A Position Profile

Chief Operating Officer

Hennepin County Medical Center
Minneapolis, Minnesota

Furst Group
Defining and refining leadership.
Hennepin Healthcare System, Inc./Hennepin County Medical Center

Hennepin Healthcare System, Inc. (HHS) is a comprehensive healthcare system that includes Hennepin County Medical Center (HCMC), a network of primary care clinics in Minneapolis and the surrounding suburbs, a home healthcare and hospice service, EMS service, research foundation, and philanthropic foundation. HCMC is an academic/teaching medical center and public hospital operating 486 acute care beds and generating approximately $950 million in annual net revenue. There are more than 6,800 members on the HCMC healthcare team. The Medical Center campus occupies five city blocks in the downtown area near the site of the new Vikings stadium.

HCMC is a safety net hospital providing care for those with low-income, the uninsured, and vulnerable populations, as well as commercial patients, and it provides Emergency Medical Services for 14 communities. HCMC also serves as the statewide safety net as the system cares for patients from across Minnesota, not just Hennepin County.

Hennepin County Medical Center is:

- Minnesota’s premier Level 1 Adult and Pediatric Trauma Center with many nationally recognized programs and specialties.

- An essential teaching hospital for physicians, advanced practice providers, and other healthcare workers who go on to practice throughout the state.

- A nationally recognized public hospital that cares for a diverse patient base.

- A major employer and economic engine in Hennepin County.
HHS/HCMC’s specialty services of distinction include Burn, Critical Care Medicine, Diabetes, Emergency Medicine, Gastroenterology, Hyperbaric Medicine, Infectious Diseases, Kidney Transplantation, Maternal/Child Health, Nephrology, Neurosciences, Oncology, Orthopedics, Primary Care, Psychiatry, Pulmonary Medicine, Rehabilitation, Respiratory Disorders, Sleep Disorders, and Trauma.

The HHS’s 15-member board of directors includes leaders from the community with expertise in healthcare, finance, human resources, human services, public policy, education, and the public sector. The Hennepin County Board of Commissioners retains oversight of the safety net mission and the review and approval of the operating budget, health service plan, and capital budget. Two members of the Board of Commissioners serve as ex-officio members of the HHS board.

HHS/HCMC employs a physician practice of approximately 400 physicians. This creates an alignment of clinical operations and enhanced patient-centered care initiatives, as well as reduced costs and operational efficiencies. HHS/HCMC has 729 members on its medical staff, which includes physicians, dentists, psychologists, podiatrists, physician assistants, nurse practitioners, and certified nurse midwives. HHS/HCMC is a statewide medical education resource with hospital-based residency programs and partner programs with the University of Minnesota, as well as teaching programs in multiple specialties and disciplines.

Mission

We partner with our community, our patients and their families to ensure access to outstanding care for everyone, while improving health and wellness through teaching, patient and community education, and research.

Vision

Transforming the health of our community – exceptional care without exception.

Values

- Patient & Family Centered
- Integrity
- Respect
- Teamwork
- Excellence
- Compassion
2016 Statistics

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffed Hospital Beds</td>
<td>484</td>
</tr>
<tr>
<td>Average Daily Census</td>
<td>354</td>
</tr>
<tr>
<td>Inpatients Treated</td>
<td>23,051</td>
</tr>
<tr>
<td>Births</td>
<td>2,021</td>
</tr>
<tr>
<td>Clinic Visits</td>
<td>620,781</td>
</tr>
<tr>
<td>Emergency Services Visits (includes Urgent Care)</td>
<td>112,626</td>
</tr>
<tr>
<td>Emergency Medical Services (Ambulance Runs)</td>
<td>78,000</td>
</tr>
<tr>
<td>Surgeries</td>
<td>10,406</td>
</tr>
<tr>
<td>Poison Information Center Contacts</td>
<td>64,467</td>
</tr>
<tr>
<td>Hyperbaric Chamber Treatments</td>
<td>5,029</td>
</tr>
<tr>
<td>MVNA Home Health Visits</td>
<td>23,808</td>
</tr>
<tr>
<td>Hospice Average Daily Census</td>
<td>51</td>
</tr>
</tbody>
</table>

History

What is known today as Hennepin County Medical Center (HCMC) started in 1887 as Minneapolis City Hospital. Hennepin County assumed ownership of the hospital in 1964, and in 1976, the medical center moved into its current facility in downtown Minneapolis. In 1991, the size of the campus more than doubled when Hennepin County purchased the buildings of the adjacent Metropolitan Medical Center. In 1989, HCMC became the first Level I trauma center in Minnesota and the third verified trauma center in the nation.

The hospital was a department of Hennepin County, governed by the elected county commissioners, until 2007 when a public subsidiary corporation called Hennepin Healthcare System, Inc. (HHS) was created to operate HCMC. The new governance structure was designed to provide greater autonomy and the flexibility necessary to enable HHS to react to changes in the healthcare marketplace and create new partnerships and services. While the public mission of the hospital remains the same, the strategic structural changes ensure the long-term viability of the HHS. In 2012, the hospital partnered with the county FQHC and human services department to form an accountable care organization called Hennepin Health. Also in 2012, the physicians and advanced practice providers joined HHS as a fully integrated healthcare system.

Hennepin County Medical Center continues to be widely recognized today for leadership in medical education, emergency preparedness, and research and care in many medical specialties. HCMC takes pride in preparing medical professionals to serve in the hospitals, clinics, and communities across Minnesota and the United States. Approximately 700 resident physicians and 700 medical students train at HCMC each year. Over half of all physicians in Minnesota received training at HCMC. In total, almost 20,000 health professionals benefit from the many and diverse education and training programs offered by HCMC in a given year.

