Defining and refining leadership.

A Position Profile - Draft

Chief Operating Officer

Regional Health
Rapid City, South Dakota

Furst Group
Defining and refining leadership.
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Regional Health is an integrated healthcare system with the purpose of helping patients and communities live well. The organization, with headquarters in Rapid City, South Dakota, 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.

Mission, Vision, and Values

Our mission is to provide and support health care excellence in partnership with the communities we serve.

Our vision is to be the premier regional health system providing health care excellence in the communities we serve.

Values we believe in...

Quality/High Standards of Performance
Striving to continually exceed the expectations of every patient and customer in regard to service, effort, and professional standards.

Integrity
Demonstrating honest, positive, and ethical behavior and communication in dealing with our patients, customers, and employees.

Fiscal Responsibility/Cost Effectiveness
Making decisions that will ensure the long-term viability of the organization while providing quality services at the lowest possible cost.

Professionalism
Taking pride and ownership in one’s work to advance and uphold the mission, vision, and values of Regional Health.
Skilled, Caring People
Recruiting and supporting highly-skilled, caring people who demonstrate respect and concern for all persons.

Community Partnerships
Promoting partnerships between the organization and the communities we serve.

Innovation
Employing new techniques, processes, and methods to enhance the delivery of care.

Lifelong Learning
Learning, applying, and sharing knowledge which improves and promotes health.

Rapid City Regional Hospital

Rapid City Regional Hospital was formed from the consolidation of St. John’s McNamara Hospital and Bennett-Clarkson Memorial Hospital in 1973. The hospital provides a wide variety of acute and tertiary care services on its main campus and through its adjacent John T. Vucurevich Regional Cancer Care Health Center and Rapid City Regional Hospital Family Medicine Residency Program’s clinic. The hospital employs physicians through its residency, cardiology, cardiovascular surgery, medical oncology, psychiatry, neurology, and hospitalist programs. This leading hospital provides services to the 360,000 people who live in the Black Hills of South Dakota and the surrounding region, as well as thousands of visitors each year.

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, and home medical equipment stores serving South Dakota, Wyoming, and Nebraska.

Regional Health Network operates, under operating leases, several facilities in Custer, South Dakota, and manages hospitals and nursing homes in Philip, South Dakota, and Sundance and Newcastle, Wyoming.

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, 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 Spearfish Regional Medical Clinic. Patient care includes 24-hour emergency service, inpatient and outpatient care, labor and delivery, home health, and hospice.

_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 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.

_Fairmont Grand Regional Senior Care_ is an assisted living facility located in Rapid City, South Dakota.

_Golden Ridge Regional Senior Care_ is an assisted living facility located in Lead, 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 a corporate reorganization and owns, leases, and operates physician clinics in the South Dakota communities of Belle Fourche, Black Hawk, Buffalo, Custer, Deadwood, Edgemont, Hill City, Newell, Pine Ridge, Rapid City, Spearfish, Sturgis, Wall, and clinics in the Wyoming communities of Newcastle and Upton.

Regional Health Physicians employs physicians, mid-level providers, and other health professionals who provide primary and specialty care, including but not limited to audiology, behavioral health, dermatology, endocrinology, otorhinolaryngology (ENT), family medicine, general surgery, infectious disease, internal medicine, nephrology, neurosurgery, obstetrics and gynecology, orthopedic surgery, pediatrics, podiatry, pulmonology, radiology, rheumatology, sleep medicine, sports medicine, travel medicine, urgent care, and urology.

Additionally, Regional Health Physicians operates the Spearfish Regional Surgery Center, a specialty hospital located in Spearfish, South Dakota, which is owned by Health Network.

Regional Health Statistics

<table>
<thead>
<tr>
<th>Hospital Admissions</th>
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<tbody>
<tr>
<td>Patient Days</td>
<td>106,769</td>
</tr>
<tr>
<td>Visits to Emergency Department</td>
<td>67,278</td>
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<tr>
<td>Surgery Cases</td>
<td>9,732</td>
</tr>
<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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</tbody>
</table>
### Long-term Care Resident Beds
84

### Team Members
4,906

### Medical Staff Members
397

### Clinics
25

### Clinic Visits
270,543

### Rapid City Regional Hospital Volunteers
410

### Rapid City Regional Hospital Volunteer Hours
41,324

### Accreditation and Awards

**American College of Surgeons**
Rapid City Regional Hospital 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.

**South Dakota Department of Health**
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).

**The Joint Commission**
Rapid City Regional Hospital and Rapid City Regional Hospital 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. Rapid City Regional Hospital also earned a Primary Stroke Care Center Certification from The Joint Commission.

