appropriately.
- Assure that the hospital continues to provide high quality health care through established performance improvement measures and compliance with applicable laws, regulations and accreditation requirements.
- Work collaboratively with other members of the leadership team to eliminate unnecessary organizational redundancy and duplication and to better meet the needs of the community for high quality, affordable healthcare.

People Management/ Teamwork:

- Demonstrates and promotes the acceptance of patients, families, visitors and staff without regard to sex, race, creed, color, religion, national origin, age, veteran status - including Vietnam era and disabled veterans, physical/mental disability, disease process, sexual orientation.
- Ensures collaboration with other Vice Presidents on the ongoing development, direction and management of SHC - ValleyCare.
- Coordinates and integrates services within department and with other departments by continually collaborating with other managers.
• Consistently demonstrates positive, interpersonal relations with all constituencies; cooperates harmoniously with others in the accomplishment of the institution's strategic goals and objectives.

• Collaborates with the Chiefs of Service, Deputy Chiefs, Medical Directors and other members of the medical staff to focus on the mission, vision, values and goals of **SHC - ValleyCare**.

• Consistently demonstrates positive, interpersonal relations with all constituencies; cooperates harmoniously with others in the accomplishment of the institution's strategic goals and objectives.

• Demonstrates effectiveness in assisting President with the implementation of effective communication mechanisms among all departments and services, the medical staff, administration, and the Governing Boards.

• Consistently expresses ideas in a timely manner in clear, creative and succinct fashion. Demonstrates the ability to effectively represent and promote good public relations for the institution at national, state, and local meetings, conferences, conventions and community affairs.

**Additional:**

• Plan, direct, coordinate and monitor the operations of both hospitals to ensure quality services are provided to the people in the communities served and ensure the operations support the Triple Aim.

• Enhance quality and effectiveness of clinical ancillary and support services with high level customer service, management support, effective data and information availability, legal and regulatory compliance processes and decision making, as well as reasonable and economical staffing and operations costs.

• Ensure the highest customer/patient satisfaction levels are achieved as measured by HCAHPS and other survey tools.

• Analyze productivity performance and ensure accountability in developing efficiencies needed to meet rigorous targets.

• Keep both hospitals in a state of accreditation survey readiness at all times and appropriately develop plans of correction for deficiencies.

**Candidate Qualifications**

The ideal candidate will have the following professional qualifications and personal characteristics:

**Education/Licensure/Certification**

• Master's Degree in Hospital Administration, MBA or equivalent from an accredited graduate school program is required.

• Professional training related to healthcare administration or related field on business administration preferred.
**License/Certifications**

- None required

**Experience**

At least ten (10) years experience in operational leadership in hospital administration is required. Previous experience in an integrated delivery system and/or multi-site organization is preferred.

- Solid managerial skills, including a reputation for mentoring and developing leadership talent and staff competency at all levels of the organization.
- Previous experience in improving employee engagement is a strong plus; experience working with unionized and non-union employees is ideal.
- Previous experience in a service line environment is helpful. Proven track record of maximizing service line performance and strategically developing service lines to meet market needs is required.
- Proven background in operations improvement, including benchmarking, resource utilization, adoption of best practices. Previous experience with LEAN or other performance improvement methodology is strongly preferred.

**Personal Qualifications and Personal Qualities**

- The quality of leadership will be important. The successful candidate must be a proven leader, be able to communicate the vision to others, convince them and execute the vision. The COO must present ideas with confidence, conviction and sensitivity to the diverse interests of the many constituents.
- Strong interpersonal, written and oral communication and presentation skills.
- A team player whose management style includes being highly visible, is self-motivated, takes initiative upon seeing issues that need resolution.
- Approachable, and accessible. Develops positive employee relationships and provides inspiring leadership across organizational lines.
- Excellent teambuilding, coaching, and mentoring skills. Evidence of leading cohesive, high-performing teams. Able to communicate expectations and hold staff accountable.
- Person of highest integrity, consistently reported by others as trustworthy and trusting, able to serve as a role model by providing consistent leadership.
- High energy, strong work ethic, and action-orientation. Innovative, takes initiative, and is an out-of-the-box thinker.
- A high degree of professionalism and competency; able to deal with a variety of internal and external constituents, including physicians, senior executives, staff, and other constituents.
The Community

**Pleasanton/ Livermore/ Dublin**

The City of **Pleasanton**, located in Alameda County, California, incorporated in 1894, is a vibrant Northern California community of 71,000 residents situated at the crossroads of Interstates 580 and 680, in close proximity to the San Francisco and San Jose metropolitan areas.

It is a suburb in the San Francisco Bay Area located about 25 miles east of Oakland, and 6 miles (9.7 km) west of Livermore. The population was 70,285 at the 2010 census. Pleasanton is home to the headquarters of Safeway, Inc. and Blackhawk Network. Although Oakland is the Alameda County seat, a few county offices and a courthouse are located in Pleasanton. Additionally, the main county jail is in the neighboring city of Dublin. The Alameda County Fairgrounds are located in Pleasanton where the county fair is held during the last week of June and the first week of July. Pleasanton Ridge Regional Park is located on the west side of town.

**Livermore** is a city in Alameda County. The population as of 2014 was 86,870. Livermore is located on the eastern edge of California's San Francisco Bay Area. The city is considered part of the Tri-Valley area, including Amador, Livermore and San Ramon Valleys. Livermore is the home of the Lawrence Livermore National Laboratory. Its south side, home to local vineyards, has developed several executive subdivisions near Ruby Hill. The city has also redeveloped its downtown district.

**Dublin** is a suburban city of the East Bay region of Alameda County, California. Located along the north side of Interstate 580 at the intersection with Interstate 680, roughly 10 miles. Dublin has long been known as the Crossroads of the Bay Area. Dublin has a rich history dating back to 1772 when Pedro Fages led an expedition of 16 mounted men on a journey in search of a land route to Drake's Bay, now known as San Francisco Bay. Their return journey brought them through the Amador Valley.
Procedure for Candidacy

Nominations, expressions of interest, and applications including a cover letter and résumé are invited and will be treated confidentially. Please direct all nominations, resumes and requests for additional information to Chris Corwin or Andrew Trechsel at: ValleyCareCOO@wittkieffer.com

Chris Corwin  
Witt/Kieffer  
1900 Powell St., Suite 840  
Emeryville, CA 94608  
Direct: 650.353.3422  
ccorwin@wittkieffer.com

Andrew Trechsel  
Witt/Kieffer  
1900 Powell St., Suite 840  
Emeryville, CA 94608  
Direct: 510.740.1831  
atrechsel@wittkieffer.com

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