HHS/HCMC’s history includes a series of firsts in the metro area – services or programs started to meet community needs that others were unable to provide.
A few of these are:

- Hennepin Regional Poison Center
- Hennepin Kidney Transplant Program
- Nurse-Midwife Service
- Burn Center
- Alternative Medicine Center
- Sleep Program

Partnering with the Community

HHS/HCMC partners with its community, its patients, and their families to ensure access to outstanding care for everyone, while improving health and wellness through teaching, patient and community education, and research. In February 2014, the ninth annual Health Services Plan report titled “Advancing Health Equity in Minnesota” was released by the Minnesota Department of Health (MDH). While Minnesota and Hennepin County appear to fare well on healthcare access, quality, and health status of its residents, there are wide disparities across the population. As a safety net healthcare organization that provides care for a large number of low income, uninsured, and vulnerable patients, HHS/HCMC is dedicated toward advancing health equity.

In adopting this health equity framework as part of HHS/HCMC’s Health Services Plan, they examine their work in the context of the following MDH recommendations:

- Continue investments in efforts that currently are working to advance health equity,
- Strengthen community relationships and partnerships to advance health equity,
- Strengthen the collection, analysis, and use of data to advance health equity.
- Make health equity an emphasis throughout HHS/HCMC.

Community Involvement

Hennepin County Medical Center is recognized for providing healthcare services to patients in neighborhood clinics and the medical center in downtown Minneapolis. However, its connections to the community take them well beyond the walls of the hospital or clinics.

It is committed to understanding the needs of the communities it serves, going into the community to meet those needs, and engaging in a conversation with the community along the way.

The Health Services Plan is a unique requirement to Hennepin Healthcare System. The 2017 plan is aligned around the three priority health needs identified in the 2016 CHNA: mental health, social determinants of health, and maternal child health. The plan features new or expanded efforts to impact HCMC patients and families.
A sustainability reporting process is in place to affirm its mission of providing access to quality care for all, an improved environment for the staff, and stewardship of the cost of healthcare.

**Commitment to Diversity**

Hennepin County Medical Center is committed to creating a culturally competent and inclusive work and care environment where all employees, patients, patients’ family members, volunteers, and business partners are treated with fairness, dignity, and respect without regard to race, color, creed, religion, national origin, gender, sexual orientation, gender identity, disability, age, marital status, or veteran status.

Hennepin County Medical Center has been able to survive and thrive for more than 120 years as a provider of healthcare to all in need because of its ability to serve an always changing community. A commitment to diversity makes this possible.

HCMC’s values clearly state that “every person has dignity and worth,” so employees and physicians treat patients, their families, and other employees with integrity, compassion, courtesy, and respect. HCMC’s commitment to diversity includes a Diversity and Inclusion Strategy with diversity training for employees, diversity actions identified for departments, and creation of policies, procedures, and practices that are sensitive to the diversity of employees and patients in Hennepin County.

**Proud to be a “Leader in LGBT Healthcare Equality”**

HCMC has been recognized as a Leader in LGBT Healthcare Equality in the Healthcare Equality Index for the fifth consecutive year. The Healthcare Equality Index is an annual survey conducted by the Human Rights Campaign—the country’s largest lesbian, gay, bisexual, and transgender civil rights organization. It earned top marks for its policies and practices related to LGBT patients, visitors, and employees.

HCMC was one of a select group of 496 healthcare facilities nationwide to be named Leaders in LGBT Healthcare Equality, and one of seven facilities in Minnesota to be awarded Leader status.

Valuing diversity is not only the right thing to do, but is imperative to the work that HCMS carries out. Cultural competence enables HCMC to deliver high quality care, improve the patient experience, be a great place to work, and be a successful and viable organization.
Education

Education is a key component of HHS/HCMC’s history and strategic initiatives, and it is one of HHS/HCMC’s diamonds. HHS/HCMC continues to serve as one of the primary clerkship sites for the University of Minnesota Medical School. In the third- and fourth- year clerkships, HHS/HCMC ranks greater than two standard deviations above all other medicine sites overall in teaching, evaluation, and feedback, as well as learning environment and overall educational value. As an academic teaching hospital, HHS/HCMC educates and trains more than 20,000 physicians, nurses, paramedics, EMTs, technicians, social workers, physician assistants, speech pathologists, and other healthcare providers each year. It is estimated that more than half of physicians in Minnesota have received training at HHS/HCMC at some point in their career. Eighteen physician residency and fellowship programs train more than 240 residents and fellows annually, and medical students and residency-trained physicians from 26 programs at the University of Minnesota do clinical rotations at HHS/HCMC. In all, students from more than 140 hospitals, colleges, universities, and other facilities across the world come to HHS/HCMC for clinical training.

Community physicians, advanced practice providers, and other multidisciplinary healthcare providers from across the community come to HHS/HCMC for continuing medical education activities, and to keep their skills and knowledge sharp. Each year, diverse continuing education opportunities include several hundred hours of Continuing Medical Education (CME) instruction for physicians and non-physicians in courses and regularly scheduled series at HHS/HCMC, as well as online. Annually, approximately 50,000 community members attend HCMC outreach training programs offered in cities and communities across the state by the Hennepin Regional Poison Center, Trauma Outreach staff, Emergency Preparedness staff, Emergency Medical Services. and faculty from diverse clinical departments.

Emergency Medicine Residency Program

HCMC is among the top 10 residency programs in Emergency Medicine. Few programs offer the hands-on critical care experience, resident autonomy, and access to state-of-the-art medical technology as the Emergency Medicine Residency at HCMC. Launched in 1972, the program is the second-oldest in the United States and still at the forefront of critical care education and training.
HHS/HCMC Safety Net

HHS/HCMC’s organizational mission, clinical services, geographical service area, and diverse patient population make it unique from the several other large not-for-profit hospital systems and independent hospitals located in the Twin Cities.

