



# **Mountain-Pacific** *Quality Health*

## **Chief Executive Officer**

Leadership Profile

October 2022

*Prepared by:* Donna Padilla, Sarah Zielke



**WittKieffer**

## **Contents**

- 01** The Opportunity
- 02** Organization Overview
- 05** Position Summary
- 08** Goals and Objectives
- 09** Candidate Qualifications
- 10** The Community
- 11** Procedure for Candidacy

## The Opportunity

Mountain-Pacific Quality Health seeks a dynamic, distinguished executive to serve as its next Chief Executive Officer. Mountain-Pacific Quality Health, headquartered in Helena, Montana, is one of the leading Quality Improvement Organizations in the country, serving one of the largest geographic footprints. Under the direction of the Centers for Medicare & Medicaid Services (CMS), Mountain-Pacific Quality Health is the Quality Innovation Network-Quality Improvement Organization (QIN-QIO) for Montana, Wyoming, Hawaii, Alaska and the U.S. Pacific Territories of Guam and American Samoa and the Commonwealth of the Northern Mariana Islands.

The next CEO will assume the role currently held by Sara Medley, who has announced her retirement at the end of 2022. Sara Medley has been with Mountain-Pacific for 45 years, and she has served as the CEO for the last decade. She has supported the company's growth, providing vision and oversight as Mountain-Pacific leadership and staff have secured federal, state and commercial contracts in the states already served and others as part of their continued expansion. The next CEO will need to be someone who understands the unique needs of rural and frontier healthcare communities and the diverse populations who live within them. An ideal CEO for Mountain-Pacific will carry on the organization's entrepreneurial spirit and truly care about the growth and advancement of the company and all the people who work for us.

Overall financial performance, operating efficiency and strategic growth of the organization will be key priorities for the CEO. They will provide vision, integrity and leadership to Mountain-Pacific Quality Health to ensure it achieves its goals and is aligned with the mission of providing solutions for better health in the communities served by Mountain-Pacific Quality Health. The CEO is accountable to the Board of Directors and works in collaboration with partners across all regions that they serve.

The CEO will be well-versed in leading and advocating in a time of transformational change in healthcare. The CEO will demonstrate a restless commitment to improvement and excellence. The successful leader will be a dynamic, thoughtful, and results-driven executive who is called to lead Mountain-Pacific Quality Health into its next chapter of growth and service. Additionally, the Board will seek individuals with strong emotional and social intelligence and a demonstrated ability to connect with individuals in a meaningful way at all levels of an organization.

## Organization Overview

Mountain-Pacific Quality Health (Mountain-Pacific) is a 501(c)(3) nonprofit corporation that strives to be the “go-to” resource for driving innovation in health care systems in the states and regions they serve. Mountain-Pacific first began partnering with providers, practitioners and patients in Montana in 1973. They now support the health care communities of Montana, Wyoming, Hawaii, Alaska, the U.S. Pacific Territories of Guam and American Samoa and the Commonwealth of the Northern Mariana Islands.

### Quality Innovation Network-Quality Improvement Organization (QIN-QIO)

Part of what Mountain-Pacific does is under the direction of the Centers for Medicare & Medicaid Services (CMS). They partner with health care providers, practitioners, stakeholders, patients and families on a variety of quality improvement initiatives to achieve better care, better population health and lower health care costs. These initiatives include:

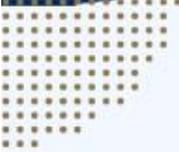
- Preventing healthcare-associated infections in hospitals and nursing homes
- Preventing healthcare-acquired conditions related to long-term care in nursing homes
- Improving the coordination of care from one health care setting to another and reducing unnecessary hospital admissions and readmissions
- Improving cardiovascular health
- Improving the health and wellbeing of people with diabetes
- Helping providers with the use of electronic health records (EHRs) and health information technology (HIT)
- Helping providers with quality data reporting and related incentive programs

### Montana Medicaid

Mountain-Pacific provides Medicaid utilization and pharmacy review and management services for the Montana Department of Public Health and Human Services. They have been performing medical case review for specific Medicaid contracts since 1974. Through the review process, they strive to enable each Medicaid client to get his or her needs met in the most appropriate, cost-effective setting, using the most appropriate medical service, equipment and supplies.

