A Position Profile

Vice President of Patient Care Services/CNO

Rapid City Regional Hospital
Rapid City, South Dakota

Furst Group
Defining and refining leadership.
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Rapid City Regional Hospital

Rapid City Regional Hospital (RCRH), located in Rapid City, South Dakota, is the largest hospital owned and operated by Regional Health, a tax exempt, community-based organization that is committed to preserving and strengthening healthcare for the people in the region. Regional Health and its affiliates provide healthcare services to the 380,000 people who live in the Black Hills of South Dakota and the surrounding region, as well as thousands of visitors each year. RCRH serves as the tertiary hospital for Regional Health’s four rural hospitals, three of which are designated critical access hospitals.

RCRH employs more than 3,400 team members (clinical and non-clinical) and has an inpatient bed capacity of 417. RCRH is one of the region’s largest employers and is the referral hospital for Indian Health Service facilities that provide healthcare to approximately 60,000 Native Americans from four of the eight reservations in the state. Directly to the east of the city is Ellsworth Air Force Base, home of the 28th Bomb Wing. RCRH is the major medical referral center for its workforce of more than 4,000 men and women.

RCRH is dedicated to addressing its outreach objectives of serving the entire community, not only those who come through its doors. Building on a long tradition of service, the hospital utilizes its strengths alongside those of other well-established community partners. This strategy allows RCRH to better understand and reach the most vulnerable sectors of the community, while meeting pressing healthcare needs. The goal is to improve the community’s health status by empowering citizens to make healthy lifechoices.

Accreditation and Awards

**Magnet Accreditation**
In August 2015, RCRH received its Magnet Accreditation.

**American College of Surgeons**
RCRH is verified as a Level II Trauma Center by the Verification Review Committee, an ad hoc committee of the Committee on Trauma (COT) of the American College of Surgeons (ACS). This is the highest level trauma center verification obtained in most rural states. Spearfish Regional
Hospital is verified as a Level III Trauma Center by ACS. This verification is an advancement for the facility, which voluntarily sought and achieved the designation.

**The Joint Commission**
RCRH and RCRH Home Care maintained The Joint Commission’s Gold Seal of Approval™, a three-year accreditation, by demonstrating compliance with The Joint Commission’s national standards for healthcare quality and safety. RCRH also earned a Primary Stroke Care Center Certification from The Joint Commission.

**Commission on Accreditation of Rehabilitation Facilities**
Regional Rehabilitation Institute, a department of RCRH, maintained a three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF) for its Inpatient Rehabilitation Hospital: Adults, Children, and Adolescents, and Stroke Programs.

**American Heart Association**
RCRH received the Mission Lifeline Silver Award and the Acute Myocardial Infarction Platinum Performance Achievement Award from the American Heart Association (AHA).

**U.S. News & World Report**
RCRH was ranked as one of the best hospitals for 2013-14 in South Dakota and honored for high performance in several specialty areas by U.S. News & World Report. U.S. News ranked RCRH in the top three hospitals in South Dakota and as a high-performer in the following specialties: diabetes and endocrinology; ear, nose, and throat; gastroenterology and GI surgery; geriatrics; nephrology; and pulmonology.

**Regional Health**
Regional Health is an integrated healthcare system with headquarters in Rapid City, South Dakota, Regional Health, provides community-based healthcare in more than 20 communities in two states and 32 specialty areas of medicine. As the largest private employer in western South Dakota, Regional Health is comprised of five hospitals, 24 clinic locations, and employs nearly 5,000 physicians and caregivers. Regional Health is committed to the future of medicine, with medical training partnerships, a medical residency program, and more than 130 active research studies.

**Purpose**

*Our purpose is to help patients and communities live well.*

**Vision**

*Being the best healthcare system in America.*

**Goals**

1. Patient and Family Experience
2. Culture of Safety and Quality Care
3. Physician and Caregiver Engagement
4. Community and Financial Stewardship
Regional Health Network

Regional Health Network, based in Rapid City, South Dakota, provides leadership, strategic guidance, and management direction for its hospitals, nursing homes, assisted living facilities, home care/hospice, behavioral health, and home medical equipment stores serving South Dakota, Wyoming, and Nebraska.

Regional Health Network owns the following facilities:

*Lead-Deadwood Regional Hospital* is an acute care hospital located in Deadwood, South Dakota, which is designated and certified as a critical access hospital. It has served families in the surrounding communities since 1878. This 18-bed critical access hospital provides 24-hour emergency service, inpatient and outpatient care, a medical clinic, and ambulance service.

*Spearfish Regional Hospital* is an acute care hospital located in Spearfish, South Dakota. This 40-bed hospital offers extensive patient services centralized at one location, which includes both the hospital and its medical clinics. Patient care includes 24-hour emergency service, inpatient and outpatient care, labor and delivery, home health, and hospice. Its medical clinics provide orthopedic care, family medicine, internal medicine, OB/GYN, pediatrics, and general surgery.