Some of HCMC’s distinctions are listed below:

- **Statewide Safety Net.** Hennepin County Medical Center cares for patients from across Minnesota, not just Hennepin County. In 2014, HCMC treated over 183,000 patients from all 87 Minnesota counties. Many of these 730,000 patient encounters came through referrals from their local physicians, often for specialized care and regional services available only at HHS/HCMC. Patients and practitioners statewide depend on the high level of expertise based in HCMC’s extensive array of services, capabilities, and staff.

- **Healthcare for the uninsured.** HHS/HCMC cared for more than 33,000 uninsured persons in 2014. The continued accessibility to healthcare services, regardless of a patient’s ability to pay, is achieved through the use of a sliding-fee charge schedule and charity care policy.

- **Healthcare for Minnesota Health Care Program (MHCP) enrollees (Medicaid).** HHS/HCMC saw approximately 77,000 persons enrolled in MHCP in 2014. Fifty percent of all HHS/HCMC patients are enrolled in MHCP, and HHS/HCMC provides the largest volume of hospital services for persons enrolled in MHCPs of any hospital in the state. In Minnesota, HHS/HCMC was one of only four providers to create a Coordinated Care Delivery System to serve General Assistance Medical Care patients for a short time in 2010. In 2012, HHS/HCMC began a new demonstration project called Hennepin Health that is based on the coordinated care model and includes capped payments and shared risk for taking care of a specific Medicaid patient population. In 2014, HHS/HCMC cared for 5,900 Hennepin Health patients.

- **Diverse patient population.** The HHS/HCMC patient base is extremely diverse. Approximately 25 percent of HHS/HCMC patients were born in other countries. Healthcare providers and social service staff assess the cultural, social/emotional, and community needs of patients in order to provide the appropriate interventions. In addition, HHS/HCMC employs bilingual staff and operates primary care clinics for Russian, Somali, and Spanish-speaking patients. In 2014, 30 percent of HHS/HCMC patients required language services, and HHS/HCMC utilized interpreters 240,000 times. To respond to the language needs of HHS/HCMC’s diverse patient communities and bridge the communication and cultural barriers in the healthcare setting, HHS/HCMC developed a centralized and effective onsite (and after-hours) interpretation services system, employing more than 120 interpreters in 21 different languages. Interpreter services are available at HHS/HCMC free of charge to limited and non-English speaking patients.

- **Value-based care and payment arrangements.** HCMC is a leader in innovative care and payment arrangements for its safety net population. In 2012, Hennepin Health was
established by HCMC and key Hennepin County divisions. This innovative program serving Medicaid members aligned healthcare financing with medical, behavioral, and social services. From 2012 to 2015, Hennepin Health served approximately 10,000 adults without dependents. In 2016, the program expanded to families and children, and the program is poised for additional growth in 2017. Hennepin Health has been recognized for the groundbreaking work to address social determinants of health in a complex, vulnerable population. Beyond Hennepin Health, HCMC participates in different value-based payment arrangements in Medicaid and commercial populations, including a state-operated Accountable Care Organization (ACO) model, shared-savings contracts with private insurers, and a narrow network ACO plan for HCMC employees. This work to deliver better value to patients and the community is well aligned with HCMC’s mission and is the future of healthcare operations and financing.

HCMC Today and Tomorrow

HCMC continues to expand its ambulatory care system and recently opened a new clinic in Richfield that doubles the size of the original clinic in that community. In 2017, HCMC will open a new primary care and specialty clinic in the fast-growing North Loop neighborhood in downtown Minneapolis. A major new $221 million, six-story clinic and specialty building will open on the main downtown campus in early 2018. This will consolidate HCMC’s 40 primary and specialty clinics that are currently spread among nine downtown buildings into one location to enable the delivery of more efficient patient- and family-centered care in a beautiful, calming, and convenient setting. HCMC will also open its first Crisis Residence to provide short-term care for patients leaving the inpatient psychiatric units in 2017.

The Hennepin Healthcare System board of director’s sets long-term (three to five years) strategic goals for the healthcare system that are updated annually. To support these goals, HCMC leadership creates an annual plan that formalizes and integrates the performance improvement work of the organization.

The 2017 plan includes four pillars, and each pillar has corresponding improvement plans that were created using the Lean A3 problem-solving process. Teams use the Lean process that is rooted in the scientific method to identify and test ways to correct problems, make improvements, and track the medical center’s performance in each of these pillars:

- Quality and Safety
- Staff Engagements/Development
- Operational Excellence
- Financial Vitality/Growth

The **Hennepin Health Foundation (HHF)** is a 501(c)(3), non-profit organization with the goal of raising financial and in-kind contributions from public and private sources for the mission of Hennepin County Medical Center.

The **Minneapolis Medical Research Foundation (MMRF)** is the research arm of Hennepin Healthcare System, (since 1952) and is the third-largest non-profit medical research organization in Minnesota with more than 200 practicing physicians and medical professionals actively investigating the causes and treatments of disease. MMRF currently
oversees $35 million in grants and contracts, 60 percent of which is from federal funding sources. MMRF provides grants administration, accounting, and compliance services, as well as maintains laboratories and animal housing, and offers investigator support programs, such as bridge funding and career development awards.

**Minnesota Visiting Nurse Agency (MVNA)** and HHS, the public subsidiary corporation that operates HCMC, signed an agreement to integrate their operations, which went into effect on January 1, 2015. MVNA is a provider of specialized services, including home healthcare, community palliative care, family health services, and other specialty home-based and community health services. Through its subsidiary, Hospice of the Twin Cities (HOTC), MVNA provides hospice services as well. Last year, MVNA and HOTC provided more than 80,000 visits to almost 19,000 clients. MVNA is fully integrated into the operations of HCMC.