### Health Transformation Consulting Services

Mountain-Pacific Quality Health offers technical assistance, guidance and information on best practices to support and accelerate health care providers’ efforts to become meaningful users of electronic health records (EHRs). Clinical best practices and clinical expertise are no longer enough to successfully compel quality improvement and improved outcomes. Clinical quality improvement now requires both clinical and health information technology (HIT) expertise. The Health Transformation Services (HTS) department is a vehicle for driving data driven practices into health care settings where both providers and patients can benefit.



# Mission, Vision & Values



## Vision

Mountain-Pacific — a recognized leader for driving innovation in health care



## Mission

Partnering within our communities to provide solutions for better health



## Values

Each of us is responsible and accountable to:

- Strive for excellence
- Embrace diversity, collaboration and teamwork
- Keep our word
- Value others and treat them with respect
- Act with integrity

**Our Ends Policies...**

Ends policies describe the effect an organization wants to have on the world. For Mountain-Pacific, we want to help people experience their best possible health and health care. Specifically, we work to achieve these four ends:

1. Improve health care quality and safety alongside our health care partners
2. Improve the health and wellbeing of our community members
3. Use trustworthy data to improve patient care and make sound business decisions
4. Provide information to help shape public health policy

For more information about Mountain-Pacific Quality Health please visit [www.mpqhf.org](http://www.mpqhf.org)

## Position Summary

The CEO is accountable to the Board of Directors for leading the development and implementation of the overall organization's strategy that supports the Board's Ends policies; establishing the organization's vision and mission; assuring that contractual obligations, performance indicators and deliverables are met and; maintaining top quality outcomes in organizational finance, operations, and results while ensuring that the company improves the lives of the communities they serve.

Supporting the CEO is a high performing executive team that includes:

- Chief Operating Officer
- Chief Administrative Officer
- Chief Growth Officer
- Director of Human Resources
- Chief Medical Officer
- Director of Patient Services Division
- Director of Corporate Communications

## Responsibilities

The successful Chief Executive Officer candidate will:

### Strong Leadership

- Exercise leadership and management responsibility to ensure the efficient delivery of services that meet the needs of patients, physicians, employees, and the community.
- Hire and support an excellent workforce by hiring and training the right people for the right job at the right time. Provide clear management policies that foster trust, meaning and purpose for all employees and fair and generous benefits.
- Represent Mountain-Pacific locally, regionally, and nationally as its chief spokesperson. Grow, foster, and maintain relationships with key stakeholders and partners, associations, organizations, and agencies whose goals complement those of Mountain-Pacific.
- Galvanize all key stakeholders around a clear and compelling vision that ensures the success and growth of the organization in an increasingly competitive and rapidly changing healthcare environment.
- Exercise leadership and management responsibility to ensure the efficient delivery of services that meet the needs of patients, physicians, employees, and the community.

### Strategy and Growth

- Provide direction and leadership in the development of strategy, leveraging organizational strengths and relationships to execute on key operating/financial metrics and market growth.
- Study the market in regards to traditional and non-traditional competition, contracting, health care reform, Medicaid and Medicare issues, as well as changes from consumers, and

informs the Board of the effects, as well as the plans to respond to potential threats and seize opportunities.

- Regularly evaluate progress against the Board of Directors' Global End Policy and specific Ends Policies and report on significant variances from the plan to the Board of Directors along with recommendations for addressing the variances.
- Lead corporate strategy, business development and growth.
- Build cash reserves over time and toward the possible establishment of a charitable foundation within the organization.
- Identify partnerships and growth opportunities that best position the organization for the future.

### Operations

- Manage and oversee all operations, business development and support delivery services for all contracts, grants and task orders to address significant and diverse patient, family and community needs across the entire health and life care continuum.
- Manage the administration of contract requirements through a quality management system that assists team members in assuring compliance with deliverables, contractual requirements, and provision of excellent internal and external customer service throughout the organization.
- Ensure that new contracts or business opportunities undertaken are economically sound, operationally achievable and in line with the Board of Directors Ends policies and corporate mission.
- Manage conflict of interest issues related to the various contracts held by the organization.
- Assure that privacy and security policies comply with all applicable federal and state laws and regulations.
- Administer and manage contract processing activities.

### Governance

- Manage and oversee activities and support for the Board of Directors using its Carver Policy Governance model.
- Assist the Board of Directors with continuous review and update of governance policies.
- Assure corporate compliance with the Board of Directors' governance policies, including the Board's Executive Limitation Policies.