**Commission on Accreditation of Rehabilitation Facilities**
Regional Rehabilitation Institute, a department of Rapid City Regional Hospital, 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**
Rapid City Regional Hospital 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**
Rapid City Regional Hospital 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 Rapid City Regional Hospital 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.
Additional Accreditations:

- 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.

- Rapid City Regional Hospital’s Family Medicine Residency program was reaccredited for five years, the maximum term awarded by the Accreditation Council for Graduate Medical Education (ACGME).

- Rapid City Regional Hospital 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 Rapid City Regional Hospital, is accredited for five years by the American Academy of Sleep Medicine (AASM).

Additional Awards:

- Rapid City Regional Hospital’s Hospice of the Hills received a two-star achievement from the We Honor Veterans program.

- Rapid City Regional Hospital’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.

David Klocke, M.D.  
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 Rapid City Regional Hospital. 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.

*Kyle Richards*

*President, Regional Health Network*

Kyle Richards currently serves as President of Regional Health Network based in Rapid City, South Dakota, and provides leadership, strategic guidance, and management direction for its four owned and leased hospitals, two nursing homes, three assisted living facilities, and home medical equipment stores serving South Dakota and Wyoming. Regional Health Network also manages hospitals and nursing homes in Philip, South Dakota, and Sundance and Newcastle, Wyoming. He served as the chief operating officer before his appointment as the President of Regional Health Network.

Prior to coming to Regional Health, Kyle served as chief executive officer at Waverly Health Center from August 2011 through December 2014 where he was responsible for a critical access hospital, outpatient services, clinics, a retail pharmacy, a foundation, and 30 employed providers. Kyle came to Waverly from Sanford Webster Medical Center and Bethesda Home in Webster, South Dakota, where he served as chief executive officer. He also served in a number of leadership positions within Sanford Health, including the director of the Sanford quality management, central verification office, and provider enrollment departments as well as the administrator at the Rock Rapids Healthcare Center prior to becoming the chief executive officer at Waverly.

Kyle is a current board member on the South Dakota Association of Healthcare Organizations (SDAHO). He holds a master’s of public administration with a healthcare emphasis and a bachelor’s of science degree from the University of South Dakota. He is a licensed long-term care administrator and a certified professional in healthcare quality. He and his wife, Tammy, reside in Rapid City with their two children.
Michael (Mick) Gibbs  
**President, Rapid City Hospital**

Michael (Mick) Gibbs assumed the role of President for Rapid City Regional Hospital on February 4, 2015. In 2013, Mick served in the role of COO for Rapid City Regional Hospital upon his return from Sanford Health in Fargo, North Dakota, where he served as the vice president for heart, vascular, surgery, and radiology programs. Prior to that, Mick was with Regional Health for eight years beginning his career as an administrative fellow and serving in roles as director of customer service, CEO of Gordon Memorial Hospital in Nebraska, and vice president of professional services for RCRH.

Mick has a master’s in healthcare administration from the University of Minnesota, a master’s degree in biomedical ethics from Case Western Reserve University, and an undergraduate degree from the University of North Dakota.

Mick and his wife, Michelle, reside in Rapid City with their three daughters.

Maureen Henson  
**Vice President, Human Resources**

A seasoned human resources executive with over 35 years of experience in the public utility, staffing, consulting, and healthcare industries, Maureen Henson is the Vice President of Human Resources 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.

Certified as a Senior Professional in Human Resources (SPHR) by the Society of Human Resources Management, Maureen has a master’s in management from Central Michigan University and a bachelor of science in business administration from the University of Detroit-Mercy. She also has an associate’s degree from Henry Ford Community College.

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). 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.

An avid fitness enthusiast, Maureen enjoys her cottage, cooking, boating, hiking, traveling, reading, and time with friends and family. Maureen and her husband, Ron, currently reside in Rapid City, South Dakota.