The **HHS/HCMC Master Facilities Plan** developed in 2007, includes the building of a new outpatient care center in downtown Minneapolis and remodeling of the hospital. HCMC is expanding by breaking ground on a 322,000-square-foot clinic and specialty center. The new building, scheduled to open in April 2018, will be located across from the Emergency Department on 8th Street, between Park and Chicago Avenues.

**Awards and Accreditations 2016**

- Three nurse-midwives named in Blooma’s **2016 Providers of Distinction** list by the community.
- Received **2016 Hunger Hero Innovation Award** from Second Harvest Heartland for building a food assistance order into its electronic medical record system.
- Designated 2016 Own the Bone Star Performer by American Orthopaedic Association for providing highest level of fragility fracture and bone healthcare.
- Accredited by **The Joint Commission** for Hospital and Behavioral Health Care programs.
- Awarded advanced certification for **Primary Stroke Center** by The Joint Commission.
- Verified **Level I Adult Trauma Center** by the American College of Surgeons.
- Verified **Level I Pediatric Trauma Center** by the American College of Surgeons.
- Verified **Burn Center** by the American Burn Association and the American College of Surgeons.
• Nine primary care clinics certified as Health Care Homes by the Minnesota Department of Health: Whittier Clinic, Brooklyn Center Clinic, Brooklyn Park Clinic, East Lake Clinic, Richfield Clinic, the downtown Pediatric Clinic, Positive Care Clinic, Aqui Para Ti, and the Coordinated Care Clinic.

• Nine clinics named as an accredited diabetes education program by the American Association of Diabetes Educators: Diabetes Center, Downtown Medicine Clinic, Internal Medicine Clinic at Parkside, Whittier Clinic, East Lake Clinic, Richfield Clinic, Brooklyn Center Clinic, Brooklyn Park Clinic, and St. Anthony Village Clinic.

• Designated Adult Renal Transplant Center, CMS certified and Organ Procurement and Transplantation Network/United Network of Organ Sharing member in good standing.

• Knapp Rehabilitation Center accredited by the Commission on the Accreditation of Rehabilitation Facilities as a comprehensive rehabilitation program with a specialty in brain injury for adults and adolescents and a specialty in stroke rehabilitation for adults.

• HCMC EMG Laboratory fully accredited with exemplary status through the American Association of Neuromuscular and Electrodagnostic Medicine (AANEM). HCMC EMG Laboratory is one of only two accredited laboratories in Minnesota, and the first in the state to achieve accreditation with exemplary status.

• Toxicology Laboratory accredited by the American Board of Forensic Toxicology (ABFT). HCMC Toxicology Laboratory is the first laboratory in Minnesota and one of only five in the Midwest to be accredited by the ABFT.

• Hyperbaric Medicine program accredited by the Undersea Hyperbaric Medicine Society “with distinction.”

• Bariatric Surgery Center of Excellence by the American Society for Metabolic & Bariatric Surgery.

• Comprehensive Cancer Center accredited by the Commission on Cancer of the American College of Surgeons.

• Comprehensive Cancer Center certified as Survivorship Training and Rehab (STAR) Program by Oncology Rehab Partners. HCMC Cancer Center is the only STAR Program in the state to offer premium cancer rehabilitation and survivorship services by a multidisciplinary team.

• Comprehensive Cancer Center recognized by the Quality Oncology Practice Initiative Certification Program in 2012, with a three-year certification for outpatient hematology-oncology practices that meet the highest standards for quality cancer care. It is the second Cancer Center in Minnesota to earn this certification.

• Minnesota Regional Sleep Disorders Center accredited by American Academy of Sleep Medicine.
• Hennepin Health Foundation awarded “Meets Standards” seal by Charities Review Council.

• Minneapolis Medical Research Foundation animal care programs are certified by the Association for Assessment and Accreditation of Laboratory Animal Care, and its clinical research programs are accredited by the Association for the Accreditation of Human Research Protection Programs.

For more information about HHS/HMC, please visit: https://www.hcmc.org
Executive Leadership

Jon L. Pryor, MD, MBA
Chief Executive Officer

Dr. Jon L. Pryor joined Hennepin County Medical Center as CEO in April 2013. Before joining HCMC, he was CEO of the Medical College of Physicians, the Medical College of Wisconsin’s clinical practice group of physicians, advanced practice providers, and other staff. A urologic surgeon by training, Dr. Pryor was Chair of the Department of Urologic Surgery at the University of Minnesota from 2001 to 2006. He has an MBA from the Kellogg School of Management at Northwestern University and was awarded a Bush Medical Fellowship in 2005. His education and training include a Medical degree from the University of Minnesota School of Medicine, an American Foundation of Urologic Disease Fellowship at the University of Minnesota, an MS in surgery from the University of Virginia, a BA in Physics from Carleton College, and two years of residency in the Hennepin County Medical Center Surgery Residency program. He has been widely published in peer reviewed journals in the area of men’s health and urologic disorders.

Ford W. Bell, DVM
Vice President of Philanthropy and President, Hennepin Health Foundation

Ford W. Bell joined HCMC as President of the Hennepin Health Foundation in 2015. Before joining HCMC, he was President of the American Alliance of Museums in Washington, DC, from 2007 to 2015. Prior to 2007, Ford had a distinguished career as a veterinarian and non-profit executive, including service as President and CEO of the Minneapolis Heart Institute Foundation. His non-profit board experience includes time as Chair of the Board of the Minneapolis Institute of Arts, board member of the Bell Museum of Natural History at the University of Minnesota, and board member of the Greater Minneapolis Council of Churches.

