Leadership Profile

President and Chief Executive Officer
St. Joseph’s Health
Syracuse, New York

CONFIDENTIAL

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August 2016

This Leadership Profile is intended to provide information about St. Joseph’s Health and Trinity Health and the position of President and Chief Executive Officer, St. Joseph’s Health. It is designed to assist qualified individuals in assessing their interest.
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The Opportunity

Trinity Health is seeking a transformational, innovative and inspirational President and Chief Executive Officer (CEO) to lead St. Joseph’s Health in Syracuse, New York. St. Joseph’s Health is a Catholic, non-profit regional health care system providing services to patients throughout Central New York and northern Pennsylvania for nearly 150 years. This is an exciting opportunity to lead St. Joseph’s Health during a pivotal time for the organization, the state and the nation. The CEO will continue to build upon St. Joseph’s Health’s unique brand within the region, focused on value based people-centered care.

St. Joseph’s Health is a complex health system that has grown and evolved since its development. St. Joseph’s Hospital is a 451-bed, Magnet recognized comprehensive medical care institution that is dedicated to providing quality health care to the residents of 16 counties in Central New York. St. Joseph’s Health has an affiliation with Franciscan Companies, a group that provides medical supplies, equipment, and more throughout the same region and into northern Pennsylvania. As an integral part of the Syracuse and Central New York community for nearly 150 years, St. Joseph’s Health provides quality care compassionately to the sick and injured. St. Joseph’s Health is financially and philosophically committed to providing the best possible healthcare services at a reasonable cost and to those persons unable to afford them. In addition, St. Joseph’s Health is a proud member of Trinity Health.

Trinity Health is one of the largest multi-institutional, Catholic health care delivery systems in the nation. It serves people and communities in 21 states, coast to coast, with 90 hospitals and 120 continuing care locations (including home care, hospice, PACE and senior living facilities) that provide nearly 2.1 million visits annually. With annual operating revenues of approximately $15.9 billion and assets of about $20.4 billion, the system returns close to $1 billion to its communities annually in the form of charity care and other community benefit programs.

As an innovative health organization, Trinity Health will be the national leader in improving the health of their communities and each person they serve. They will be the trusted health partner for life. Passionate about this endeavor, Trinity Health’s Chief Executive Officer and the Trinity Health Executive Leadership Team have developed a strategy to “Build a People-Centered Health system together.” To accomplish this, Trinity Health will be evolving in order to continue providing exemplary episodic care while becoming effective population health managers. Consistent with their Mission, Core Values and Vision, they are working actively in their communities to address vulnerable populations while improving the underlying social determinants of health. Their overall goal is to build capabilities to excel in each of these dimensions of their people-centered health system. They define success in all of these efforts as delivering the Triple Aim of Better Health, Better Care and Lower Costs for the people and communities they serve.

St. Joseph’s Health is seeking a health care leader to be its new CEO, to lead and set the strategic direction that reflects a people-centered health care approach. St. Joseph’s Health is searching for a bold, strategic thinker, a superb communicator and a strong relationship builder with top-tier management and leadership experience, skilled at both navigating the health care landscape and working at the intersection of vision, policy and politics. The new CEO should have a deep knowledge of, and commitment to the population she/he serves, and have the
vision to help move the organization into a new chapter, as it explores the best ways to balance and improve access, affordability and health care quality. This leader must fully understand the critical role she/he plays in Trinity Health’s attainment of its mission and strategy to build a “People-Centered Health System.” This key leader must be a forward-thinking visionary who anticipates the needs of colleagues and the organization.

Overall financial performance and operating efficiency of the system will be a key priority for the CEO. She/he will provide vision, integrity and leadership to St. Joseph’s Health to ensure it achieves its mission and is aligned with the mission of Trinity Health. The CEO reports to the Executive Vice President-East Group of Trinity Health, and the Board of Trustees of St. Joseph’s Health.

The Organization

St. Joseph’s Health

St. Joseph’s Health is a non-profit regional health care system based in Syracuse, New York, providing services to patients throughout Central New York and northern Pennsylvania. From primary to specialty to home care, to their Magnet-recognized hospital, and in collaboration with their community partners, St. Joseph's Health is advancing the health of the communities they serve through an expanding range of health care services to ensure their patients achieve optimum long-term health.

 Ranked by Consumer Reports among the top 15 heart surgery centers in the country, U.S. News “Best Regional Hospital,” and a 15-time winner of the National Research Corporation Consumer Choice award, St. Joseph’s is widely recognized for quality, value and delivering the highest patient satisfaction. St. Joseph’s Health is affiliated with Franciscan Companies and St. Joseph’s Physicians, and is a part of Trinity Health.

Components of the health system include:

- St. Joseph’s Hospital
- Ambulatory Surgery (Northeast and North Medical Surgery Centers)
- Certified Home Health Care Agency
- College of Nursing
- Dialysis Centers (Downtown, Camillus, Liverpool, Fayetteville and Cortland)
- Emergency Services
- Family Medicine, Dental and Transitional Year Residency Programs
- The Franciscan Companies
- Mental Health Programs
- Primary Care Centers
- Educational and Wellness Programs

Mission

We are passionate healers dedicated to honoring the Sacred in our sisters and brothers

Vision

To be world-renowned for passionate patient care and outstanding clinical outcomes
Core Values

*In the spirit of good *Stewardship*, we heal by practicing:

*Compassion* through our kindness, concern and genuine caring;

*Reverence* in honoring the dignity of the human spirit;

*Excellence* by expecting the best of ourselves and others;

*Integrity* by being and speaking the truth.

St. Joseph’s Health Services

St. Joseph’s has stood as a community landmark in Syracuse since 1869. From a 15-bed hospital, the institution has evolved into a seamless system of care with nearly 5,000 employees and physicians.

St. Joseph’s Hospital Health Center has been, and remains, the backbone of St. Joseph Health’s integrated system, delivering award-winning care and providing enhanced value to their primary, specialized and urgent care facilities throughout the region. The 451-bed comprehensive medical care institution provides general medical and surgical care, and offers several specialty services, including: hemodialysis, maternity services, a separate birth center, emergency care, intensive care, wound care, dental services, suicide prevention and certified home health care.