John Pierce
CEO, Regional Health Physicians

John Pierce is an accomplished C-level healthcare executive with nearly two decades of experience leading high-growth, multi-specialty physician groups and care facilities. John’s background reflects a progressive career with a demonstrated unique combination of strategic leadership and operational excellence, while creating positive organizational change. John is currently the Chief Executive Officer for Regional Health Physicians in Rapid City, South Dakota. John came to Regional Health from Citizen Memorial Health Care Foundation in Bolivar, Missouri, where he was the administrator of Community Nursing Home, after a progressive tenure marked by a series of promotions with increasing responsibility and accountability. John’s tenure with Regional Health began in 1999 as the director of senior care services, later moving into the director of strategic planning position. In 2008, he joined Regional Health Physicians as the chief operating officer.

John was promoted to CEO of Regional Health Physicians in 2013 with the task of rebranding the Employed Physician Group, emphasizing its alignment with the Regional Health system, establishing a group culture, engaging physicians, setting strategy, vision, common standards, and operating practices. John has accountability for the clinical operational oversight of 16 clinic locations comprised of 143 employed physicians and advanced practice clinicians and 500-plus employees with annual gross revenues of $80 million.

John is a servant leader well versed in creating centers of excellence focused on providing value to patients. John has earned a reputation for improving operations, impacting business growth, and maximizing profits. These have been accomplished through achievements in organizational change, physician acquisition/integration and clinical
process improvement, surgery center/hospital operations, medical staff relationship development, strategic planning, and board management. John is an innovative change agent, acknowledged for balanced judgment, stability, and the ability to garner consensus among core business disciplines with diverse agendas and visions.

John’s accomplishments include: transforming the culture and implementing a patient centric model, resulting in top box scores for service satisfaction; consolidating six physician compensation philosophies and models into one comprehensive model aligned with community needs and the corporation’s long-term strategic goals and business model; leading the technology overhaul; implementing a new Practice Management and Electronic Medical Record for 143 providers in 16 different clinic locations in 9 months; achieving Meaningful Use payments totaling $1.2 million with 100 percent of eligible providers meeting the standards; creating a culture that values people and encourages servant leadership; and creating a positive work environment for providers that is built on trust.

John has an M.S. in health services administration from Southwest Baptist University, Bolivar, Missouri, 1995; a B.S. in business administration from University of Maryland, College Park, Maryland, 1993; an A.A. in computer science from University of Maryland, College Park, Maryland, 1993; an A.S. in fire science from Community College of the Air Force, Montgomery, Alabama, 1993; and an A.S. in business administration from Jackson State Community College, Jackson, Tennessee, 1990.

John is a Fellow of the American College of Healthcare Executives and is a former president of the South Dakota Healthcare Executives Group, the president-elect of the South Dakota Healthcare Executives Group, and past treasurer of the South Dakota Healthcare Executives Group. John received the American College of Healthcare Executives Regents Award in 2005 and received the supervisor of the year award from Citizens Memorial Health Care Foundation in December 1997.

Active in his community, John is the current Vice Chair of the Board for Rapid City Christian School and is a past member of the City of Rapid City Economic Development Committee.

Mark Thompson
Chief Financial Officer

Mark Thompson joined Rapid City Regional Hospital 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.

Mary Masten  
**General Counsel**

Mary Masten joined Rapid City Regional Hospital in February 1981. She received her juris doctorate at the University of South Dakota School of Law (1976) and her bachelor’s degree from the University of Texas at Austin (1974). Mary began her career in private practice (1976-1978) and has served as deputy state’s attorney for Lawrence County, South Dakota (1978-1979) and deputy public defender for Pennington County, South Dakota (1979-1981). She is a member of the South Dakota Bar Association and several other associations, including the American Health Lawyers Association.

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

Reporting Relationship

Reporting to the Chief Executive Officer, the Chief Operating Officer directs and coordinates the activities of the operating areas in accordance with policies, goals, and objectives established by the Chief Executive Officer and the Board of Directors. This executive ensures the achievement of operational short- and long-range goals through proper operational controls and effective administrative/reporting procedures and systems to effectively grow the organization and to ensure financial strength and operating efficiency.

Principal Accountabilities

- Develops and fosters effective collaboration between all entities and markets to ensure an integrated approach to providing services and fulfilling Regional Health strategic objectives.

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

- Builds trusting relationships with CEO and executive leadership team and works closely to develop and accomplish goals and strategic plans. Collaborates seamlessly with the Chief Medical Officer on engaging, retaining, and increasing the performance and productivity of physicians and clinical staff, and acts as a model and champion for integration across the system.