*Sturgis Regional Hospital*, an acute care hospital, and *Sturgis Regional Senior Care*, a long-term care facility, are located in Sturgis, South Dakota. Sturgis Regional Hospital is designated and certified as a critical access hospital. This 25-bed hospital facility also houses an 84-bed senior care facility and specialty clinic for visiting physicians. The hospital offers 24-hour emergency service, inpatient and outpatient care, and hospice. Sturgis Regional Senior Care is an 84-bed facility for long-term care and rehabilitation needs co-located with Sturgis Regional Hospital. The 24-hour-a-day staff’s goal is for each resident to reach and maintain the highest level of independence while providing them the assistance they need.

*Custer Regional Hospital* is a critical access acute care hospital and long-term care facility in Custer, South Dakota. Custer Regional Hospital offers a range of services to keep families healthy.

Regional Health Physicians

In 2005, Regional Health Physicians was formed as a result of corporate reorganizations and owns, leases, and operates physician clinics in the South Dakota communities. It employs many of the physicians that staff the medical clinics owned and operated by the hospitals. It also operates clinics in Belle Fourche, Buffalo, Newell, Pine Ridge, Wall, and clinics in the Wyoming communities of Newcastle and Upton.
Regional Health Statistics

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<tbody>
<tr>
<td>Hospital Admissions</td>
<td>20,418</td>
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<tr>
<td>Patient Days</td>
<td>106,769</td>
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<tr>
<td>Visits to Emergency Department</td>
<td>67,278</td>
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<tr>
<td>Surgery Cases</td>
<td>9,732</td>
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<tr>
<td>Baby Deliveries</td>
<td>2,663</td>
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<tr>
<td>Hospital Beds</td>
<td>511</td>
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<tr>
<td>Long-term Care Resident Beds</td>
<td>84</td>
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<td>Team Members</td>
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<td>Medical Staff Members</td>
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<td>Clinics</td>
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<tr>
<td>Clinic Visits</td>
<td>270,543</td>
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<tr>
<td>RCRH Volunteers</td>
<td>410</td>
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<tr>
<td>RCRH Volunteer Hours</td>
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Additional Accreditations:

- Custer Regional Hospital, Lead-Deadwood Regional Hospital, and Sturgis Regional Hospital are designated as Trauma Receiving Hospitals by the South Dakota Department of Health (DOH).

- Regional Health was awarded full accreditation from the Association for the Accreditation of Human Research Protection Programs, Inc. (AAHRPP). This accreditation is the “gold seal” for human research protection programs.

- RCRH's Family Medicine Residency program was reaccredited for five years, the maximum term awarded by the Accreditation Council for Graduate Medical Education (ACGME).

- RCRH Laboratory received accreditation from the College of American Pathologists.

- Regional Home Medical Equipment maintained the Exemplary Provider™ Certificate of Accreditation from The Compliance Team, Inc., a Centers for Medicare and Medicaid Services (CMS) approved healthcare accrediting body.

- Regional Sleep Health Center, a department of RCRH, is accredited for five years by the American Academy of Sleep Medicine (AASM).

Additional Awards:

- RCRH’s Hospice of the Hills received a two-star achievement from the We Honor Veterans program.

- RCRH’s Cardiac Program was honored with the American College of Cardiology Foundation’s NCDR ACTION Registry-GWTG Platinum Performance Achievement Award for 2012 - one of only 197 hospitals nationwide to do so.
• Spearfish Regional Hospital received the 2013 Spearfish Chamber Lifetime Achievement Award for supporting the Spearfish community for over 20 years and being a continuous member of the Spearfish Area Chamber of Commerce.

• Custer Regional Hospital was recently named one of the iVantage HEALTHSTRONG Top 100 Critical Access Hospitals in the United States.

• Regional Health Physicians and three of its clinics were honored by HealthStream® with 2012 Excellence through Insight awards in Clinic Satisfaction.

• Regional Health Physicians was recognized in the Overall Clinic Satisfaction category and ranked in the top 1 percent of the nation as one of five national winners. Three Regional Health clinics were specifically recognized as the best in clinic satisfaction for their category: family practice at Lead-Deadwood Regional Medical Clinic, general surgery at Regional Medical Clinic-Western Hills Professional Building, and orthopedics at Regional Orthopedics.

• Queen City Regional Medical Clinic was awarded accreditation from the International Society for Clinical Densitometry (ISCD) for the provision of Dual Energy X-ray Absorptiometry (DEXA) skeletal assessment services.
Regional Health Senior Leadership

Brent Phillips  
President and CEO

Brent Phillips has served as President and CEO of Regional Health since January 2015. Brent has extensive leadership experience in partnering with physicians to design and deliver excellent integrated healthcare across hospitals and ambulatory clinics. His broad healthcare experience includes multi-specialty physician group practice, multi-hospital leadership, clinical service lines, managed care/risk taking, and extensive operational, financial, and strategic experience.