Miaja Cassidy, JD, CHCP, CCEP
Chief Compliance Officer

Miaja Cassidy joined HCMC in 2016 as Chief Compliance Officer, with responsibility for Information Privacy and Security, Internal Audit, and Regulatory Review and Analysis. Before joining HCMC, Miaja was the Healthcare Compliance Officer at Target, where she created and ran the Healthcare Compliance division. She is a Certified Healthcare Compliance Professional (CHCP) and a Certified Compliance and Ethics Professional (CCEP). Before joining Target, she practiced law for 15 years and has held positions at Medica, ING US, and other healthcare companies focusing on risk mitigation, privacy, security, public policy, and compliance.
Walter Chesley, JD  
Senior Vice President of Human Resources

Walter Chesley joined Hennepin County Medical Center as the Senior Vice President of Human Resources in 2013. Most recently, Walter was Senior Vice President, Human Resources and Development at Universal Hospital Systems. Previously, he served as Vice President, Human Resources and Chief Administrative Officer at Children’s Hospitals and Clinics. Chesley has a record of developing positive workforce and organizational cultures in healthcare organizations and has successfully aligned human resources strategies and programs to improve employee engagement. His community service includes board leadership roles with the Ronald McDonald House Minnesota, Community Health Charities Minnesota, YMCA, and other organizations.

John Cumming, MD, MBA  
Vice President of Medical Affairs

Dr. John Cumming graduated from State University of New York and completed residency training in general surgery at HCMC. In his current role, Dr. Cumming is responsible for provider appointment and credentialing functions, as well as the medical staff bylaws, Peer Review, and medical staff regulatory and compliance functions. Dr. Cumming also continues his active surgical practice.

Nancy Garrett, PhD  
Chief Analytics Officer

Dr. Nancy Garrett joined HCMC in 2012 and was named Chief Analytics Officer in 2013. In this role, Nancy is aligning analytics and information technology to develop information-driven solutions to managing the health of the population. Nancy has a PhD in Population Statistics from the University of Illinois and an extensive payer background, including building a centralized analytics function at Blue Cross Blue Shield of Minnesota. She also served on the Board of Minnesota Community Measurement where she was instrumental in implementing its first cost measure, and currently is serving on expert panels for Cost and Resource Use measures and Socioeconomic Status and Risk Adjustment at the National Quality Forum.

Tom Hayes, MS  
Vice President of Public Relations and Marketing

The Public Relations and Marketing department is responsible for marketing, internal communications, event management, external-facing digital and social media, graphic design, and media relations. Tom Hayes has an MS degree in Technical Communications and a BA in Journalism and English. He has completed the America’s Essential Hospitals Fellow’s Program in Developing and Communicating Policy and the AHA Society for Healthcare Strategy & Market Development program in Healthcare Marketing Communications. Tom was a journalist prior to serving in the U.S. Peace Corps in Honduras as a public health information specialist. He also has worked in public affairs at the county and municipal levels.
William Heegaard, MD, MPH
Chief Medical Officer, Chief Clinical Officer

Dr. William Heegaard is the senior physician executive responsible for clinical operations. Dr. Heegaard is a Professor of Emergency Medicine at the University of Minnesota Medical School. He is an active clinical faculty member in the HCMC Emergency Medical Department, where he served for 10 years as Assistant Chief. A researcher and national speaker, Dr. Heegaard’s areas of interest include pre-hospital care, head trauma, pre-hospital ultrasound, and tactical EMS. Dr. Heegaard is the past Chairman of the Board of LifeLinkIII, a critical care transport corporation owned by Hennepin County Medical Center, Allina Corporation, Fairview Corporation, Regions Hospital, St. Cloud Hospital, Children’s Hospital, St. Luke’s Hospital, Essentia St. Mary’s Hospital, and Sacred Heart Hospital. He currently sits on the LifeLinkIII Board as well and serves as Co-Medical Director.

Derrick Hollings, CPA
Chief Financial Officer

Derrick Hollings joined HCMC in 2016. He has 25 years of progressive financial leadership in healthcare, including service as CFO at two academic medical centers: Howard University Hospital and University of Massachusetts Medical Center. In addition, Derrick filled the top financial leadership role at a large integrated delivery network, a health technology start-up company, and several other large healthcare organizations. His experience spans revenue cycle, financing, strategic planning, business planning, managing investment portfolios, negotiating value-based payer agreements, and enhancing the overall financial performance of hospitals and healthcare systems.

Susan Jepson, MPH, BSN
Vice President, Upstream Health Innovations

Susan Jepson joined HCMC in 2015 and launched Upstream Health Innovations. Upstream Health Innovations leverages a methodology called human-centered design. This research and design methodology develops solutions to problems by involving the human perspective in all steps of the problem-solving process to gain deep insights. This methodology is used to better understand what patients want and need in regards to their health and their healthcare. The team includes providers, healthcare experts, and service designers. The goal is to radically improve health and the focus is on the whole person. Susan comes to HCMC with a strong background in emerging strategies and innovation in medical and non-medical settings. She spent nine years working at United Health Group focusing on new products and services for both healthcare and financial services. Most recently, she led the product development and marketing of healthcare payment products for US Bank. Susan has her BSN from the College of St. Benedict and her MPH from the University of MN.
Lori Johnson, RN, MA  
Vice President, Performance Improvement and Safety

Lori Johnson joined Hennepin County Medical Center in 1987 as a staff nurse on the Renal Special Care Unit. Since that time, she has held a number of positions across the medical center, including Senior Staff Nurse, Acting Nurse Manager, Senior Quality Improvement Specialist, Quality Management Manager, Accreditation Coordinator, and Director of Nursing Administrative Services. Since 2005, she has been the Patient Safety Officer, and in 2006, added the duties of directing the Performance Measurement and Improvement department, which includes accreditation, customer service, patient representatives, risk management, and performance improvement.

Andy Mitchell  
Assistant County Attorney

Andy Mitchell is one of several lawyers from the Hennepin County Attorney’s Office who provide counsel and representation to Hennepin Healthcare System, Inc. Andy has been deeply involved at HCMC since 2002 and has been an active participant in many of the recent and dramatic changes in the system’s governance and management structures. He currently serves on the system’s executive leadership team. Andy is a graduate of St. Olaf College and the University of Minnesota Law School.