## Culture

- Promote a culture within the organization that is characterized by open, honest and direct communication, and a commitment to performance excellence.
- Continue the organizational priority around 'Family First,' creating a supportive environment that respects the life balance of each staff member.
- Engage in and model appropriate, ethical, professional, and personal values/behavior. Serve as an exemplary role model for the organization.
- Ensure an ethical working environment, such that the system operates in compliance with state and federal law, regulatory bodies' organizations and business partnerships.
- Ensure effective, collaborative decision-making processes with clearly understood lines of responsibility, authority, and accountability.

## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Develop a vision for the organization that ensures continued success and viability for the future.
- Ensure that the mission and values of the organization are articulated and supported.
- Become established in the local community; earn respect and build credibility internal and external to the organization.
- Develop strong, trusting relationships with peers across the region, so that the organization is seen as a valued partner.
- Gain a thorough understanding of the market dynamics and competitive environment in the service area(s).
- Work to ensure successful maintenance of existing contracts and look for new opportunities.
- Ensure a strategic plan is created and expeditiously executed to address market opportunities across the service area.

## Candidate Qualifications

### Education/Certification

- Bachelor's Degree or above in health services administration, business administration or related education and/or experience.

### Knowledge and Work Experience

- A minimum of three years executive and/or ten years management level experience in the health care industry. Specific experience in quality improvement, utilization review services, population health and health information technology, federal and state contracting and non-profit management is required. Specific additional experience with best practices in public health, data analytics and behavioral health is highly desired.
- Ability to think strategically with a forward-looking 'lens'.
- Able to communicate passionately the 'why' of the organization.
- Excellent leadership, organizational, communication and management skills.
- Ability to engage staff, promote long-term retention and reduce turnover.
- Excellent ability to define problems, collect data, establish facts, draw valid conclusions, and interpret government regulations and legal documents.
- Innovative and creative problem-solving abilities.
- Experience evaluating and responding to grant and contract opportunities
- Knowledge of and experience with negotiating federal and state contracts.
- Existing national network of contacts in healthcare, healthcare finance and health systems is desired. Ability to tap into existing networks and build networks to stimulate growth and collaboration.
- Position is located in Helena, Montana and must live locally. An expectation is that the CEO will make a long-term commitment to Mountain Pacific's headquarters location. Workdays are flexible and hybrid with the ability to work from home part of the time, but integration in the local community is important, and presence in the office regularly is critical. Also critical is the capacity to integrate the company within the various communities it serves outside of the Helena area, so appropriate travel to carry this out is also required.

## The Community

### Helena, Montana

Helena is the capital of Montana and is located in Lewis and Clark County. The city is situated near the Continental Divide, Lake Helena, The Big Belt Mountains, Helena National Forests and other noteworthy scenic sites.

Helena provides residents and visitors with a wide variety of outdoor activities. Fishing, swimming, camping, boating, water-skiing and wind surfing are popular activities at the Holter and Hauser Lakes. Canyon Ferry and Spring Meadow Lake are other popular destinations for outdoor activities. Hiking enthusiasts enjoy Blackfoot Meadows, the Bob Marshall Wilderness Complex, Mount Helena city park as well as the Continental Divide Trail. The Helena region also provides three major trail systems for snowmobiles. The Great Divide Ski area is located near Helena. All across town, you'll come across historic roots that reach back hundreds of years - from Carroll College, to the Mansion District, to the Montana State Capitol building.

For more information about Helena, Montana please visit <https://helenamt.com/>

## Procedure for Candidacy

Please direct all nominations and resumes to the WittKieffer consultants supporting this search: Sarah Zielke and Donna Padilla through the office of Lyndsey Nicodem, via email to [lyndseyn@wittkieffer.com](mailto:lyndseyn@wittkieffer.com). Application materials and inquiries can also be sent through WittKieffer's Candidate Portal, which can be accessed [here](#).

*As an equal opportunity employer, Mountain-Pacific Quality Health reaffirms its policy of equal employment opportunity for all qualified individuals without discrimination because of age, race, color, religion, sex, age, national origin, marital status, disability, veteran status or other basis prohibited by law. Underscoring this policy is our strong concern for our employees' dignity and wellbeing and our commitment to provide a safe, productive and professional work environment.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Mountain-Pacific Quality Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Mountain-Pacific Quality Health and/or are owned by Witt/Kieffer Inc. via Getty Images.

WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, they have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education - the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, DEI, Interim Leadership, Board Services and Leadership Advisory solutions, they strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.