North Mississippi Health Services
Tupelo, Mississippi

Leadership Profile

Vice President, Revenue Cycle

WITT / KIEFFER
Leaders Connecting Leaders

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This Leadership Profile is intended to provide information about North Mississippi Health Services and the position of Vice President, Revenue Cycle. It is designed to assist qualified individuals in assessing their interest.
Mission and Overview of North Mississippi Health Services

North Mississippi Health Services (NMHS) is a diversified regional health care organization, which serves 24 counties in north Mississippi and northwest Alabama from headquarters in Tupelo, Mississippi. The NMHS organization covers a broad range of acute, diagnostic and therapeutic services, offered through North Mississippi Medical Center (NMMC) in Tupelo; a community hospital system with locations in Eupora, Iuka, Pontotoc, and West Point, Miss., and Hamilton, Alabama; North Mississippi Medical Clinics, a regional network of more than 30 primary and specialty clinics; home health and nursing homes. NMHS offers a comprehensive portfolio of managed care plans. Educational programs and early intervention are important aspects of their services, but their main focus is to provide convenient access to quality health care. NMHS works to achieve its corporate mission to improve the health of the people of this region by providing conveniently accessible, cost-effective health care of the highest quality.

NMHS is a 2012 recipient of the prestigious Malcolm Baldrige National Quality Award.

Mission
To continuously improve the health of the people of our region.

Vision
The provider of the best patient centered care and health services in America.

Vision and innovation are woven into the very fabric of the organizational culture. The Mission, Vision and Organizational Values are the evolutionary result of an organization created by people of vision in this community in the early 1930s. NMMC and its leadership are dedicated to continuing that tradition and accomplishment set by community leaders in Tupelo and surrounding communities. NMMC reaffirms and refreshes the intentions of their community's founding leaders to address current needs and anticipate the future state of health care.

NMHS does this through a carefully crafted and continuously refined process of strategic planning that correlates current and future health care needs with the current capability and the future promise of the art and science of medicine. The Mission, Vision and Organizational Values are not just words but messages that inspire a diverse workforce to achieve their full potential.

The Board of Directors and senior leadership set the current Mission statement in 1994 to reflect the growing refusal to accept the pervasiveness of disease, which continued to debilitate the region. In 2001, this process led to the Values statement based on input from employees, physicians and the community. Since 1996, as a result of their work with the Baldrige criteria, they set their sights on organizational performance that far exceeds merely the acceptable.
Core Values

North Mississippi Health Services (NMHS) is committed to acting with integrity and making decisions based on the highest standards of ethical behavior, including complying with all applicable laws and regulations. Under the direction of the Board of Directors, NMHS established its compliance program in 1997. The NMHS Integrity and Compliance Program was established to support its Mission, Vision and Values.

Values: C.A.R.E.S.
- Compassion: Show sincere care and kindness for those I serve
- Accountability: Take responsibility for my actions
- Respect: Treat everyone with dignity
- Excellence: Achieve excellence through innovation, teamwork, and doing my best
- Smile: Always be friendly

The Mission, Vision, Values and now the Integrity and Compliance Program are the evolutionary result of an organization created by compassionate people of vision in this community.

Why was Integrity added to the Compliance Plan? NMHS is not only concerned with compliance with laws and regulations, but also with behaviors and actions consistent with their Mission, Vision and Values. Compliance asks the question, “Can we do this within the law?” Integrity asks the ethical question, “Should we do this?”

The Integrity and Compliance Program provides employees, medical staff, vendors and other business partners with resources to assist them in meeting applicable legal, ethical and professional responsibilities in NMHS. One key resource is NMHS’s Standards of Conduct, which describes expected behaviors and conduct of all who work at NMHS and provides appropriate responses to common issues that are often encountered in the workplace. Other key components include education and training, auditing and monitoring, and other mechanisms that allow employees, medical staff, vendors and other business partners to raise issues and concerns so they may be dealt with timely and appropriately.