Most recently, Brent served at Milwaukee-based Aurora Health Care, first as senior vice president of medical group operations and eventually also as president for Greater Milwaukee South, overseeing four hospitals for Aurora Health Care. Prior to joining Aurora Health Care, he served in a senior leadership role with Mayo Clinic in Rochester, Minnesota, for 10 years and as an administrator and executive director for Sentara Healthcare in Norfolk, Virginia, for eight years.

Brent and his wife, Kim, who is a dermatologic surgeon, have two sons, Stephen and Russell.

Laura Wightman  
System Chief Nursing Officer

Laura Wightman, MSN, DNP, RN, NEA-BC, FACHE, is Regional Health’s first System Chief Nursing Officer. She works closely with market presidents, and physician and nursing leadership in Regional Health’s hospitals, clinics, hospice, home care, and senior care facilities. She leads efforts in regard to nursing leadership development, standardization of patient care, and implementation of best practices throughout the health system.

Laura earned a doctorate of nursing practice from Rush University, Chicago, Illinois, and master’s and bachelor’s degrees in nursing from Grand Valley State University. A Six Sigma green belt, she is board certified as a Nurse Executive Advanced and is a certified executive coach. She brings more than 25 years of nursing experience to Regional Health. Laura is focused on the healthcare triple aim—lower costs, improved quality, and improved experience of care.

She came to Regional Health from St. Agnes Medical Center in Fresno, California, where she was chief nursing officer. Laura also previously worked as chief nursing officer for Mercy Hospital Grayling in Grayling, Michigan. Her career in the Michigan marketplace included senior leadership roles as administrator of a surgical center, director of a heart and vascular service line, site director of perioperative services, and clinical director of home care. Laura also served as adjunct faculty for Saginaw Valley State University in Saginaw, Michigan; Grand Valley State University in Allendale, Michigan; and Grand Rapids Community College in Grand Rapids, Michigan.
Laura brings a variety of leadership experiences to Regional Health—hospital services, ER/EMS services, surgical services, heart/vascular services, home care, skilled nursing facilities, physician practices, large hospitals, small/rural hospitals, and academic settings/research. She is passionate about developing nurses as leaders.

Laura and her husband, Allen, reside in Hemosa, South Dakota, with their dogs and seven horses. They have two adult daughters, Lisa and Ashley, who live in Michigan and Missouri. Laura loves to be outside—hiking, gardening, horseback riding, and photography.

David Klocke, MD
Chief Medical Officer

Dr. David Klocke is an accomplished and mission-driven physician executive with over 30 years of clinical and leadership experience and demonstrated ability to deliver results with integrity and passion. His career highlights include 20 years as a practicing emergency physician and 10 years as an internist and hospitalist in both community and quaternary academic medical settings. He completed leadership educational experiences, including the ACPE Certificate in Medical Management, Mayo Clinic's LEAD program, Mayo Clinic's Emerging Leaders Program, Mayo Clinic's Franciscan Leadership Pilgrimage in Assisi, Italy, and a master's in healthcare administration from the University of Minnesota. He is also a published author and holds the academic rank of Academic Assistant Professor of Medicine and Emergency Medicine, Mayo Clinic Medical School, and Academic Assistant Professor of Medicine, University of South Dakota Sanford School of Medicine. He has presented internationally, nationally, and regionally on clinical, quality, and leadership.

Dr. Klocke has held a variety of leadership positions, including roles as the chief of health programs with the Federal Bureau of Prisons, Terre Haute, Indiana, co-chair of the department of emergency medicine in Pueblo, Colorado, director of EMS services for southeast Colorado, chair for quality improvement for the Level I trauma center at Mayo Clinic in Rochester, Minnesota, chair of the Division of Hospital Internal Medicine, Mayo Clinic, Rochester, member and vice-chair of the Hospital Practice Committee, Mayo Clinic Rochester (managed ~1,300 acute care beds), member of the Hospital Practice Executive Committee, Mayo Clinic, vice president of medical affairs, Regional Health, Rapid City, South Dakota, and his current position as Chief Medical Officer, Regional Health, Rapid City, South Dakota.

Important accomplishments include the development of provider onboarding, coaching, ongoing professional performance evaluation, and career development for the division of hospital medicine, Mayo Clinic. His team increased the productivity of the hospitalist division, Mayo Clinic by 100 percent per physician while tripling the size of the division of hospital medicine over a six-year period. Dr. Klocke successfully led Mayo Clinic Rochester efforts to reduce 30-day readmissions, standardization of transitions to nursing homes, and led a team in the design of standard handoffs across the Mayo Clinic enterprise. He also led efforts to decrease length of stay, improve hospital flow, including surge capacity plans, and assisted with the development of the one-call transfer center at Mayo Clinic Rochester.