St. Joseph’s Health puts the patient at the center of its activities. Health care services are available wherever patients are on the health continuum. The interconnection among St. Joseph’s many programs and services allows those patients who need one or more services to receive them in a coordinated, continuous way.

Specialty Services

In addition to providing general medical and surgical care, St. Joseph’s offers specialty services including:

- Aesthetic surgery program
- The Birthplace
- Center for Wound Care and Hyperbaric Medicine
- Dental services
- Diabetes self-management
- Emergency and intensive care services
- Hemodialysis
- Lymphedema
- Maternity and outpatient pediatric services
- Neurosurgery, including stereotactic-guided procedures
- Orthopedic diagnostics, surgery and rehabilitation
- Outpatient surgery centers
- Rehabilitation services (physical therapy, occupational therapy and cardiopulmonary)
- Sleep Lab
2015 Patient Volumes:
- Inpatient discharges – 26,543
- Outpatient encounters – 601,353
- Emergency Department – 65,904
- Psychiatric Emergency Program – 39,664
- North/Northeast Urgent Care Centers – 61,788
- St. Joseph’s Physicians/Ambulatory Care – 244,749
- Home Healthcare Visits – 129,004

2015 Employees:
- More than 860 physicians and dentists representing a broad spectrum of specialties
- 4,755 employees, including full and part-time, and per diem staff
- Approximately 1,000 devoted volunteers and members of the Auxiliary

Finances:
- Annual System Operating Budget: $650 million
- St. Joseph’s Foundation: $18,675,000 in assets

St. Joseph’s Health Foundation
St. Joseph’s Health Foundation enables the system to build facilities, install the latest medical technology, maintain mission clinics to provide care to the uninsured and under insured, provide for patient comfort and care, and fund staff education to stay abreast of the newest developments in medical care and treatment.

Franciscan Companies
The Franciscan Companies is a member of the St. Joseph’s Health. Franciscan operates a network of health care services that fulfills the ancillary needs of the hospital system. Through a variety of companies and collaborations, Franciscan ensures that patients discharged from St. Joseph’s Hospital - as well as other hospitals in the area - receive the continued care, services and products they need for improved health and comfort.

The impact Franciscan Companies has on local health care is profound. Inpatient length of stay at area hospitals is decreased, limiting costs for patients, insurance companies and hospitals; patients are better able to recover and live in the comforts of home surrounded by family and friends; and unnecessary hospital readmissions are less likely to occur, reducing the strain on patients and the system. Companies and collaborations include:

- **Franciscan Management Services, Inc.** – the management division of The Franciscan Companies, Franciscan Management Services provides executive and operational oversight of a network of companies and organizations offering health care and related services.

- **Franciscan Health Support, Inc. (FHS)** – specializing in cardiopulmonary therapy, sleep disorder treatments and more, it is the largest independent home medical equipment provider currently offering services throughout 16 counties in CNY. FHS is Joint Commission accredited and services are provided 24/7, 365 days a year.
• **Franciscan Health Support Services, LLC** – a licensed home care agency offering nursing services, home health aides, personal care services, physical therapy and other related needs for the home-bound patient.

• **FHS Services, Inc.** – designed to meet consumer needs, FHS Services, Inc. features CNY Medical Supply, an online retailer of medical supplies; Take Shape for Life, a weight loss and management program; and various wellness services and programs including immunizations and disease screening, management and education.

• **Loretto Health Support, LLC** – offering geriatric home medical equipment; Lifeline, an easy-to-use personal response service that ensures subscribers get fast assistance whenever they need it; and a medication dispenser to ensure medication adherence.

• **Oneida Health Support (a d/b/a of FHSS, LLC)** – specializing in respiratory therapy, sleep disorder treatments, home medical equipment, and more.

• **The Sleep Laboratory at Oneida Healthcare** – diagnosis and treatment of obstructive sleep apnea and sleep-related breathing disorders.

• **Franciscan Practice Management & Consulting Services** – a physician practice management company offering coding, compliance, EMR, and administrative services.

• **CNY Infusion, LLC** – a joint venture with A.J. Stone Infusion to provide home infusion therapy.

• **St. Francis Social Adult Day Care** – providing socialization and safety to the elderly or functionally impaired.

• **Lourdes Health Support, LLC** – a Joint Commission-accredited provider specializing in respiratory therapy, sleep disorder treatments, home medical equipment, and more.

• **St. Elizabeth Health Support Services, Inc.** – a Joint Commission-accredited provider specializing in respiratory therapy, sleep disorder treatments, home medical equipment, and more.

**St. Joseph’s Partnerships**

• **Loretto** – St. Joseph’s partners with Loretto to sponsor the PACE (Program of All-Inclusive Care for the Elderly) program, an independent living option for nursing home eligible seniors.

• **Laboratory Alliance of CNY** – an independent, for-profit medical reference laboratory serving the needs of Greater Central New York. Jointly owned by Community General Hospital, Crouse Hospital and St. Joseph’s Health, with more than 1,300 combined beds, Laboratory Alliance of CNY currently provides a wide range of high quality laboratory testing to more than 100,000 hospitalized and physician office patients per year.
• **Hospitals Home Health Care** – a partnership of St. Joseph’s Health and Oswego Health, to provide home care services for Oswego County residents.

• **St. Joseph’s College of Nursing and area universities** – after earning an Associate degree in applied science with a major in nursing, most graduates go on to earn advanced degrees. St. Joseph’s graduates are eligible for transfer to Bachelor degree nursing programs at SUNY Upstate Medical University in Syracuse, SUNY College of Technology in Utica, Nazareth College in Rochester, and Le Moyne College in Syracuse. St. Joseph’s Hospital hires about 72% of its College of Nursing graduates.

• **Northside UP** – St. Joseph’s is working with CenterState CEO, Franciscan Collaborative Ministries, and Catholic Charities of Onondaga County to develop an economic revitalization strategy for Syracuse’s historic North side.

**St. Joseph’s Physicians**

St. Joseph’s Physicians is an affiliate of St. Joseph’s Health. As the leading comprehensive medical practice in Central New York, St. Joseph’s Physicians is evolving as a role model for excellence in primary care delivery across the region.