Sheila Delaney Moroney, MPH  
Patient Experience Officer

Sheila Delaney Moroney came to HCMC in 2008 after serving as a health policy consultant and for five years as Program Director at the National Institute of Health Policy. She has a BA degree in English from Boston College and an MPH in Public Health Administration from the University of Minnesota. She spent 10 years working in public relations, fundraising, program development, and health education at Boston Children’s Hospital and a community health clinic in Boston’s inner city. Sheila oversees organizational strategies for improving the patient and family experience; the integration of experience-based design methodologies into program development, process improvement, and space design; and has operational responsibilities including Interpreter Services, Spiritual Care, Patient Relations, Welcome and Valet Services, Patient/Family Partners, and the Inspire Arts Program.

Steve Sterner, MD, FACEP  
Chief of Provider Services

Dr. Steve Sterner has led the transformation of the HCMC clinics to an ambulatory care system since 2007. He also served as the Senior Vice President of Hennepin Faculty Associates from 2005 to 2012. He is a practicing board certified Emergency Medicine Physician and has served as Assistant Department Chief and Medical Director of the HCMC Emergency Department in the past. His current interests include health system model transformation to patient-centered healthcare homes, population health, accountable care, and Lean performance improvement.
Meghan Walsh, MD  
Chief Academic Officer and Associate Medical Director

Dr. Meghan Walsh was appointed the Chief Academic Officer and Associate Medical Director at Hennepin County Medical Center in 2012. In this role, she oversees all of the undergraduate, graduate, and continuing education programs within the Office of the Medical Director. Dr. Walsh earned her medical degree in 2001 from the University of Wisconsin-Madison and her Master’s in Public Health at Johns Hopkins School of Hygiene and Public Health in 1997. She completed her residency training in internal medicine at Hennepin County Medical Center in 2004, followed by a Chief Residency before joining the Hennepin County Medical Center Internal Medicine staff in 2005. Dr. Walsh is an Associate Professor of Internal Medicine at the University of Minnesota School of Medicine. She is board certified in Internal Medicine and works as a cardiac hospitalist. Dr. Walsh has served as the Program Director of the Transitional Residency Program since 2008.

Kathy Wilde, RN, MA, CENP  
Chief Nursing Officer

Kathy Wilde joined Hennepin County Medical Center in July 2007 as the hospital’s new Chief Nursing Officer. Kathy has more than 30 years of nursing leadership experience. Since 1995, she was with Mercy and Unity Hospitals, most recently serving as Vice President of Operations/Patient Care and as Chief Nursing Officer. Prior to that, she spent more than 20 years in nursing management with the University of Minnesota Hospital and Clinics.

Scott R. Wordelman, FACHE  
Senior Vice President of Ambulatory Administration

Scott R. Wordelman joined HCMC in 2012 from Fairview Red Wing Health Services, an integrated community-based health system affiliated with Fairview Health Services, where he served as president and CEO. Scott received a Bachelor’s degree in Business and Hospital Administration from Concordia College and continued studies at the University of Minnesota’s Independent Study Program in Health Care Administration. He is a member of the American Hospital Association Regional 6 Policy Board among other AHA committees, and a fellow in the American College of Health Care Executives. He serves as a preceptor and speaker for both Concordia College’s Health Care Management Program and the University of Minnesota Master’s in Health Care Administration Program.
Position Description

The Chief Operating Officer (COO) provides executive direction and leadership to system-wide operations to: ensure an integrated approach to all services; ensure achievement of organizational initiatives; and provide excellent patient service, high-quality care management outcomes, and cost-effective healthcare services.

As the Chair of the Executive Operations Committee, this key leader is responsible for: supporting the leadership team in developing objectives that are tied to strategic priorities and drawing results throughout the organization; providing a focus on strong financial results; improving and sustaining performance that is data-driven; building a strong service- and results-oriented culture; and helping the organization focus on safety and clinical results. This includes playing a central role with helping to create and implement strategic and tactical plans to grow clinical practice areas and market share.

Reporting Relationship

The Chief Operating Officer will report to the Chief Executive Officer.

The direct report team of six includes: Chief Analytics Officer, Lean Management/Project Management Officer, Laboratory, Radiology, Pharmacy, and Support Services (i.e., Environmental Services, Facilities, Nutrition, and Security) with more than 1,245 FTEs under leadership.

Principal Accountabilities

- Provides leadership and direction over the operations of HCMC, translating the business vision and strategy into clear operational goals, objectives, and implementation plans. Collaborates with other leaders to create systems and problem solve issues that impact departmental/organizational goals and/or patient care delivery.

- As a critical member of the executive team, actively participates in the health system’s strategic and operational planning; develops and implements objectives; and assists in the short- and long-range planning functions for clinical, professional, and support services. This includes the development of overall facility and department/service objectives, which take into account the needs and opportunities associated with patients, employees, community, medical staff, and competitive market situations. Integrates the vision, mission, and strategic plans for inpatient, ambulatory, professional/support services, and other operational areas with those of HCMC.
• Passionate leader and champion of HCMC’s commitment and culture of Lean Management. Ensures journey continues to be embraced and transforms organization to the next level of effectiveness.

• Develops, executes, monitors, and measures operational strategies to provide excellent patient service, high-quality care management outcomes, and cost effective services to ensure financial strength and optimize revenue opportunities. Provides leadership, direction, and administration of operations to ensure compliance with established objectives and all regulatory standards, and to achieve strategic goals of the organization.

• Enhances systems, processes, and business metrics required for tracking the key organizational performance measures needed to meet internal and external financial/growth targets and goals.

• Drives the development of performance excellence that integrates quality, service, and performance improvement efforts capturing the financial improvement generated in the process across the entire organization.