Recent accomplishments in his current role include assisting in revitalization of the Intensive Care Unit, marked reduction in mortality ratio, standardizing care of sepsis patients, and reduction in patient harms at RCRH. Some of his key interests are in the areas of patient-
centered, high-value care, population health, team building, and physician leadership
development for the purpose of improving clinical integration and alignment of care services.

**Paulette Davidson**  
*Chief Operating Officer*

Paulette Davidson joined Regional Health as Chief Operating Officer in November 2015. She
has earned a reputation as a respected leader and consensus building in her most recent
position as the Chief Human Capital and Patient Experience Officer at Nebraska Medicine.
With over 30 years of experience working in hospitals and physician practice environments
she is a champion for building great healthcare teams.

In addition, Paulette served as the CEO at Bellevue Medical Center for three years and as
executive director at The Nebraska Medical Center overseeing Network Operations as well as
Organ Transplant Services.

She joined Nebraska Medicine in 2008. Prior to joining Nebraska Medicine, she held
leadership positions at IU Health, Goshen, Indiana and Cancer Treatment Centers of
America, Arlington Heights, Illinois.

She holds a bachelor’s of science in business administration from the University of
Wisconsin and a master’s in business administration from the University of Notre Dame. She
is board certified by the American College of Medical Practice Executives and is a fellow of
the American College of Healthcare Executives.

Paulette was born and raised in northern Illinois. She and her husband, Dru, have three
children. One child is a recent law school graduate in San Diego, California. Two children are
seniors at the University of Nebraska.

**Maureen Henson, SPHR, SHRM-SPC**  
*Chief Human Resources Officer*

A seasoned human resources executive with over 35 years of experience in the public utility,
staffing, consulting, and healthcare industries, Maureen Henson is the Chief Human
Resources Officer for Regional Health in Rapid City, South Dakota. Previously, for seven
years, she served as the vice president of human resources for Mercy Memorial Health
System in Monroe, Michigan. During her eight-year tenure with the Henry Ford Health
System, Maureen was the vice president of human resources for Henry Ford Macomb
Hospitals and also served as the system director of recruitment and retention strategies for
the Henry Ford Hospital and Health System network. Spanning her 16-year career at DTE
Energy, Maureen held a variety of roles from directing the human resources staff at a nuclear
power plant to designing and executing change management strategies as a senior
leadership consultant. Maureen has also held human resources leadership roles at Watson
Wyatt Worldwide, The Bartech Group, and Kelly Services, working in several states.

Maureen is certified as a Senior Professional in Human Resources (SPHR) by the HR
Certificate Institute and as a SHRM-SCP by the Society of Human Resources Management.
Maureen has a master’s in management from Central Michigan University and a bachelor of
Maureen is a member of the Society of Human Resources Management and has served on the national Cost Per Hire Work Group as well as a Workforce Staffing & Development Special Expert Panelist. She is a member of Black Hills SRHM, was a member of the conference planning committee for Healthcare Human Resources Association, and was a board member for the Detroit SHRM. Maureen is a member of both the American Society of Healthcare Human Resources and the American College of Healthcare Executives. She is also a current member of the HR HealthCare Executive Roundtable. She has served previously on the Board of Directors for the Employee Involvement Association and the Legislative Policy Panel for the Michigan Hospital Association. Maureen has been a faculty instructor for the Human Resources Certification Institute and Eastern Michigan University, faculty at the 41st American Society for Health Care Human Resources Administration national conference, and a featured speaker at the Morehead/Press Ganey national conference on employee engagement. Maureen also published a SHRM white paper on “Workforce Planning: The Key to True Strategic Staffing and Recruiting.”

Active in her community, Maureen has served on the workforce development board of Southeast Michigan Community Alliance. She has also served on a state Jobs Commission committee focused on recruiting, retention, and training issues that impact the existing workforce and has served on the Business Advisory Council for Goodwill Industries. Maureen was also awarded the Corporate Volunteer of the Year from the Girl Scouts and has worked with the United Way as a volunteer executive. Currently, she is the Rapid City American Heart Association Heart Walk Chair and a board member for Working Against Violence, Inc. (WAVI) and the Black Hills Community Theatre. Maureen is often a featured speaker at forums regarding human resources issues.

In 2002, Maureen formed R&M Associates, a human resources consulting firm. In this role, Maureen was a proposal review panelist retained by the Department of Labor for President Bush’s High Growth Job Training Initiative in the healthcare and biotechnology industries. Other clients have included non-profit and educational organizations.

Maureen and her husband, Ron, currently reside in Rapid City, South Dakota.