- Partners with the CEO as an internal consultant to the Board of Directors.
• 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.

• Leads, coordinates, and resolves problems concerning operations, and champions continuous improvement.

• Develops new strategies to enhance market share and improve overall performance.

• Ensures growth strategies complement and support integrated, consistent system-wide organizational initiatives.

• Drives the implementation of growth plans throughout the system and across business lines.

• Remains knowledgeable of market and industry trends, competitors, and all aspects of Regional Health market.

• Assures market leaders are taking an active role in their local community activities.

• Motivates and leads a high-performance management team. Creates and maintains an effective succession plan. Develops and mentors direct reports to cultivate skills, increase performance, and to build consciousness of the interrelationship between each area in the operations group to foster and maintain an integrated system.

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

• Prepares all aspects of operations for risk-taking in anticipation of changes to reimbursement.

• Responsible for understanding and adhering to the Regional Health Code of Conduct, and for ensuring that personal actions, as well as the actions of employees supervised, comply with the policies, regulations, and laws applicable to Regional Health business.

• Provides leadership and direction over the operations of Regional Health ambulatory, inpatient, and senior care facilities, translating the business vision and strategy into clear operational goals, objectives, and implementation plans.

• As a critical member of the executive team, this key leader actively participates in the health system’s and market’s strategic and operational planning, development, and implementation of 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.
Effectively develops and presents written and verbal reports to the Board of Directors in collaboration with other team members.

Proactively builds effective working relationships with the Regional Health employed and independent physicians to ensure a strong, high-quality, and productive medical staff.

Leads and directs overall organizational performance. Initiates and supports process improvement, customer service, and cost reduction initiatives. Ensures a strong customer service orientation for the health system and hospital(s), and implements improvement programs as necessary to enhance the level of customer service and satisfaction for the customers. Provides leadership in streamlining operations and maximizing efficiency, and reviews the staffing needs of the hospital and ambulatory facilities.

Provides leadership and direction of the various business lines of the hospital, ambulatory, and senior care facilities to ensure that various client constituencies are served in the most efficient, productive, and customer-oriented manner possible. Ensures fiscal responsibility with the administration of these businesses.

In partnership with the CFO, leads the improvement of the overall financial performance of the hospital, ambulatory, and senior care facilities through the development of and adherence to operating budgets, capital budget, and financial accountability.

Provides leadership, and in partnership with the CFO and CMO, determines how, when, and where Regional Health will enter population health and assume significant risk taking.

In partnership with the Chief Human Resources Officer, leads caregiver engagement efforts, and 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.

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.

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.
• Ensures management processes and organizational structures (i.e., organization of departments, committees, teams, etc.) are in place to more effectively accomplish priorities.

• Has the internal conviction to own the results of Regional Health operations. Takes action needed to deliver the desired outcomes.

**Education and Experience**

• Master’s degree in healthcare administration or other related field preferred. Advanced education required.

• Fifteen years plus progressive leadership experience in leadership in a multi-market fully integrated health system with extensive management experience in overseeing, developing, and executing operational strategies within a complex environment.

• Skills in developing complex organization-wide operational and strategic plans to drive profitable growth, financial objectives, and business objectives over a multi-year period and to provide integrated and quality services.

• Excellence in organizational management with the ability to coach senior-level leadership and medical staff to manage high performance and implement strategy.

• Significant knowledge and understanding of economic conditions and forecasts, particularly those indications that affect healthcare. Ability to apply analysis to Regional Health markets.

• Extensive experience driving best practice standards and ensuring collaboration across business lines and functions.

• Comprehensive knowledge of healthcare delivery, operations, and financial management practices. Extensive experience in integrating healthcare operations.

• Strong interpersonal plus negotiating skills and demonstrated experience in establishing excellent working relationships and strategic partnering with various teams and executives across a large integrated organization to achieve a shared vision, values, and objectives. Ability to motivate others through visionary leadership.