The principles found in NMHS’s Critical Success Factors (CSF) help to create and maintain a culture that fosters integrity, ethical and legal behavior. The first line of defense to adhere to compliance responsibilities includes adhering to the CSF of:

<table>
<thead>
<tr>
<th>People</th>
<th>Maintain high quality work force</th>
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<tbody>
<tr>
<td>Service</td>
<td>Improve customer service</td>
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<tr>
<td>Quality</td>
<td>Improve prevention and health education services. Improve health outcomes</td>
</tr>
<tr>
<td>Financial</td>
<td>Produce financial resources required to support mission and vision</td>
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<tr>
<td>Growth</td>
<td>Expand access to health services</td>
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To support the CSF, the Integrity and Compliance Program includes:

- Setting standards of Integrity and Compliance through a Code of Conduct
- Creating awareness of these standards among everyone in the company through Integrity and compliance training and other ongoing communication efforts
- Providing a means to report problems (i.e., possible misconduct). They maintain a Compliance Line to receive reports from anyone who is aware of a violation of their Code of Conduct or Compliance Plan. This line is answered at all times
- Monitoring and auditing performance in areas of compliance risk ensuring that established policies and procedures are being followed and are effective
- Undertaking other efforts, such as clinical ethics and pastoral care services.
The Community

There's no escaping that northeast Mississippi is the heart of the South, nor would you want to. Mississippi's eclectic mix of culture and heritage provides it with a personality that is all its own, flavored with a generous dose of Southern hospitality. From the distinctive folksy blues to the sweet smell of magnolias that drifts across its restored antebellum homes to the giant oaks that shade the historic Natchez Trace, Mississippi is a sensual delight. But coupled with its leisurely and comfortable lifestyle is a dynamic and cosmopolitan energy that makes living in northeast Mississippi ideal.

Northeast Mississippi represents the growth and prosperity of 21st century Mississippi. These locales offer something for every interest and provide a truly desirable setting in which to raise a family. With a population of approximately 38,000, Tupelo is the largest city in North Mississippi Medical Center's service area. Tupelo has been selected as an All-America City three times over the last three decades, most recently in 1999. And it's no wonder with all it has to offer:

- More than 1,400 acres of city park land and 18 city parks
- Eight state parks and four national forests within one-hour's drive
- A sportsplex that includes 16 professionally lighted soccer fields and nine baseball fields
- The Tupelo Symphony Orchestra, which hosts seasonal concerts and world-renowned guest performers
- The Tupelo Ballet Company, which offers a full schedule of performances each season
- BancorpSouth Arena, the area's premier arena with a 10,000 spectator capacity and a wide variety of events
- The Tupelo Automobile Museum, the second largest private car collection in the United States with more than 150 classic and antique autos
- The Mall at Barnes Crossing, a retail complex that totals more than 1.4 million square feet—one of the top 10 shopping malls in the Southeast.
- North Mississippi Medical Center, the largest non-metropolitan hospital in the nation and a leader in quality health care

In addition to the cultural and recreational amenities offered in northeast Mississippi, the area provides an exceptional cost of living value. Housing is abundant, neighborhoods are close knit and family-friendly, and housing prices are moderate. Competitive utility and insurance rates are enhanced by the temperate climate and mild winters. As a result, northeast Mississippi has an overall cost of living that is below the national average. The area's educational system often exceeds national standards in terms of student performance, quality of teaching staff and student to teacher ratio. In addition, several community and four-year colleges located within northeast Mississippi, including the University of Mississippi, Mississippi State University and the Mississippi University for Women, are about an hour from Tupelo.
There's no shortage of things to do close to home. Plenty of fun outings are available within a few hours or as day trips. Memphis, Birmingham and Nashville are easily reached from Tupelo. The Natchez Trace Parkway, which runs through Tupelo, angles 444 miles across Mississippi, Alabama and Tennessee. National Military Parks in Shiloh, Tenn., and Vicksburg are popular stops for Civil War history buffs.