Mark Thompson
Chief Financial Officer

Mark Thompson joined RCRH as its internal auditor in 1990 and became the director of internal audit and compliance in 2004. He has served as Regional Health’s vice president of finance since 2006. Before joining Regional Health, Mark was the accounting manager for a subsidiary of Black Hills Corporation. Prior to that, he worked for the public accounting firm RSM McGladrey. Mark received a bachelor of science degree from National University in 1981 and is a member of the American Institute of Certified Public Accountants; he is also a fellow with the Healthcare Financial Management Association, a member of the South Dakota Association of Healthcare Organizations’ Council on Reimbursement. In 2014, Mark was appointed as an honorary commander at Ellsworth Air Force Base as part of the Rapid City Chamber of Commerce Military Affairs Committee.
Mark has been actively involved in various community and industry associations such as Toastmaster’s International, the Association of Healthcare Internal Auditors, and the Health Care Compliance Association. Mark also served on the South Dakota Health Insurance Exchange task force. Mark is actively involved in his church and has served in various leadership roles, including congregational president.

Dick Latuchie
Chief Information Officer

An experienced healthcare executive and entrepreneur with more than 35 years of experience in information technology, business development, and strategic planning, Dick Latuchie has been the Vice President, Information Technology and CIO for Regional Health since 2003. Before that, he was vice president, business development for Regional Health. Before coming to South Dakota in 2000, he served as associate vice president for non-acute business development for the Jefferson Health System in Philadelphia, and vice president for planning and marketing for the AtlantiCare Health System in Atlantic City, New Jersey. Prior to that, he and two partners founded GLS Associates, a strategic consulting firm based in Philadelphia, serving a broad range of clients in the healthcare field with services in the strategic planning space for 20 years.

Dick is a member of the College of Healthcare Information Management Executives (CHIME) and the Health Information Management Systems Society (HIMSS). He has an M.B.A. from the Wharton School of the University of Pennsylvania, and a bachelor’s of science degree in management from Rensselaer Polytechnic Institute in Troy, New York.

Dick has served as chairman of the Information Technology Committee of Premier, Inc., and was instrumental in the development of a statewide Health Information Exchange in South Dakota, serving on its board for three years.

Dick has had an active role in the communities in which he has lived. He was elected to and served four years as a member of the School Board of Springfield Township (PA), and since moving to South Dakota in 2000, he has served on the boards of Junior Achievement of Rapid City and the Allied Arts Fund of Rapid City.

Dick and his wife, Karen, reside in Rapid City. They enjoy travel, skiing, reading, and spending time with their grown children, Matthew and Alyssa. Dick is an avid birding enthusiast, active in the South Dakota Ornithological Union, and one of three state coordinators for eBird, a collaboration of the Audubon Society and the Cornell Lab of Ornithology.
Position Description

The Vice President of Patient Care Services/CNO for RCRH has the authority and responsibility for hospital-wide provision of quality nursing care in a cost-effective manner. This position has direct responsibility for departments in the patient care division, creating an environment that encourages shared decision making, and promoting professional excellence. The Vice President of Patient Care Services/CNO coaches and mentors the nursing leaders while facilitating academic partnerships across the service area to promote nurse development. The qualified candidate will assume accountability for remaining current regarding the American Nurses Association Standards of Care, South Dakota Board of Nursing Practice Act, regulatory bodies, and accrediting organizations. This role will also direct the development, implementation, and evaluation of patient care vision, values, goals and objectives, which are consistent with the hospital vision, purpose, and values.

Reporting Relationship

The Vice President of Patient Care Services/CNO for RCRH reports to the System Chief Nursing Officer of Regional Health.

Principal Accountabilities

- Understands system and business practice concepts and work approaches used to systematically pursue ever-higher levels of performance. Understands or demonstrates understanding of strategic planning, research, and development and analysis processes that do not normally imply formal sequences of steps. Further understands or demonstrates understanding that high performance work approaches are necessary to align the organization’s efforts, as evidenced by improved customer relations’ focus, quality initiatives, financial performance, and operational performance.

- Demonstrates a clear understanding of core business structures, systems, practices, trends, and technologies within the current industry and of those in which RCRH chooses to compete in the future.

- Creates an environment in which people feel valued, respected, and energized to explore new methods of doing business, generating revenue, and taking calculated risks.
• Develops employees based on linkage to business requirements and ensures employees are competent to manage change.

• Ensures new ideas are adopted and implemented to continually support the healthcare mission while successfully accomplishing those goals the organization must attain for its strategy to succeed. Ensures employees share knowledge, and understand decisions and the reasons why decisions are made and implemented.

• Assesses the developing skills and abilities of directors on an ongoing basis, providing opportunities for growth and positive reinforcement.

• Assists and participates in the strategic planning process, receiving input and acting as a resource from and to the department level.

• Demonstrates effective fiscal management of the system nursing division by coaching directors of nursing/patient services and department directors in cost containment measures and revenue generation.

• Directs the budget process for the division, assuring thorough work-up, statistical development, justification for changes, revenue generation, and expense control.