• Skills in managing diverse relationships and creating effective teams between various markets, medical centers, physicians, management, employee groups, and the community.
Community Information

The Chief Operating Officer 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

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
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<tbody>
<tr>
<td>Size of the city of Rapid City</td>
<td>55.41 square miles</td>
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<tr>
<td>Approximate population of the city of Rapid City</td>
<td>68,886</td>
</tr>
<tr>
<td>Size of the two-county Rapid City Metropolitan Statistical Area (MSA)</td>
<td>2,776.4 square miles</td>
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<tr>
<td>Average number of people per square mile in Rapid City</td>
<td>1,226.5</td>
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<tr>
<td>Approximate population of the Rapid City Metropolitan Statistical Area (MSA)</td>
<td>126,382</td>
</tr>
<tr>
<td>Rapid City’s ranking among the nation’s best small metropolitan cities for starting a business or career according to <em>Forbes</em> magazine</td>
<td>9</td>
</tr>
<tr>
<td>Median age in Rapid City</td>
<td>35.6</td>
</tr>
<tr>
<td>Estimated per capita income</td>
<td>$23,597</td>
</tr>
<tr>
<td>Average household income for Rapid City</td>
<td>$43,632</td>
</tr>
<tr>
<td>Unemployment rate in Rapid City compared to the national average of 7.3%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Average age of the available work force compared to the national average of 47</td>
<td>41</td>
</tr>
<tr>
<td>Percentage of those employed who hold a bachelor’s degree</td>
<td>27%</td>
</tr>
<tr>
<td>Percentage of those employed who hold advanced degrees</td>
<td>9%</td>
</tr>
<tr>
<td>Average price for an 1,800-square-foot home compared to the national average of $313,000</td>
<td>$195,112</td>
</tr>
<tr>
<td>Average monthly price for a two-bedroom rental property</td>
<td>$747</td>
</tr>
<tr>
<td>Average high temperature</td>
<td>86º Fahrenheit</td>
</tr>
<tr>
<td>Average low temperature</td>
<td>34º Fahrenheit</td>
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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 considers education to be the cornerstone for the community’s future. By investing in the education of its residents, Rapid City is demonstrating its confidence that the community will continue to prosper. The Rapid City Area School District includes 16 (K-5) elementary schools, five (6-8) middle schools, and three (9-12) high schools. Partnership Rapid City (PRC) was created in 2007 to provide a central point of contact and create an alliance between businesses, non-profit organizations, and schools. PRC helps the students see the relevance of their school work in relation to their work interests and the importance of staying in school. By working together, they will develop a workforce which will enhance the economy. Another great program is Teen Up, formerly AYCE-Authentic Youth Civic Engagement. There are three components: city, community, and school. These committees have been formed to give youth an active voice in what is happening in Rapid City. Students can be from any school in Rapid City, and as involvement rises, students feel that the community truly cares about their input. The results are higher graduation rates, youth
involvement in community projects, lower youth delinquency, and an overall investment in youth interests by all segments of the community.

For those interested in the private sector, there are several alternatives available. The Catholic School System, which includes St. Thomas More and St. Elizabeth Seton, provides parochial education for students in pre-K-12 grade. Black Hills Montessori, Calvary Christian School, Open Bible Christian School, Rapid City Christian School, Seventh Day Adventist School, Zion Lutheran School and Preschool, as well as home schooling through Rapid City Schools Homeschool Connection are also available.

The Rapid City Area Chamber of Commerce has committees that are very involved with the schools and education. The Workforce Development Committee works with Partnership Rapid City to bring businesses together with the schools and students with the goal to create a stronger workforce and encourage students to succeed. Leadership Rapid City (LRC) implemented Junior LRC several years ago. This is a five-week leadership program modeled after the adult LRC program and tailored to high school students. The aim of Junior LRC is to foster current and future leadership by offering young people opportunities to develop their leadership skills and broaden their knowledge of the Rapid City community. It is available once a year for students in 10-12 grades.

**Higher Education**

Rapid City has many great opportunities for higher education. Schools located in Rapid City are United Tribes Technical College Black Hills Learning Center (UTTC), National American University (NAU), Oglala Lakota College, South Dakota School of Mines & Technology (SDSM&T), South Dakota State and University of South Dakota Colleges of Nursing, South Dakota State West River Center for Agriculture, Western Dakota Tech (WDT), and the University Center-Rapid City with representatives and college programs and classes from Black Hills State University (BHSU), Dakota State University (DSU), Northern State University, SDSM&T, South Dakota State University (SDSU), and the University of South Dakota (USD).

**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 sports. 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. This 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

www.visitrapidcity.com
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We look forward to working with you as a potential candidate for the Chief Operating Officer position for Regional Health in Rapid City, South Dakota.

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

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