St. Joseph’s Physicians consists of 90 providers seamlessly integrated practice areas and complementary ancillary services with convenient locations across Central New York. As their practices grow, they remain committed to their mission where patients can access advanced health care services and the expertise of specialist’s right in their own neighborhoods and communities.

Committed to advancing the “medical home,” St. Joseph’s Physicians is an NCQA certified Patient Centered Medical Home. Their integrated approach links the physician with the St. Joseph’s system of services to ensure that their patients receive the highest quality of medical care - all under one system. The “broader system” is the full spectrum of care from the primary physician’s office, to the specialist’s office, to the hospital and its associated services.

St. Joseph’s has worked with its medical staff to create a physician led Clinical Integration Network(CIN) and an Accountable Care Organization(ACO). Currently there are 380 physicians and 40,000 attributed lives in this model accepting risk through an ACQA, and pursuing Track 3 MACRAA.
Recognition and accomplishments of St. Joseph’s Health

St. Joseph’s Hospital Health Center has recently been recognized again as the “Best Regional Hospital” and ranked #13 in New York State by *U.S. News & World Report*. St. Joseph’s is the only hospital in the region to have achieved this recognition - receiving “Best in Syracuse Metro” and “Best in Central New York” recognitions. St. Joseph’s is ranked as a high performing hospital in all nine areas that are measured:

- Abdominal Aortic Aneurysm Repair
- Aortic Valve Surgery
- Heart Bypass Surgery
- Heart Failure
- Colon Cancer Surgery
- Chronic Obstructive Pulmonary Disease (COPD)
- Hip Replacement Surgery
- Knee Replacement Surgery
- Lung Cancer Surgery
Additional Recognitions Include:

- St. Joseph’s Hospital Health Center is a recipient of the New York State Perinatal Quality Collaborative (NYSPQC) Obstetrical Improvement Project’s 2015 Quality Improvement Award.
- St. Joseph’s received the HANYS (Healthcare Association of New York State) 2016 Pinnacle Award for Quality & Safety.
- St. Joseph’s Hospital Received "Clean Heat and Power Champion" awards.
- St. Joseph's Hospital Received the 2016 Women's Choice Award® as one of America's Best Hospitals for Heart Care and Maternity Care.
- St. Joseph’s received Near Westside Initiative: 2015 Risk Takers and Dream Makers Award.
- St. Joseph's Hospital Health Center to received an Excellence in Health Care Award in the Community Partner/Advocate of the Year Category.
- St. Joseph's is part of 100 Hospital with Great Heart Programs for 2015-2016.
- For the seventh consecutive year, St. Joseph’s Hospital Health Center was named a 2016 Most Wired hospital, according to the 2015 Most Wired Survey, released this month by the American Hospital Association’s Health Forum and the College of Healthcare Information Management Executives (CHIME).
- St. Joseph’s Hospital Health Center has been named one of the 100 Great Community Hospitals by Becker's Hospital Review (2015).
- St. Joseph's received the Most Valuable Player Award from HANYS for an outstanding PAC Campaign (2015).
- The Onondaga Historical Association presented St. Joseph's with a History Medal at their annual Breakfast, in recognition of all they have done to preserve their history including the museum on our campus (2015).
- St. Joseph's received the NAACP Community Service Award (2015).
- St. Joseph’s Awarded LEED GOLD for Largest Green Healthcare Project in Upstate NY.
- Primary Care Center - West received recertification as a Level 3 Patient Centered Medical Home (2015).
- Baby-Friendly USA, Inc. (BFUSA) re-designated St. Joseph's as a Baby Friendly hospital. This designation represents the gold standard of care for infant feeding and is a global initiative sponsored by UNICEF (United Nations Children’s Fund) and WHO (World Health Organization) (2014-2019).

For additional information regarding St. Joseph’s Health please visit www.sjhsyr.org.
Trinity Health

Trinity Health is one of the largest, multi-institutional Catholic health care delivery systems in the nation. It serves people and communities in 21 states, coast to coast, with 90 hospitals and 230 continuing care locations (including home care, hospice, PACE-Program of All Inclusive Care for the Elderly, and senior living facilities) that provide nearly 2.1 million visits annually. Trinity Health employs more than 120,000 people, including 3,900 employed physicians.

The organization was formed in May 2013, when Trinity Health and Catholic Health East officially came together to strengthen their shared mission, increase excellence in care and advance transformative efforts with a unified voice. With annual operating revenues of approximately $15.9 billion and assets of about $20.4 billion, the new organization returns close to $1 billion to its communities annually in the form of charity care and other community benefit programs. Trinity Health currently has ownership in the following three health plans: MediGold is a provider owned, not-for-profit Medicare Advantage plan serving seniors and other Medicare beneficiaries in 32 Ohio counties, and it is wholly owned by Trinity Health; Maryland Physicians Health Plan (25% ownership by Trinity Health); and Gateway Health (50/50 joint venture with Highmark in Pennsylvania). Trinity Health has an ACO in each of its markets, a NextGen ACO in four of its markets, and bundled payments in each of its markets.

Trinity Health Vision

As an innovative health organization, we will be the national leader in improving the health of our communities and each person we serve. We will be the trusted health partner for life.

Trinity Health Strategy

To achieve our Vision, guided by our Core Values, Trinity Health’s strategy is to “Build a People-Centered Health system together.” Given our history as an integrated system, we will need to evolve in order to continue providing exemplary episodic care. We also will need to be effective population health managers. Finally, consistent with our Mission, Core Values and Vision, we need to work actively in our communities to address vulnerable populations while improving the underlying social determinants of health. Therefore, we will build capabilities to excel in each of these dimensions of our people-centered health system. We define success in all of these efforts as delivering the Triple Aim of Better Health, Better Care and Lower Costs for the people and communities we serve.
People-Centered 2020 is our strategic plan to guide us in creating a people-centered health system. As shown below it includes five key focus areas, all built on a foundation of effective collaboration with our physicians and clinicians.

