Chief Operating Officer

Allina Health
Minneapolis, Minnesota
A Position Profile
Allina Health is a nationally acclaimed, top-ranked healthcare delivery system with revenue of $3.8 billion. It is dedicated to the prevention and treatment of illness and enhancing the greater health of individuals, families, and communities throughout Minnesota and western Wisconsin.

As a not-for-profit system, Allina Health cares for patients from beginning to the end of life through its 90-plus clinics, 13 hospitals, 15 pharmacies, specialty care centers and specialty medical services that provide home care, senior transitions, hospice care, home oxygen and medical equipment, and emergency medical transportation services. Visit the Allina Health website: http://www.allinahealth.org/

**Mission**

We serve our communities by providing exceptional care, as we prevent illness, restore health, and provide comfort to all who entrust us with their care.

We will increasingly realize our mission by focusing on delivering care of the highest value — exceptional quality and unparalleled experience at affordable costs.

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**Vision**

- Put the patient first.
- Make a difference in people’s lives by providing exceptional care and service.
- Create a healing environment where passionate people thrive and excel.
- Lead collaborative efforts that solve our community’s healthcare challenges.

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**Value Proposition**

- Strengthen Our Customer Experience
- Transform Our Business
- Invest in Our People and Culture
Strategy Overview

Measures of Success
Delighted members: from 110,000 members to 200,000 members in 2018 (for whom Allina Health is responsible for outcomes-based risk)
• Quality and experience goals in top decile
• Employee engagement in top quartile (during these transformative years)
• Performance on rewards for outcomes based risk: from 5 million to 25 million by 2018
• Operating margin sustained at 3 percent

Strategic Initiatives to further support the brand promise of Whole Person Care:

Strengthen Customer Experience
Through superior programs and a differentiated experience, Allina Health will address every customer’s whole person.
• Improve care models and cultural competency
• Optimize access channels
• Integrate care and service lines
• Differentiated clinic experience

Transform Business
Allina Health is transforming its business, freeing itself from the constraints of the current model by focusing on the outcomes for those served and aligning market rewards.
• Develop an Allina Health branded insurance product to better align payment to health and outcomes
• Create a differentiated member experience
• Perform on value-based payments
• Enhance performance through consistently exceptional care practices

Invest in People and Culture
To ensure these changes are durable and sustainable, Allina Health is investing in its people.
• Inspire and drive organizational change
• Support an optimal care team experience
• Build a philanthropic culture

2015 Key Figures
• 27,332 employees
• 6,000 associated and employed physicians
• 4,100 volunteers
• 1,789 staffed beds
• 109,265 inpatient hospital admissions
• 1.45 million hospital outpatient admissions
• 31,853 inpatient surgical procedures
• 61,036 outpatient surgical procedures
• 359,837 emergency care visits
• 15,986 births
• 7 million clinic visits
• 237,934 home health visits
• 133,075 hospice visits
• 14,769 palliative care visits
• 95,000 ambulance responses
• 983,407 retail pharmacy prescriptions filled
• 193,911 oxygen/medical equipment orders
• $3.8 billion annual net operating revenue
Community Benefit

Allina Health has a tradition of commitment, hard work, and dedication to improve the health of the communities it serves. In 2015, Allina Health provided $178.3 million in community benefit through a variety of programs, partnerships, and investments.

Healthcare starts in the communities where people live, work, and play. In fact, 80 percent of health happens outside the walls of medical facilities. As a trusted and compassionate partner, Allina Health ensures community benefit and engagement is an integral part of its culture and strategic plan.

To view the 2015 Community Benefit and Engagement Report, please visit http://www.allinahealth.org/uploadedFiles/Content/About_Us/2015-Community-Engagement-report.pdf

2016 Awards and Recognitions

- Abbott Northwestern Hospital is first in Minnesota, fourth in United States to receive advanced certification for total hip and total knee replacement from The Joint Commission.
- New Ulm Medical Center named a top hospital for patient experience, safety.
- Allina Health CEO makes Modern Healthcare’s top physician executives list.
- Northwest Metro Healthy Student Partnership receives public health award.
- Cambridge Medical Center earns Top Performer on Key Quality Measures recognition from The Joint Commission.

To view a full list of awards and recognition, please visit: http://www.allinahealth.org/About-Us/Awards-and-recognition/
Clinical Excellence

Minneapolis Heart Institute
When the Minneapolis Heart Institute® at Abbott Northwestern Hospital was established more than 30 years ago, the founding physicians believed the best place for patients to be treated was in their own communities. The Minneapolis Heart Institute® at Abbott Northwestern Hospital ranked No. 1 in the Twin Cities, and No. 22 nationally in cardiology and heart surgery by the U.S. News & World Report Best Hospitals list in 2013.

Virginia Piper Cancer Institute®
The Virginia Piper Cancer Institute provides comprehensive care through all aspects of cancer prevention, early detection, and treatment to help individuals maintain quality of life and find ways to live with and beyond cancer. Clinical experts and experienced caregivers provide oncology care and services throughout Allina Health, and offer expert support to various affiliate locations.

Phillips Eye Institute
Located in Minneapolis, Phillips Eye Institute is the second-largest specialty eye hospital in the United States, specializing in the diagnosis, treatment, and care of eye disorders and diseases. Phillips Eye Institute draws patients from a five-state region, with an extensive array of services.