Forests, lakes, rivers and offshore waters abound. Best of all, the mild climate permits year-round enjoyment of boating, bicycling, hiking, hunting and horseback riding. The excitement of deep-sea fishing draws anglers to the Gulf Coast, and more than 150 species of freshwater fish thrive in Mississippi's inland waterways. If you prefer the challenges of golf, two of the state's top courses are located within an hour's drive of Tupelo, Old Waverly in West Point and Kirkwood National Golf Club in Holly Springs. So whether your idea of recreation or adventure includes sports, the arts, history, the sciences or just some excellent dining, there are plenty of nearby options that make living in northeast Mississippi so enticing.
Opportunity and Summary of Position

The Vice President, Revenue Cycle will develop strategic plans and ongoing performance improvement initiatives to optimize successful account adjudication, exceptional collections, and high customer service throughout the revenue cycle. This executive will lead the revenue cycle coordination and optimization across North Mississippi Health Services. Responsibilities include working with Directors and Managers from across the system to execute a vision, optimize processes, deliver quality services and reports, manage cash collections, deploy technology, and ensure support for the community, while complying with related regulations. The position manages processes and provides guidance, direction and support to encompass all aspects of the revenue cycle, including but not limited to clinic revenue operations, coding, charge capture, account follow-up, denial management, credentialing and demographic information capture. The position provides overall direction regarding the activities of the outsourced billing operations and establishes policies and procedures to optimize all facets of revenue cycle operations.

Duties and Responsibilities:

- Reviews, designs and implements systematic approaches to maximize revenue and cash flow, while minimizing bad debt to ensure that the hospital revenue cycle is effective and properly utilized.
- Provides leadership for developing and overseeing systems and processes to create efficiencies and improvement in the areas of patient access (registration, insurance verification, financial counseling) and patient financial services (billing, collections and customer service.)
- Provides leadership, organization structure and management for realistic long-range planning as well as day-to-day operations for patient financial services and patient access.
- Actively works with the Hospitals’ Leadership Teams and corporate leaders to review revenue cycle performance and pursue ways to improve cash flow.
- Addresses regulatory reimbursement and managed care issues related to revenue cycle management.
- Develops and implements policies and procedures to ensure that the clinical revenue cycle is effective and properly utilized.
- Directs technology related activities to achieve desired goals and maintain compliance with federal, state and local regulations.
- Develops budgetary goals and initiates corrective action to address variances.
- Interacts with vendors and various departments that impact revenue cycle management results, including: HIM, Case Management, IT, Finance and hospital patient care areas.
• Work closely with outside consultants in the areas of community hospital and clinic revenue cycle maximization.

• Work to reduce days in accounts receivable across the system. Increase efficiency of point of service collections as well as denials management.
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 Vice President, Revenue Cycle:

- Gain an understanding of the relationships between the revenue cycle and the key stakeholders throughout North Mississippi Health Services. Develop an understanding of the organization’s mission, strategy and goals; establish personal and professional credibility, gain respect and build trust with NMHS’s leadership and physicians.

- Build a collaborative high-performing culture and cohesive team within the revenue cycle functions. Provide leadership to the staff and establish a strong sense of esprit de corps toward the realization of the goals.

- Development of culture among the staff and team which encourages personal and collective ownership of issue identification and resolution.

- Develop a high quality metric driven revenue cycle function which values best practices and performance.

- Assess the skills of the staff and develop a plan to enhance their managerial and technical capabilities. Mentor staff and provide opportunities for professional development.

- Work to ensure compliance and no disruption of operations with implementation of key operational and regulatory changes.

- Assess the current functions and processes and make changes to optimize resources, and best support the organization’s goals to continuously provide the highest level of service in the most expedient fashion.

- Contribute to the advancement of ongoing efforts to better manage internal expenses and overall costs. Identify opportunities for operational efficiencies that will result in increased productivity and effectiveness.