People-Centered 2020 has 17 strategic initiatives to accomplish this transformation. We will know we are people-centered when we put the people we serve at the center of every behavior, action and decision in our ministry. Work on these initiatives is well under way across the system. Candidates should be aware of, and feel free to inquire about, these five strategic focus areas:

- **Efficient & effective episode delivery initiatives**
- **Efficient & effective care management initiatives**
- **Serving those who are poor, other populations, and impacting the social determinants of health**

Trinity Health will transform its clinical and business models to deliver people-centered care. This focus area addresses their intent to significantly change their care models and payer contracts to support their commitment to accept accountability for delivering Triple Aim outcomes. Trinity Health today has 25 ACOs with more than 1.2 million “attributable” lives.
They also have widespread involvement in the CMS BPCI episode-based payment model accounting for $500 million in spending.

**Trinity Health Operating Model**

The Trinity Health operating model represents their best effort to ensure being part of a large system makes it easier for their Health Ministry (HM) colleagues to deliver optimal outcomes for the people they serve and sustainable performance for Trinity Health. When put into action, the operating model, inspired by their Mission and Core Values, informs how they implement their strategic plan, manage their operating activities and interact across the many components of their system. It is designed to provide effective and timely understanding of industry trends, clear lines of decision making and communication, effective and efficient value adding shared services, and clarity regarding the respective realms of authority and accountability between the HMs and system level leadership.

Trinity Health's operating model complements a performance improvement culture and aligns its management system to make available the right resources to deliver value throughout the ministry. Trinity Health is headquartered in Livonia, Michigan. For more information about Trinity Health and the system’s operating model please see Appendix I or visit [www.trinity-health.org](http://www.trinity-health.org).

**The Position**

**Position Purpose**

The President and Chief Executive Officer (CEO) provides strategic leadership and operational direction to St. Joseph’s Health in the development and execution of regional strategic and operating plans that align with overall system strategies. She/he leads the development of a viable regional health care ministry that reflects community needs, achieves organizational goals and advances the philosophy, mission and vision of Trinity Health. The CEO provides executive leadership and oversight that ensures excellence in the care experience and operational efficiencies across a variety of delivery settings. This executive leader seeks out and capitalizes on the advantages of regional and system resources including scale, people and intellectual capital. The CEO fosters an unrelenting focus and climate of urgency that balances the opportunity to transform care delivery with the operational realities and the need to meet service excellence, operating and financial results today. She/he provides leadership and guidance to the St. Joseph’s Health team, fostering collaborative planning, innovation and decision-making. She/he engages physicians and partners with them to identify opportunities for growth and collaboration. With a focus on population health, she/he links care management activities across the full continuum to include the development of innovative business and care management models. The St. Joseph’s Health CEO provides leadership in the ongoing implementation of strategies to build a “People-Centered Health System.”

The CEO creates a fair and just organizational culture that celebrates diversity and a community of engaged and committed persons serving the healing ministry with focus on competencies that support values of respect, social justice, care of the poor and underserved, compassion and
excellence. This executive leader ensures effective governance, and establishes a participative management infrastructure and engaged organizational climate that develops and maintains talent and inclusiveness within the Regional Health Ministry (RHM), St. Joseph’s Health.

The CEO of St. Joseph’s Health reports to the Executive Vice President-East Group of Trinity Health, and the Board of Trustees of St. Joseph’s Health. Reporting to the St. Joseph’s Health CEO are the following positions:

- Senior Vice President Chief Operating Officer/Chief Nursing Officer
- Senior Vice President Physician Enterprise
- Senior Vice President System Development and Ambulatory Care Services
- Senior Vice President and Chief Financial Officer
- Senior Vice President General Counsel
- Vice President Foundation
- Vice President and Chief Information Officer
- Vice President Medical Affairs
- Vice President People and Mission Integration
- Vice President Human Resources
- Vice President Support Services
- Chief Compliance Officer
- Marketing and Communications Officer

Essential Functions

- **Cultural Alignment:** Knows, understands, incorporates and demonstrates the Trinity Health mission, vision and values in leadership behaviors, practices and decisions.

- **Executive Leadership:** Serves as an executive of Trinity Health, providing advice, guidance and leadership in developing system and regional strategies/direction and in the achievement of performance goals. Seeks out, embraces and capitalizes on the advantages of regional and system resources, diversity, scale, replication opportunities, people and intellectual capital. Participates and actively engages on the Health Ministry CEO Council to advance system integration and performance.

- **Regional Direction:** Provides executive leadership and directly supervises regional executive team ensuring the achievement of financial, operational and strategic plans with a focus on excellence in people-centered care in a variety of delivery settings. Champions change and improvement; seeks out and employs effective change management and performance improvement techniques and tools.

- **Regional Accountability and Responsibility:** The President and CEO of St. Joseph’s Health reports to and is accountable to the EVP-East Group, Rick O’Connell. The St. Joseph’s Health President and CEO is accountable for the selection, evaluation and overall success of the senior leadership team within the region.

The St. Joseph’s Health President and CEO leads and implements effective governance in partnership with the St. Joseph’s Health Board. She/he will ensure effective integration of regional activities, system services, and subsequent operating metrics.
**Dual Accountability and Authority Matrix (Within Trinity Health this is referred to as the A² Matrix. For more information see pages 19-27 in Appendix of this document):** The St. Joseph’s Health President and CEO shares accountability and authority for specific system supported and led functional responsibilities. The St. Joseph’s Health President and CEO is responsible for:

- Local Health Ministry (HM) strategy and execution in alignment with the system strategic plan.
- Direct supervision of the local A² leaders.
- Co-Hiring, firing and performance reviews of A² leader with the System A² executive.
- Integration of System A² function and plans into the local HM strategy.
- Oversight of other accountabilities for the HM functional leader.

**Strategic Plan:** Leads the formation of the regional vision and strategic plans, the development and achievement of its goals and objectives, and evaluates the Region’s continuing effectiveness within the framework of Trinity Health. Ensures the analysis of community needs and the development of supportive programs and services, especially for the poor, populations at risk and the underserved.

**Clinical Delivery:** Facilitates the development and implementation of integrated clinical service delivery platforms across the region and in alignment with system integration plans. Champions physician alignment strategies that lead to growth within the region. Ensures the coordination of actions and realization of service efficiencies that drive increased clinical quality, patient safety, and enhanced patient and physician satisfaction and responsiveness to marketplace growth and needs.