• Works with the CNO, CMO, and Chief of Ambulatory Services to ensure that all patient care areas are operating with efficiency and excellence, and KPIs are being met or exceeded.

• Leads, coaches, and oversees process owners and improvement teams in the definition, documentation, measurement, analysis, improvement, and control of processes. Provides leadership and guidance to other leaders and staff in goal setting, problem solving, resource management, and outcome achievement.

• Assists the CEO and Board of Directors in establishing strategic objectives and operating policies and procedures to ensure attainment of organizational objectives. Effectively develops and presents written and verbal reports to the Board of Directors in collaboration with other team members.

• In partnership with the CFO, leads the improvement of the overall financial performance of the system through the development of and adherence to operating budgets, capital budget, and financial accountability.

• Collaborates with medical staff leadership concerning operational policies, procedures, patient care standards, facility utilization, contractual agreements, and operational matters to ensure the best possible care for patients.

• Provides leadership and direction of the various business lines of the hospital and ambulatory facilities to ensure that various client constituencies are served in the most efficient, productive, and customer-oriented manner possible.
• Demonstrates a clear understanding of culture change, serving as a catalyst for change and continuous improvement. Role models professional and organizational commitment and excellence.

• Develops leaders by defining roles/responsibilities, promoting continuous learning, education, and training, and assessing performance. Ensures a team-oriented environment with a goal of maintaining/enhancing employee morale and providing high-quality, customer-oriented service. Provides clear expectations and standards of accountability to ensure consistency with the organizational mission, vision, and values.

• Builds and maintains effective working relationships with all individuals, including staff, colleagues, physicians, community, and customers. Creates an organizational culture based on trust, collaboration, mutual respect, and a common understanding of needs. Establishes and encourages open lines of communication among employees, managers, medical staff, and administration. Champions an interdisciplinary approach to leadership across functions in partnership with other HCMC leaders, physician leaders, and other stakeholders.

• Delegates responsibility as well as authority to leaders in the performance of their duties while maintaining accountability for results. Provides guidance, assistance, and intervention when needed. Evaluates the performance of direct reports to provide professional development and to maximize contributions toward established goals.

• Effectively represents senior management to external agencies, the media, and the community. Represents HCMC on internal and external committees and projects.

Experience and Qualifications

• Master’s degree in hospital administration, business administration, public health, healthcare administration, or a related field.

• A minimum of 15 years of progressively greater experience in administrative capacities in a mid-size or larger health system with extensive ambulatory operations. Prior experience in an academic setting is desired, or an approved equivalent combination of education and experience.

• Proven, successful, and progressive leadership responsibilities with a strong track record of building internal and external collaborative relationships that yield successful management and execution results.

• Track record of success in overseeing, developing, and executing operational strategies within a complex environment with a demonstrated ability to research, plan, and implement clinical and business strategies with quality, financial, and operational impact within an integrated healthcare system.

• Comprehensive knowledge of healthcare delivery, operations, and financial management practices. Extensive experience integrating healthcare operations to include both ambulatory and hospital.

• Demonstrated successful relationships and experience working collaboratively with the board of directors.
• Demonstrated ability to manage large budgets composed of people with sought after skills, multi-year contracts with vendors, and applications with clinical and business impact.
• An effective team builder and leader with a track record of integrating functions and fostering a positive work environment that motivates staff to achieve their potential.
• Strategic ability to see the big picture and lead a team through change toward a common vision.
• Ability to design work processes around customer needs and expectations.
• Ability to drive change in alignment with the mission, vision, and values of the organization.
• Proven dynamic and empowering leadership skills and possesses a positive attitude that will instill a vision for excellence.
• Passion for patient care and ability to use passion as a driver for positive change.
• Experience modeling and upholding organizational norms and values, particularly health and safety values.
• Extensive capacity for highly accountable decision making.
• Previous experience and/or certification in Lean process improvement methodologies is preferred; preparedness to become trained and embrace and utilize like methodologies as the primary change management tool is required.
• Advanced knowledge of leveraging healthcare IT/analytic systems and computer skills and proficiency in order to drive relevant improvement and change initiatives.
• Track record of active involvement with community organizations, healthcare-related associations, and other external constituencies.
• Track record of supporting and growing cultural diversity in the workforce and in procurement.

Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

• Champions HCMC mission and values.
• Honest and a highly ethical team player.
• Strong problem solving, critical thinking, and analytical skills.
• Solid people management and leadership skills.
• Excellent written and verbal communication skills.
• Strong ability through commitment to mission and values to inspire individuals and teams and drive change through influence.
• An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
• Initiative, self-confidence, good judgment, and the ability to make difficult decisions in a timely fashion.
• Highly engaged, energetic, focused, and execution-oriented.
• Willing and able to roll up sleeves and do hands-on work one minute and discuss strategic positioning and the “big picture” the next. Creative and able to think out of the box.
• Strategic vision and thinking. Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
• Strong business acumen, intelligence, and capacity; able to think strategically and implement tactically.
• Strong work ethic; achievement-oriented; motivated beyond personal interests.
• Embraces continuous improvement for HCMC and personal passion for continuous learning and development as an executive.
• Open leadership style. A good listener who actively seeks out and supports collaborative thinking and problem-solving with others in the organization.
• Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.
• Possesses a “lead by example” leadership style that exudes a personal and professional work/life balance, which demonstrates to staff a healthy and productive culture for the organization.
HHS Leadership Structure

HHS BOARD

Chief Executive Officer

Vice President Innovation

Vice President Audit & Compliance

Chief Nursing Officer

Chief Medical Officer

Chief Ambulatory Care Officer

Chief Operating Officer

Chief Financial Officer

Chief Human Resources Officer

Vice President Public Relations & Marketing
CHIEF OPERATING OFFICER
ORGANIZATION STRUCTURE

*Support Services
- Environmental Services
- Facilities
- Nutrition Services
- Security
Community Information

he Chief Operating Officer position will be in the organization’s Minneapolis, Minnesota, location. 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.