• Displays leadership in the operational activities of system-wide patient care division departments, performing ongoing evaluations of strengths, weaknesses, and problem-solving abilities.

• Ensures the continued and timely availability of nursing services and clinical staff to provide care to patients.

Education and Experience

• Master’s degree in nursing, administration, management or a related field is required.
• Three years of administrative experience required.
• Five years of acute care management experience required.
• Registered nurse licensure.
• Certification by professional organization in nursing administration is required within two years.
• Doctorate degree preferred.

Personal and Professional Attributes

• Be able to investigate, recognize, and analyze problems in order to determine a plan of action.
• Ability to communicate effectively to all levels of the organization both verbally and in writing.
• Must be able to work effectively in a team-oriented environment with diverse groups of people.
• Develop high performing leadership teams.
• Must be able to delegate appropriately to ensure a high quality of work.
• System thinking and financial acumen.
• Possesses skills in courteous, compassionate, and respectful treatment of internal and external customers.
• Strong skills in relationship building, communication, negotiation, and problem solving.
• Demonstrated ability to interact with physicians and leaders in the business community is a must.
• Must be comfortable speaking publicly in large or small group settings.

Opportunity Assessment

The Vice President of Patient Care Services for Rapid City Regional Hospital, the flagship hospital for Regional Health, will have the opportunity to provide the leadership necessary to move patient care to the next level. There is a talented, engaged team in place that will benefit from a leader who drives to a higher level of accountability. This clinical leader will focus on quality, enhanced patient experience, improved continuity of care, patient safety, staff development, and process improvement. These efforts will need to be achieved while working with a tenured nursing staff to foster a continuous learning organization that promotes transparency in a highly metric-driven environment. One of the keys to success lies in this leader’s ability to function as an effective change agent and be a role model for strong physician and community relations while maintaining a focus on results and exemplary patient care.

As a member of the RCRH leadership team, this executive will be the voice for nursing at the table. The ability to demonstrate strong communication skills, an adaptable style, and innovative thinking will be important in this role. The ideal leader will demonstrate a high level of personal integrity, honesty, and transparency, which will translate to a patient-centered philosophy that will be visible to the external community. As a part of the broader Regional Health system, this leader will have the access and support from the system CNO and other nurse leaders across the system to drive consistency and standardization across the practice of nursing.
Community Information

The Vice President of Patient Care Services/CNO position will be in the organization’s Rapid City, South Dakota, location. As you will read, Rapid City is a community of choice for many good reasons.

Rapid City, South Dakota

Rapid City is the population, business, and trade center of western South Dakota and the second-largest city in the state. Located on Interstate 90 at the intersection of the Heartland and Theodore Roosevelt Expressways, Rapid City is a regional trade, travel, and medical services center serving residents of South and North Dakota, Montana, Wyoming, and Nebraska. With an urban population of 69,000, Rapid City serves a collective area population of over 475,000 residents in small to midsize communities in a radius of 200 miles.

Rapid City Regional Airport is a vital transportation hub for the region and a key component of the local economy. With exceptional air service, direct flights to Chicago, Dallas/Ft. Worth, Denver, Houston, Las Vegas, Minneapolis/St. Paul, Phoenix/Mesa, Salt Lake City, and Atlanta are offered through Allegiant Air, American Airlines, Delta Airlines, and United Airlines. Rapid City Regional Airport contributes approximately $175 million to the local economy and provides over 350 jobs.

Situated on the eastern slopes of the Black Hills, Rapid City enjoys the best aspects of a moderate Upper Great Plains climate. Sheltered on the west by the Black Hills rising to an elevation over 7,000 feet, Rapid City is in a northern but moderate climate with nominal rain/snow falls, relatively mild temperatures, and low humidity levels in all seasons of the year.

As the hub-city of nearby natural and historical locations and sites, Rapid City’s economy is driven by a combination of retail trade, tourism, agriculture, and government/medical services. Located within a day’s round trip travel of five national parks and monuments, numerous other natural, historical, and culturally significant attractions in the Black Hills, Rapid City supports an economy that has successfully sustained its viability in some of the most challenging business climates.
Known for its greenways, parks, and urban recreational opportunities, Rapid City also serves as a base for a variety of outdoor activities in the immediately adjacent 1.3 million-acre Black Hills National Forest and nearby Custer State Park. Whatever a prospective new resident may be seeking, Rapid City offers a mid-sized community connected by air and highway travel opportunities with a nationally competitive quality of life.