**Mission and Diversity:** Develops and sustains an organizational culture that celebrates a diverse community of committed persons serving the healing ministry with focus on developing competencies that support values of respect, social justice, care of the poor and underserved, compassion and excellence.

**Talent Development:** Mentors and develops regional leadership, fostering achievement of goals and objectives, high performing leadership practices, collaboration, innovation and interdependence. Employs participative management and leadership approaches that optimize organization resources and talent effectiveness and organizational learning.

**Community:** Actively participates in associations and groups within the region. Establishes and maintains relationships with key community and state leaders to facilitate the accomplishment of regional and system goals and objectives.

**Engagement:** Develops and sustains an environment that supports optimum engagement of colleagues and physicians. Champions behaviors that include respect for individuals, open, honest and direct communication, collaboration and integrity to attain engagement.

**Regulatory and Compliance:** Maintains a working knowledge of applicable Federal, State and local laws/regulations; the Trinity Health Integrity and Compliance Program and Code of Conduct; as well as other policies and procedures in order to ensure adherence in a manner that reflects honest, ethical and professional behavior.
Candidate Experiences and Attributes

The following background, qualifications and experiences of the ideal profile for the President and CEO for St. Joseph’s Health has been developed (not necessarily listed in order of importance).

LEADERSHIP ATTRIBUTES

As a Trinity Health Executive, the incumbent is expected to demonstrate leadership traits which support Trinity Health’s Mission Statement and Core Values as identified below.

Mission Statement: We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Core Values

- **Reverence**: We honor the sacredness and dignity of every person.
- **Commitment to Those who are Poor**: We stand with and serve those who are poor, especially those most vulnerable.
- **Justice**: We foster right relationships to promote the common good, including sustainability of Earth.
- **Stewardship**: We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.
- **Integrity**: We are faithful to those we say we are.

Trinity Health Leaders have:

- Absolute dedication to the patient experience, quality and patient safety.
- Commitment to colleague engagement with a demonstrated ability to improve.
- Understanding and ability to implement new care models to deliver the triple aim through people centered care and Alternative Payment Models.
- Appreciation for the intricacies in managing physician/clinical relationships and successfully align and engage clinicians.
- A leadership philosophy that integrates performance excellence methods and a management system to achieve continuous operational excellence.
- Ability to operate in complex matrix environment working effectively with local and system teams.
- Experience in a mission-based organization that effectively assures the development of a sustainable business model that supports effective execution of the mission – by never losing sight of it.
- Ability to lead and operationalize growing market share and covered lives.

Minimum Qualifications

- Must possess a thorough knowledge of health care management principles and techniques as normally obtained through an advanced degree, including an MHA, MBA, MSN or related field, and a minimum of ten (10) years of management experience, including experience as
the Chief Operating Officer and/or President/Chief Executive Officer of an integrated health care entity.

- Must have advanced business and executive leadership skills to develop new or enhance existing clinical and operational strategies, business plans, policies and programs.

- Must have extensive knowledge and understanding of current health care trends and practices.

- Must have highly developed interpersonal and communication skills and business acumen. She/he must be able to effectively analyze, communicate and respond in a thoughtful and timely manner.

- Must be able to operate effectively in a collaborative, shared leadership environment.

- Must have an ability to identify, create and foster an organizational culture that is supportive of and builds upon the Trinity Health faith-based traditions and vision for a healing ministry.

- Must possess a personal presence that is characterized by a sense of honesty, integrity and caring with the ability to inspire and motivate others to promote the philosophy, mission, vision, goals and values of Trinity Health. Should have a passion for transforming our health care system into one that delivers people centered care and the triple aim of better health, better care and lower costs. Should have evidence of helping health care organizations make meaningful progress in pursuing these goals.

- Should have experience and accomplishments demonstrating a willingness and ability to manage/or be part of a management team that successfully manages across the continuum of care including physician practices and beyond the acute setting.

- Must be able to adapt to frequently changing work priorities, and be able to prioritize and balance the requirements of working with the System Office while also representing St. Joseph’s Health.

- Must be able to travel to the various Trinity Health sites as needed.

- Must reside in the St. Joseph’s Health service area.

- Willingness to comply with Trinity Health policies and procedures.
Opportunities and Expectations for Leadership

The new President and CEO of St. Joseph’s Health must demonstrate meaningful progress within the first 18 to 24 months of her/his tenure, in a number of key areas. They are not listed in any particular order of priority.

- Develop a highly engaged and accountable St. Joseph’s Health leadership team inspired by the mission and vision of Trinity Health, and committed to the People Centered 2020 strategic direction.
- Align the St. Joseph’s Health Strategic Plan with the Trinity Health People Centered 2020 strategy and develop a well defined operational implementation plan.
- Champion a culture of collaboration, openness, teamwork and mutual commitment to performance excellence. She/he will focus on mentoring and strengthening a strong leadership team to support the system.
- Drive efforts to ensure strong financial performance by continuing to evaluate and refine operational efficiency balanced against the organization’s ability to fulfill its mission, vision and strategic goals within a changing healthcare environment.
- Foster a positive environment that strengthens colleague engagement, employee pride and professional growth, building on a commitment to ensure a capable and diverse workforce. She/he will demonstrate a strong commitment to coaching, mentoring and development.
- Endorse a financial plan and implement a management system that ensures that St. Joseph’s Health is positioned for optimal performance. This plan should encompass a combination of revenue growth and cost reduction and align with the strategic focus and aims outlined by St. Joseph’s Health and Trinity Health.
- Identify and execute on a growth strategy plan within the region. This will include the successful implementation and leveraging of acute care facility investments, ambulatory investments and new partnerships in the market.
- Advance the system’s Population Health strategy, including the further development of the Clinically Integrated Network, physician alignment strategies as well as regional partnerships that will ensure St. Joseph’s Health is driving toward the goal of seeing 75% of its revenue through value based contracts by 2020.
- Focus on enhanced branding to differentiate St. Joseph’s Health within the region. Leverage all of the organization’s resources within St. Joseph’s Health to grow and capture market share across the region.
- Transform operational plans to position St. Joseph’s Health as the value provider in the market.
- Achieve targeted improvements in the triple aim as evidenced by quality, care experience, total cost of care and community health and well being.