Courage Kenny Rehabilitation Institute™
Courage Kenny Rehabilitation Institute was created in 2013 by the merger of Courage Center and Sister Kenny Rehabilitation Institute. Courage Kenny Rehabilitation Institute provides rehabilitation services for people with short- and long-term health conditions, injuries, and disabilities in communities throughout Minnesota and western Wisconsin.

Penny George™ Institute for Health and Healing
The Penny George™ Institute for Health and Healing works to improve the health and wellness of the patients and communities Allina Health serves. As the largest integrative health center embedded in a U.S. health system, the Penny George Institute uses a holistic approach that focuses on the mind, body, and spirit. It has helped tens of thousands of individuals on their paths to health or healing.

John Nasseff Neuroscience Institute
Neurological disorders affect millions of Americans and their families, and are on the rise. The John Nasseff Neuroscience Institute is renowned for the comprehensive range of neuroscience centers and services for patients with disorders affecting the brain, spine, and peripheral nervous system. Housed at United Hospital, the program encompasses an expert multidisciplinary medical team and technologically advanced diagnostic and treatment options.

The Mother Baby Center
The Mother Baby Center at Abbott Northwestern and Children’s - Minneapolis opened in February 2013. The Mother Baby Center at Abbott Northwestern and Children’s - Minneapolis is a joint venture that brings together two of the best-known names in mother and baby care in the region: Allina Health and Children’s Hospitals and Clinics of Minnesota. The partnership provides access to the best specialists, equipment, and services delivered by the most trusted names in fetal, maternal, newborn, and pediatric care in the region. Allina Health and Children’s expanded its birth center partnership with the addition of a second center at Mercy Hospital in Coon Rapids, Minnesota, in 2015.
The executive chosen as the Chief Operating Officer has a unique opportunity: to lead the transformation of a $3.8 billion healthcare delivery system.

The primary focus of the COO will be to create a collaborative pathway that leads to full integration of services across Allina Health, ensuring the communities’ needs are met through the clinical, operational, and financial performance of the organization as it transitions from fee-for-service to value-based reimbursement.

This is a newly created, system-wide role. This leader will design, develop and implement this organizational transformation. S/he must be steeped in experience in a high-performance, high-volume delivery system. S/he must be a subject-matter expert on system integration and understand all the operational and financial aspects that are impacted by this shift in care delivery. The executive must have a sterling track record of driving value-based care across the entirety of a healthcare organization, transforming silos into collaborative resources.

**Principal Accountabilities**

- Integrates care across the continuum to enhance access, coordination, and affordability for those served.

- Operational discipline to deliver overall financial performance, operational efficiency, quality, and safety, and enhance market share while maintaining the highest level of care.

- Leads and directs overall hospital and health group performance. Initiates and supports process improvement, customer service, and waste reduction initiatives.

- Ensures a strong customer service orientation for the health system and implements improvement programs as necessary to enhance the level of customer service and satisfaction for the customers.

- Creates new opportunities by being a thought leader providing strategic and operational insight. Redesigns the status quo to create and deliver new value across the system.

- Prepares all aspects of operations for risk sharing in anticipation of continued changes to reimbursement, given the organization’s commitment to value for the community.

- In partnership with the Chief Executive Officer, Chief Financial Officer, and appropriate leadership, determines how, when, and where Allina Health will enter population health and assume more significant risk taking.

- Motivates and leads a high-performance leadership team built on mutual trust and respect. Develops and mentors direct reports to cultivate skills and increase performance, and builds awareness of the interrelationships to foster and maintain an integrated system.

- Collaborates seamlessly across the system on engaging, retaining, and increasing the performance and productivity of physicians and clinical staff, and acts as a model and champion for integration across the system.
The Chief Operating Officer position will be in the organization’s corporate headquarters. As you will read, the Minneapolis-St. Paul metropolitan area is consistently recognized for a strong economic foundation and is exceptionally rich in culture, arts, sports, and recreational opportunities.

**Twin Cities**

The U.S. Census Bureau defines the Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area as a region of 11 counties in Minnesota and two in neighboring Wisconsin, an area which had a population of over 3 million people in 2010. The area is growing rapidly. Its population is projected to increase to 4 million in 20 years. Bloomington, home of the Mall of America, is the third-largest city in the metro area and the fifth-largest in the state. Since the 2000 census, Bloomington has been included as a named city in the MSA.

Despite the “Twin” moniker, the two cities are independent municipalities with defined borders and are quite distinct from each other. Minneapolis has broad boulevards, an easily navigable grid layout, and modern downtown architecture, while St. Paul sports narrower streets laid out much more irregularly, clannish neighborhoods, and a vast collection of well-preserved late-Victorian architecture. Also of some note are the differing cultural backgrounds of the two cities, with Minneapolis being affected by its early (and still influential) Scandinavian/Lutheran heritage, while St. Paul was touched by its early Irish and German Catholic roots. Often, the area is referred to as simply “The Cities.” Today the two cities directly border each other, and their downtown districts are about nine miles apart.
Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

We look forward to working with you as a potential candidate for the Chief Operating Officer position for Allina Health in Minneapolis, Minnesota.

For additional information on Furst Group, please visit our website at furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

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