**Fast Facts**

- **55.41 square miles** Size of the city of Rapid City
- **68,886** Approximate population of the city of Rapid City
- **2,776.4 square miles** Size of the two-county Rapid City Metropolitan Statistical Area (MSA): Pennington and Meade Counties
- **1,226.5** Average number of people per square mile in Rapid City
- **126,382** Approximate population of the Rapid City Metropolitan Statistical Area (MSA)
- **9** Rapid City’s ranking among the nation’s best small metropolitan cities for starting a business or career according to *Forbes* magazine
- **35.6** Median age in Rapid City
- **$23,597** Estimated per capita income
- **$43,632** Average household income for Rapid City
- **3.8%** Unemployment rate in Rapid City compared to the national average of 7.3%
- **41** Average age of the available work force compared to the national average of 47
- **27%** Percentage of those employed who hold a bachelor’s degree
- **9%** Percentage of those employed who hold advanced degrees
- **$195,112** Average price for an 1,800-square-foot home compared to the national average of $313,000
- **$747** Average monthly price for a two-bedroom rental property
- **86°F Fahrenheit** Average high temperature
- **34°F Fahrenheit** Average low temperature
Real Estate

Rapid City features some of the best homes in the Black Hills region which are available in all price ranges, neighborhood types, and ages. With the soothing sound of Rapid Creek which runs through the entire city, the breathtaking backdrop of the Black Hills and the heavily wooded areas which wrap around and through the city, the unique beauty of the region is hard to find anywhere else.

Home styles from rich historic districts to newer, planned communities and apartment complexes embrace the region’s heritage while also incorporating modern convenience. Residences are tucked into natural settings while remaining close to retail and commercial centers. Rapid City also offers an abundance of parks.

With 32 municipal parks and six dog parks in the area you are sure to find several that are conveniently located in your area. With neighborhoods full of old west charm and modern amenities, everyone from families to singles will have no problem finding the home that is perfect for them.

The average sale price for a single family home in the past two years is $199,000 in Rapid City. Most of the homes listed in the area sell for between $172,000 and $285,000.

In the past two years, over 1,800 homes were sold in Rapid City. There are a wide variety of homes available, from historic houses built in the Victorian era to new homes with all of the latest conveniences, in all price ranges.

With a population of approximately 70,000 residents, Rapid City has come a long way from its beginning and has never lost its solid small town values. With a low crime rate and a well-balanced economy, it makes for a safe and affordable choice for everyone.

Education

Rapid City has 23 public schools and 12 private and parochial schools that educate more than 14,000 students. Post-secondary options in the region include the South Dakota State College of Nursing, University Center-Rapid City (a partnership among the state’s six public universities), the University of South Dakota Department of Nursing, Black Hills State University, Embry-Riddle Aeronautical University, and the venerable, engineering-centric South Dakota School of Mines & Technology.

Recreation

With four beautiful and distinct seasons, Rapid City and the Black Hills provide incredible recreation and leisure opportunities for all ages, indoors or out. Rapid City is in close proximity to area ski resorts, five national parks, and mountain lakes and streams for water
One of the region’s largest in-city bike paths stretches twelve miles, showcasing some of Rapid City’s best sites and providing a safe place for hiking, running, and biking.

**Outdoor Highlights**
With the backdrop of Mt. Rushmore, the Badlands, and Custer State Park, Rapid City offers year-round recreation. *Outdoor Life* magazine named Rapid City “1” of the top three in the nation’s cities for hunters and anglers. Rapid City and the Black Hills create an abundance of opportunities for other sportsmen as well. Cowboy Hill, or “M Hill” located inside the city limits, provides the perfect hiking getaway; nestled in the heart of Rapid City, these trails give you the feeling of being in the Black Hills, while being only a few blocks from unique dining and shopping. Rapid City is centrally located to some of the Midwest’s most beautiful private and public golf courses, framed by the scenic ponderosa pine forest of the Black Hills. With creek-carved canyons, spectacular vistas, and mild weather all year, Rapid City is a perfect scenic backdrop for the avid golfer. With almost 100 holes of golf, numerous golfing events, and tournaments that appeal to a wide variety of golfing interests, Rapid City truly is a haven for the competitive to the purely social golfer. Rapid City’s most successful sports program is American Legion Baseball and is home to Rapid City Post 22 American Legion Baseball, which has won dozens of state titles and made several appearances in the American Legion Baseball World Series, winning a title in 1993. The second American Legion Baseball team is the Rapid City Post 320 Stars who have also competed for a state championship.

**Indoor Activities**
Indoor choices are plentiful, beginning with the Rapid City Swim Center and Ice Arena, YMCA, The Tennis Center of the Black Hills, and several private health clubs that offer aerobics, yoga, racquetball, tennis, spinning, strength training, swimming, basketball, and volleyball. Rapid City is also home to The Rushmore Plaza Civic Center, one of the region’s largest arenas, which hosts such sporting events as basketball, soccer, and hockey.

**Winter Sports**
Rapid City and the Black Hills offer ice hockey, snowmobiling, cross country and downhill skiing, and ice fishing in abundance. Roosevelt Park, Wilson Park, Main Street Square, and Rushmore Hockey arena are home to many ice events, including hockey tournaments, skating competitions, and free skating to the public.