- Become a trusted, respected and highly visible leader within St. Joseph's Health, Trinity Health, the community of Syracuse and the State of New York.

**Syracuse, New York**

**Live and Work in Central New York**

Whether it's the region's strategic location, strong network of education and research institutions, diverse culture or natural assets, there are many reasons why 1.5 million people call Central New York's 12 counties "home."

**The region boasts many great assets:**

- Less than 20 minute average commute time;
- Comprehensive multimodal transportation system;
- Affordable housing, with median home sales of $80,775 and one of the strongest housing markets in the nation;
- 35 colleges and universities; 138,000 students from around the world;
- $1.2 billion in annual R&D projects underway at region's six largest universities;
- Workforce that is 20 percent above the national average for holding advanced degrees;
- Syracuse picked by MSN as a top 12 emerging Green City;
- Access to 25 percent of the world's fresh water;
- The Adirondack Park, with 6 million acres;
- Thousand Islands, with 1,793 islands spanning 50 miles; and
- Finger Lakes Region, with 100 plus wineries, 5 wine trails, and 11 state parks.

**Livability**

Whatever you are looking for, you are likely to find it in here. Shops, restaurants, nightspots, and cultural organizations fill architecturally impressive buildings. Performing arts venues, parks, and sports stadiums abound. Lakes and mountains are just a short drive away and every conceivable type of home is available at more affordable pricing than many other places.
Education

A community is only as strong as its education system. In Syracuse you don't have to go far to find a quality education. In addition to an outstanding K-12 system, there are 10 colleges and universities in the immediate area and 25 others within a 100-mile radius.

Additional Resources

CreativeCoreNY.com is an information portal to the region's business, educational, and quality of life opportunities. You can also connect to the Core on Facebook and Twitter.

The Onondaga County Office of Economic Development: http://www.syracusecentral.com/

Onondaga County: www.ongov.net
The City of Syracuse: http://www.syracuse.ny.us/home.aspx

Procedure for Candidacy

Nominations and applications (including a cover letter and resume) should be submitted, preferably via email, to the consultants supporting Trinity Health in this search. All materials will be treated as confidential. To make a confidential inquiry, please contact our search consultants at SJHCEO@wittkieffer.com.

Material that cannot be emailed may be sent to the Trinity Health, St. Joseph’s Health President and CEO team members at:

James U. King, III/Adriane Willig
C/o Steve Davis
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523
Phone: 781-272-2624

Discover Thought Leadership at www.wittkieffer.com

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from St. Joseph's Health, Trinity Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Trinity Health is an equal opportunity employer.
Appendix

Additional Information on Trinity Health and the Journey to Becoming a People-Centered Health System

Engaged Colleagues

Our Board of Directors established improved patient experience of care and colleague engagement as critical metrics of success. There are a number of initiatives under way in this space.

We will attract, develop and retain exceptional and committed colleagues who reflect the diversity of our communities.

Engagement and Safety Culture

The CEO is the executive sponsor for Colleague Engagement and Safety Culture at the Ministry, which is a fully harmonized initiative. This sponsorship includes, but is not limited to the following:

- **Being Active and Visible in Colleague Engagement and Safety Culture work**
  - Participate in system-level strategy to improve engagement and safety culture.
  - Participate in key colleague engagement and safety culture-related activities (i.e., survey promotion, administration, debriefs, action planning).
  - Understand Trinity Health colleague engagement and safety culture survey methodology as well as processes for survey debriefs action plan creation and implementation.
  - Model action-planning creation and implementation at senior team level.
  - Engage in Executive Rounding as a matter of practice.

- **Building a Sponsor Coalition for Colleague Engagement and Safety Culture**
  - Set expectations with senior team and mid-level leaders for building competency in colleague engagement and safety culture; rounding on colleagues and creating and implementing action plans.
  - Include colleague engagement and safety culture regularly on leadership team agendas.

- **Communicating at all Levels**
  - Regular and consistent, formal and informal communication with senior leaders, mid-level leaders and colleagues on colleague engagement and safety culture.
People Centered Care Experience

The Trinity Health Experience is an extension of our mission and values. The Trinity Health Experience comes to life through "Living our Values (LOV)." LOV actions support three key caring relationships – care of self, care of colleagues, care of those we serve – acknowledging the interdependencies that exist. A core set of LOV actions and behaviors create a consistent, differentiating experience that patients, families and colleagues can feel and describe wherever they encounter Trinity Health.

The CEO has the primary leadership accountability for the consistent delivery of a differentiating people-centered care experience – The Trinity Health Experience. This accountability includes:

- Leading a culture that place the relationship with patients/families at the center of decision making.
- Strategic direction that addresses infrastructure needs, talent lifecycle management, standard behaviors, patient engagement, communication, data monitoring and improvement.
- Success results including achieving Trinity targets for CAHPS and colleague/physician engagement, maximizing value-based purchasing incentives, ACO incentives, and payor expectations.
- Innovations based on local community needs, changing customer expectations, trends and reimbursement

Living Our Values

Living Our Values (LOV) is Trinity Health’s vision for creating a common culture. LOV is collaboration between Mission Integration, HR, Clinical and Marketing and Communications. It seeks to connect our Mission and Core Values to care for self, colleagues and those we serve which will result in improvements in patient satisfaction, colleague engagement and a safety culture. The ultimate goal is to create a consistent Trinity Health Experience that patients, families and colleagues can feel and describe.

The CEO is the executive sponsor for Living Our Values (LOV) at the Ministry. This sponsorship includes but is not limited to the following:

- **Being active and visible in LOV work**
  - Have awareness and understanding of Trinity Health Mission, Core Values and LOV Actions (behaviors) that are associated with them.
  - Serve as a role model for Living Our Values by practicing the LOV actions daily with self, colleagues and those we serve.
  - Lead and participate in key LOV activities at local and system-level.