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.

Twin Cities Rivalry

Minneapolis and St. Paul have competed since they were founded, resulting in duplication of efforts such as building bigger or more extravagantly. Both cities have campuses of the University of Minnesota (though the Minneapolis one is now the primary campus), and after St. Paul completed its elaborate Cathedral in 1915, Minneapolis quickly followed with the
equally ostentatious Basilica of St. Mary in 1926. St. Paul completed its elaborate Cathedral in 1915, Minneapolis quickly followed with the equally ostentatious Basilica of St. Mary in 1926.

The cities’ mutual antagonism was largely healed by the end of the 1960s, aided by the simultaneous arrival in 1961 of the Minnesota Twins (baseball), explicitly named for both Twin Cities, and the Minnesota Vikings (football), named for the state. Since 1961, it has been common practice for any major sports team based in the Twin Cities to be named for Minnesota as a whole.

In terms of development, the two cities remain distinct in their progress, with Minneapolis absorbing new and avant-garde architecture while St. Paul continues to carefully integrate new buildings into the context of classical and Victorian styles.

**Sports**

Minneapolis is the only city in America that has representation for all major sports teams (including women’s and men’s sports).

- Vikings are the NFL team and in 2016 began playing in the new U.S. Bank Stadium.
- Timberwolves are a NBA team that plays their games downtown in the Target Center.
- Lynx are a Women’s National Basketball Association team.
- Twins are a Major League Baseball team that plays at Target Field, “The No. 1 Baseball Stadium Experience in North America” - ESPN, 2010.
- Minnesota United joined the Major League Soccer league in 2017.
- Minnesota Wild is a NHL professional ice hockey team and plays at the Xcel Energy Center.

Minneapolis will host the Superbowl in 2018 and the NCAA Men’s Final Four in 2019. The Twin Cities is also home to the University of Minnesota in the Big 10, and more than a dozen smaller colleges and universities.

**Outdoors**

Minnesota is known around the world as the “Land of 10,000 Lakes” but actually has 11,842 lakes of 10 acres or more. Most of these amazing lakes are located in Northern Minnesota, which also features the Boundary Waters Canoe Area. With incredible fishing lakes like: Lake of the Woods, Lake Vermilion, Lake Mille Lacs, and Leech Lake, you are sure to catch your limit on these and most Minnesota Lakes. Whether you enjoy fishing or just a quiet boat ride, you will find beautiful Minnesota Lakes in every corner of the state.
The Minneapolis-St. Paul area is incredibly diverse. Visitors will find upscale lodging, dining, and award-winning theater, all in an area with dozens of parks, trails, and green space, including the Mississippi National River and Recreation Area, a national park site that boasts 72 miles of public riverfront.

Minneapolis parks encompass the city’s defining lakes and the river banks, and include features of astonishing beauty, historical significance, and ecological wonder, all within a thriving urban setting. Organized recreation includes the North Star Bicycle Festival, the Twin Cities Marathon, and the U.S. Pond Hockey championships. Studies have shown that area residents take advantage of this and are among the most physically fit in the country. Ice fishing is a major pastime in the winter, as are hunting, snowmobiling, ATV riding, and numerous other outdoor activities.

Then and Now

The metropolitan area has a healthy and diversified business environment, including companies involved in manufacturing super computers, electronics, medical instruments, milling, machine manufacturing, food processing, and graphic arts. These businesses and others have helped to make the area one of the largest commercial centers between the East Coast and West Coast.

The Twin Cities region ranks at the top of MarketWatch’s list of best metro areas for business, based on results from a variety of sources. The Twin Cities was at the top of the list of where companies tend to gravitate and create the most jobs. The area has managed to attract enough talent to support Ecolab, Inc., UnitedHealth Group, Inc., 3M Co., Travelers Companies, and Bancorp. It is also home to retail giants Target Corp. and Best Buy Co.

Although the trend across the country is that more and more people are moving to the suburbs, Minneapolis residents are doing the opposite by living right in the heart of their downtown. The Minneapolis Riverfront is the place to be. Over the past several years, more than 3,000 condos and townhouses have been built or converted from existing buildings within the Minneapolis Riverfront District. Uptown is another popular neighborhood with a young, creative populace.

A few blocks south of downtown, along Hennepin Avenue, is the center of this energy. Unique shopping, late-night dining, exciting nightlife, and up-and-coming bands can be found along the streets of uptown throughout the week.

Today, medicine is a major industry in the region and the southeasterly city of Rochester, as the University of Minnesota has joined other colleges and hospitals in doing significant research, and major medical device manufacturers started in the region (the most prominent is Medtronic). Technical innovators have brought important advances in computing, including the Cray line of supercomputers.
Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today’s competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Chief Operating Officer position for Hennepin County Medical Center in Minneapolis, Minnesota.

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

Tim Frischmon tfrischmon@furstgroup.com
Caroline O’Shea coshea@furstgroup.com
Mary Plese mplese@furstgroup.com

NOTICE: The “position profile” information contained in this document has been created by Furst Group based on information submitted and/or approved by its client. As such, the position profile should not be viewed as constituting an all-inclusive description of the subject position’s functions and/or responsibilities. Similarly, any information provided in the position profile regarding the community in which the client resides, the client’s market, products, and/or services and its environment or culture is provided only as an overview on such matters. In submitting this position profile, Furst Group makes no representations or warranties regarding the completeness and/or accuracy of the duties, functions, environments, etc., that are described. Specific information regarding the position’s requirements, compensation, benefits, and other terms and conditions must originate directly from the client (including any resources that the client may make available; e.g., handbook, job descriptions, benefit booklets, etc.). This position profile does not constitute an offer of employment and should not be construed as such.