**Arts and Culture**
Rapid City and the Black Hills area have a thriving arts and culture scene that encompasses the values and history of the region. Rapid City’s premier arts center, The Dahl, is a public facility owned by the City of Rapid City. Since it opened in 1974, The Dahl has been the center for contemporary visual arts, arts education, and performing arts. The Dahl is managed by the Rapid City Arts Council, which is one of the oldest and most respected arts councils in South Dakota, promoting and preserving the arts through education, exhibits, performances, and collections. A popular spot in downtown Rapid City is Art Alley.
outdoor gallery showcases graffiti art in a beautiful yet urban way. The designated alley off of 7th Street is free of charge and open 24 hours a day. The mission of The Journey Museum is to be the education venue that serves as a forum to preserve and explore the heritage of the cultures of the Black Hills region and the knowledge of its natural environment to understand and value the past, enrich the present, and meet the challenges of the future. This is done through programs such as “Journey into Space,” Children’s Gardening, and “Final Frontier Fridays,” as well as a variety of events in the museum theatre. The Journey Museum also brings together four major prehistoric and historic collections to tell the complete story of the Western Great Plains – from the perspective of the Lakota people and the pioneers who shaped its past, to the scientists who study it today. The Museum of the American Bison and Great Plains Center, located downtown is dedicated to telling one of the most captivating stories in our nation’s history: the story of the American Bison. The Allied Arts Fund provides operation and promotional support for 11 arts organizations, as well as funding for other non-profit, grassroots community art projects. Many Allied Arts member agencies provide programs at no cost or at low cost, and all give back to the community, providing outreach to children, seniors, and the underprivileged through donations of time, talent, performances, event tickets, and scholarship funds. Together, the following groups represent the most active and established arts organizations in the Black Hills and provide over 1,200 culturally enriching events each year.

Black Hills Community Theatre reaches out to everyone in the Black Hills providing them with the opportunity to learn, share, and experience the performing arts through participation, classes, or being an audience member at quality theatrical productions in the Black Hills. They do this by producing five Main Stage shows each year, one Dinner Theatre Fundraiser, four Children’s Theatre productions, a Senior Theatre program, and theatre project development with the Suzie Cappa Players of Black Hills Works. The Black Hills Playhouse presents a five-play summer season and provides outreach through the Children’s Theatre of SD Program. Black Hills Symphony Orchestra presents a five-concert series and co-sponsors the Young Artist Competition with the Black Hills Symphony League. Dakota Artists Guild provides the visual arts (gallery without walls) exhibit at Hill’s Diamonds, First United Methodist Church, and other locations in the community. Dakota Choral Union performs an annual series of four concerts with its non-auditioned choir. Rapid City Concert Association presents an annual concert series featuring renowned, nationally-known artists. Formed in 1937, it is Rapid City’s oldest arts organization. The Rushmore Plaza Civic Center has been the entire region’s entertainment center for more than three decades. The Civic Center Theater hosts the annual Broadway Play series of top quality traveling productions such as “Grease,” “A Chorus Line,” and “All That Jazz.” The Civic Center has also hosted top touring musical acts such as Elton John and Taylor Swift.

Shopping and Dining

Shopping
With Rushmore Mall and Rushmore Crossing offering 145 stores and the unique shopping in downtown shops, residents in Rapid City have access to a variety of shopping experiences.
Native American arts and crafts outlets and Black Hills gold jewelers offer residents and visitors plenty of shopping opportunities throughout Rapid City.

**Downtown Rapid City**
Downtown Rapid City is truly a sight to see. Nowhere is the collision of the historic and the modern as enjoyable as in downtown Rapid City. As you stroll along, you will find a presidential bronze statue to greet you at each corner. There are both Native American art and the latest fashions and accessories decorating the store front windows. Downtown offers an array of stores where you will surely find what you are looking for. Salons, clothing stores, and quaint restaurants can all be found in historic downtown Rapid City. Don’t forget to check out the shops at Main Street Square, where you can find anything from a snowboard to camping accessories.

**Dining**
Rapid City’s selection of restaurants should satisfy anyone’s taste. The aroma of both regional and international cuisine float through Rapid City, where culinary delights range from upscale bistro dishes to cheaper eats and local brews.

For more information about Rapid City, please visit:

[www.rapidcitychamber.com](http://www.rapidcitychamber.com)

[www.visitrapidcity.com](http://www.visitrapidcity.com)
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.

They include Rush University Medical Center, Conifer Health Solutions, Prime Therapeutics, Johns Hopkins Health System, Medicaid Health Plans of America, Aurora Health Care, Ann & Robert H. Lurie Children’s Hospital, ACGME, and Hospice of the Bluegrass.

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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 Vice President of Patient Care Services/CNO position for Regional Health in Rapid City, South Dakota.

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