- **Build a Sponsor Coalition**
  - Set expectations with senior team and mid-level leaders for building awareness and modeling LOV actions daily in their care for self, colleagues and those we serve.
  - Include Living Our Values regularly on leadership team agendas.
• Communicate at all Levels
  • Regular and consistent, formal and informal communication with senior leaders, mid-level leaders and colleagues on Living Our Values.

Operational Excellence

We will build an enterprise that uses our strengths as a national system to deliver operational excellence.

Regional Structure and Operations

Trinity Health has determined that in markets seeking to deliver a full range of health services that the structure will be that of a Regional Health Ministry (RHM) directed by a RHM CEO and leadership team and supported by effective system services. This is based on the belief that although there are significant opportunities for using our national scope, the critical dynamics determining success are regionally driven and includes:

• Partnership opportunities
• Competitor health system interactions
• Clinically Integrated Network development
• Payer relationships

RHM Structure

Regional Health Ministries vary in size and stages of development. There will always be some variation in the structure of the teams and local capabilities. However, in all cases the RHM CEO will be responsible for delivering our People-Centered Health System and Trinity Health operational results. Therefore the RHM CEO must be accountable for managing the entire continuum of care, including acute care, ambulatory services, physician services, continuing care, clinically integrated networks and ACOs, and community health services.

Health Ministry (HM) Structure:

Trinity Health’s fundamental unit of ministry activity is the “Health Ministry (HM).” We are currently structured into:

  20 Regional Health Ministries (RHM)
  3 National Health Ministries (NHM)
  4 Mission Health Ministries (MHM)

The HMs are grouped into regions based on geographical proximity and natural payer contracting groups. Generally, each one features a single fiduciary governing board, with community boards at the hospital level that have responsibility for clinical quality, credentialing and philanthropy.
Leadership Decision Making, Accountability and Authority

The Trinity Operating Model includes a system services dual accountability and authority matrix. It is intended to provide a competitive advantage by combining the advantages of empowered market based leadership with scale derived state of the art system functional services. The success of this model necessitates a commitment to open, honest direct communication and to a servant leadership approach, particularly on the part of the system functional leaders on their partnerships with Regional and HM CEOs.

System Services Dual Accountability and Authority Matrix (A² Matrix)

The Trinity Operating Model is intended to provide a competitive advantage by combining the advantages of empowered market based leadership with scale derived state of the art system functional services. This approach of necessity requires a form of matrix management for the system services as they are delivered locally. We have considered the usual approaches of dotted line to corporate, two solid lines, or solid line only to corporate. Some functional areas, including Legal, ITS, Finance will continue to use their current direct report to System Office model. For other services we have created a Dual Accountability and Authority (A²) Matrix model described as follows:

- RHM CEOs continue to “hold the reigns” for accountability for the local strategy and results. To accomplish this, the local functional leaders report to them directly. The full range of management oversight for these HM functional leaders is the responsibility of the HM CEO or their delegate. However, under the A² model, these functional leaders on the HM leadership team will also have a direct accountability and authority relationship with system functional leaders.

- Accountability to and the authority of system leaders will involve a minimum number of dimensions to ensure that the local operating and management approach for these functional areas is consistent with the system wide approach, takes advantage of scaled functional capabilities, provides standardized reporting, and effectively implements system initiatives. Here is an example:

  - PNO A² Relationship to the system functional leader would include these dimensions:
    - Ensuring availability of state of the art operational capabilities and performance to the HM PNO
    - HM operational management and performance of Physician Practices
    - IT infrastructure of physician practices
    - Input into hiring, firing, and performance review for PNO leader
    - HM implementation of system initiatives

  - The RHM CEO shares accountability and authority for the above dimensions as well as:
    - HM Physician strategy and execution
    - Direct supervision of the PNO leadership
    - Hiring, firing and performance review of PNO leader
    - Integration of PNO functions into the local HM strategy
    - Oversight of other accountabilities for the HM functional leader
- Further delineation of these dimensions will occur through continued discussions between ELT members and HM CEOs.
- System leadership will engineer processes to provide rapid decision-making and ensure clarity of decision-making and responsibility for implementation of key initiatives.
- When HM functional leaders have responsibility for multiple areas, implying the need for A² type relationships with multiple system leaders, system leaders will work with the HM CEO to minimize the impact.
- When irreconcilable differences arise between the HM CEO and system functional leader, they will seek advice of the respective EVP for resolution. Under rare circumstances the EVPs may seek final input from the Trinity Health CEO.
- Servant Leadership: The success of this model necessitates a commitment to open, honest direct communication and to a servant leadership approach, particularly on the part of the system functional leaders.

The system services have the following accountability and authority structure:

<table>
<thead>
<tr>
<th>Department / Function</th>
<th>Accountable ELT Member</th>
<th>Current State Reporting Structure</th>
<th>Future State Accountability/Authority Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>Paul Neumann</td>
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<td>A² *</td>
</tr>
<tr>
<td>Community Benefit</td>
<td>Barbara Walters</td>
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</tr>
<tr>
<td>Growth, Strategy &amp; Innovation</td>
<td>Scott Nordlund</td>
<td>N/A</td>
<td>A²</td>
</tr>
<tr>
<td>Communication and Marketing</td>
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<tr>
<td>HR</td>
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<td>Talent Management</td>
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<tr>
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<td>Organization Development</td>
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<tr>
<td>Integrity &amp; Audit</td>
<td>Mike Holper</td>
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<tr>
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<td>Solid</td>
</tr>
<tr>
<td>Legal</td>
<td>Paul Neumann</td>
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<tr>
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<td>Dotted</td>
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<tr>
<td>Supply Chain</td>
<td>Clayton Fitzhugh</td>
<td>Mixed: Dual Solid/Dotted</td>
<td>A²</td>
</tr>
<tr>
<td>Fixed Assets Management</td>
<td>Clayton Fitzhugh</td>
<td>Dual Solid</td>
<td>A²</td>
</tr>
<tr>
<td>Finance Functions</td>
<td>Ben Carter/Cindy</td>
<td>Dual Solid</td>
<td>A²</td>
</tr>
<tr>
<td>Department / Function</td>
<td>Accountable ELT Member</td>
<td>Current State Reporting Structure</td>
<td>Future State Accountability/Authority Structure</td>
</tr>
<tr>
<td>-----------------------</td>
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<tr>
<td>&amp; Tax</td>
<td>Clemence</td>
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<tr>
<td>Insurance &amp; Risk Management</td>
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<td>Mission Services</td>
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<td>Physician Network Organization (PNO)</td>
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<td>Population Health</td>
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<tr>
<td>Physician Services (CMO)</td>
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</tr>
<tr>
<td>Nursing Services (CNO)</td>
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<td>Clinical Integration</td>
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<tr>
<td>Senior Living</td>
<td>John Capasso</td>
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</tr>
<tr>
<td>PACE</td>
<td>John Capasso</td>
<td>Dotted</td>
<td>A2</td>
</tr>
</tbody>
</table>