- Establish collaborative relationships with third party payers and lead efforts to identify ways to improve reimbursement performance.
Candidate Qualifications

Education and Certifications

- Bachelors degree is required
- Master’s degree in business administration, finance, or related discipline is strongly preferred
- HFMA and MGMA certifications are preferred

Experience

- Ten years of progressively-responsible leadership experience with hospital and physician revenue cycle
- Proven ability to develop strategic plans to address resource allocation, payer containment, and patient engagement
- Experience with and knowledge of an electronic medical records system for hospital and physician/ambulatory operations (AllScripts, GE Centricity)

Personal Characteristics

- A strong leader and team player who has an approachable demeanor and a collaborative style; a politically-savvy leader who can establish trust and confidence quickly with a wide range of constituents.
- Brings an uncompromising commitment to the value of partnering with key stakeholders to identify solutions for future challenges, with the ability to define success in terms of institution-wide goals and objectives.
- Highly oriented toward transparency, employee engagement, communication, and development of a high-performance culture. A creative and effective problem solver who demonstrates a commitment to customer service excellence.
- Displays an aptitude for building relationships based upon team participation, integrity, trust, reliability, openness and confidence. Possesses the ability to work effectively with individuals at all levels within the organization, from those in the executive ranks to non-exempt staff.
- A hands-on approach to management with the ability to be strategic and to see the big picture, while remaining attentive to detail.
- An individual capable of absorbing input on multiple issues. An individual who is organized, with exemplary follow-through skills.
• Has outstanding communication and interpersonal skills, along with the ability to work effectively with physicians and hospital administrative staff.

• A leader who can think strategically, then proactively implement strategies in a logical and timely manner.

• A decisive executive who holds people accountable while promoting a team philosophy. Can make necessary, yet perhaps unpopular, decisions. Demonstrates commitment to achieving goals while establishing a culture of responsibility and fairness.
## Timeline and Interview Process

The timeline below outlines the activities that are critical for this high-profile Vice President, Revenue Cycle search. We will work with North Mississippi Health Services to adapt this schedule to suit your specific needs.

<table>
<thead>
<tr>
<th>Week</th>
<th>Activity</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Start-up Activities</td>
<td>Witt/Kieffer meets leadership, others to understand North Mississippi Health Services fully and create ideal leader profile</td>
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<tr>
<td>2-3</td>
<td>Approve Position Specification and Recruitment Strategy</td>
<td>Witt/Kieffer submits draft position specifications and suggested recruitment strategy, seeks input/approval</td>
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<td>4-12</td>
<td>Recruitment and Candidate Evaluation</td>
<td>Aggressive national recruitment targets potential candidates; interviews, credential checks, deep references thoroughly vet qualified candidates</td>
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<tr>
<td>13</td>
<td>Candidate Review</td>
<td>Witt/Kieffer meets with the Search Committee to review candidates and identify semi-finalists for interviews</td>
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<tr>
<td>14-15</td>
<td>Semi-finalist Interviews</td>
<td>Witt/Kieffer prepares North Mississippi Health Services for first round interviews (typically 3-5 candidates) and assists with selection of finalist(s) (typically 2-3) for second round interviews; additional references conducted</td>
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<tr>
<td>16-17</td>
<td>Finalist Interviews</td>
<td>Second round interviews are conducted by North Mississippi Health Services executive team; additional references are conducted by Witt/Kieffer.</td>
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<tr>
<td>18-19</td>
<td>Finalist Selection and Formal Announcement</td>
<td>Once hiring authority decides to extend an offer, Witt/Kieffer can advise and/or assist with negotiations</td>
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<tr>
<td>20</td>
<td>Leadership Transition</td>
<td>Final candidate accepts offer; appointment announced; Witt/Kieffer supports smooth transition</td>
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Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Please direct all nominations and resumes to the consultants supporting this search, preferably via e-mail to email address, to: NMHS_VPRC@wittkieffer.com

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North Mississippi Health Services offers equal opportunity for employment to all applicants without regard to race, creed, age, color, religion, sex, military status, disability, or national origin.

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