* A2 Denotes Dual Accountability and Authority per description above

**A² Philosophy**

Primary accountability for HMs' operating results rest with HM CEOs and overseen by the three EVPs for Operations. Given that the HM CEO needs to have a well-integrated leadership team to deliver those results, the primary reporting relationship for most HM functional leaders is within the HM leadership team. However experience has also shown that establishing an effective relationship between regional functional leaders and system functional leaders is essential to optimizing overall system performance. The strategy to create and utilize a common system wide approach to operations will accentuate this requirement. Several
functional areas have well established and highly effective matrix reporting relationships. Others have either not been explicitly established or not effective.

Given these realities the Trinity Operating Model utilizes a variety of relationships within our matrix reporting structure. Our servant leadership philosophy underlies all of these relationships with system leaders committed to mutual accountability for delivering excellent services that help position the HM for success. The specific expectations for each type of relationship are described below. In general, the broad range of management and accountability for performance and direction of HM staff will be through the HM CEO or delegate. The system office accountability and authority will be limited to the minimum number of dimensions to ensure the local operating and management approach for the functional area is consistent with the system wide approach, is taking advantage of scaled functional capabilities, provides standardized reporting, and effectively implements system initiatives. The dual accountability and authority matrix is not intended to create duplicative administrative work nor inability of the CEO to execute local plans.

**Dual Accountability and Authority:**
- Co hires/fires local RHM leaders.
- Mutually set annual performance objectives, develop a process to complete year-end evaluation & talent development plan.
- Regularly monitors operational approach, related priorities, unit performance, and implementation of system initiatives. Strategy and other dimensions default to the RHM CEO and the local leader.
- Develop and update job descriptions.
- Set talent development plans.

**Single Solid Line:**
- System leader hires/fires; RHM participate in interview and provides input.
- System leader sets annual performance objectives on front end and seeks performance feedback from the RHM CEO for the year-end evaluation and talent development plan.
- Prioritizes work and changes defaults to system office leader.
- Develops and updates job descriptions.
- Sets operational priorities and talent development plans.

**Dotted Line:**
- RHM and system leader are involved in selection process as mutually agreed.
- RHM and system leader provide feedback on function leader performance periodically as mutually agreed.
• RHM and system leader participate in interview and appointment of leader, provide input and approval.

Given the newness of this approach, we will continuously monitor the effectiveness of this model over time. Success will be measured by speed of decision making, achievement of targeted metrics for system services, HM success and an annual survey of the HM and the system office leaders.

**Decision making**

Consistent with the Operating Model commitment to simplify whenever possible, our standard position regarding decision making will be that straightforward operating decisions without major impact beyond the HM or system functional area can be made by the respective HM or system operating leader.

However, many decisions have broader reach across HM’s and the system. Consistent with our Mission and the Catholic social principles of *association* and *participation*, we are committed to timely, streamlined and simplified decision-making that appropriately includes input from concerned stakeholders. That commitment is hard to maintain in a complex organization like Trinity Health, particularly given our operating model and matrix reporting structure. To overcome this very real obstacle we have created a Decision Making Framework (see Appendix) that provides guidelines and examples of decision making authority and identifies interdependencies for decision making between the system councils, ELT, HM Strategy Group, and Regional CEOs. Some operational planning decisions will be vetted at SOC for recommendation and endorsement by ELT. Given our concern with timeliness and our commitment to continuous improvement we will monitor the timeliness of major decisions through date stamping and maintenance of an ongoing record of decisions through the Office of the President.

**Leadership Nationally**

**We will lead in strengthening and expanding the ministry of Catholic healthcare in our communities and nationwide.**

**CATHOLIC HEALTH CARE** is founded upon and guided by the principles of Catholic social teaching, and the CEO represents this heritage in the community and nationally. These teachings inform sensibilities that respond concretely to the world with distinctively Catholic behaviors. Richly witnessed in scripture, the Christian tradition, the Church's social teaching provides deep wisdom for building just organizations, sustaining an ethical society amid the challenges of modernity, growing in holiness, and remaining people-centered through continued scientific and technological advancement. The CEO builds national capacity by forming boards, leaders, and colleagues and advancing the institutionalization of Catholic identity through comprehensive assessments and improvement plans.

Throughout the community, the CEO is a leader for the local ministry and all of Trinity Health — whether with local Bishops, in the media, in the state capitol, at the chamber of commerce or somewhere else. Alignment with our Catholic Identity and the Trinity Health brand is essential.
Effective Stewardship

We will steward resources effectively to enable success in our transformation to people-centered care.

Staying focused on our strategic plan implementation and accelerating our transforming operations initiatives we focus our current financial performance on:

- Reducing capital spend
- Focusing on Shortfall Ministries
- Reducing operating costs
- Pursuing budget action plans.

CONCLUSION

Trinity looks for nationally recognized health care leaders who have an:

- Absolute dedication to patient experience with a demonstrated ability to improve it.
- Dedication to colleague engagement with a demonstrated ability to improve.
- Understanding of new care models to deliver people centered care and Alternative Payment Models.
- Ability to effectively manage physician/clinical relationships with examples of success.
- Commitment to improving colleague and patient safety and quality.
- Ability to operate in complex matrix environment working effectively with local and system teams.
- Experience in a mission-based organization that effectively assures the development of sustainable business model that supports effective execution of the mission – by never losing sight of it.

For additional information regarding Trinity Health, visit: http://www.trinity-health.org
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