

# Chief Executive Officer, FirstHealth of the Carolinas



*is pleased to announce we have been retained by*



*Pinehurst, North Carolina*

*to recruit a*

***Chief Executive Officer***

## **The Organization**

Our Mission: ***To Care for People***

Our Vision: ***Working Together, First in Quality, First in Health***

FirstHealth is one of the premier medical systems in the Southeast. Comprised of four hospitals, primary and convenient care clinics, dental centers, home health, hospice & palliative care, health & fitness centers, and a robust philanthropic foundation, FirstHealth is a growing healthcare system and medical community. One of the largest employers in the region, FirstHealth of the Carolinas employs approximately 5,200 people. FirstHealth is licensed for four hospitals with a total of 610 beds, plus the Reid Heart Center, a rehabilitation center, three sleep disorders centers, three dental clinics, several primary care centers, convenient and emergency care, five fitness centers, a laundry, four charitable foundations, a hospice program, home health services and an insurance plan. Critical care transport, EMS and medical transport services are also offered.

FirstHealth Physician Group is a physician-led, multispecialty group employed by FirstHealth of the Carolinas. FirstHealth Physician Group includes more than 230 physicians, physician assistants, perfusionists and dentists focused on providing high-quality, timely, patient-centered care.

A wholly owned subsidiary of FirstHealth of the Carolinas, FirstCarolinaCare offers a wide range of health benefit plans for businesses throughout the FirstHealth service area. In addition to providing coverage alternatives for

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local businesses, FirstCarolinaCare provides a Medicare Advantage product for Medicare-eligible individuals in Moore, Montgomery, Richmond, Hoke, Lee, Chatham and Scotland counties.

Over the last 10 years, the foundation of FirstHealth has distributed approximately \$68 million for the benefit of FirstHealth. At the same time, the value of its endowment has grown to \$56 million as of September 2017.

## FirstHealth Hospitals:



FirstHealth Moore Regional Hospital is a 402-bed, acute care, not-for-profit hospital that serves as the referral center for a 15-county region in the Carolinas. Located in Pinehurst, it is the flagship hospital for FirstHealth of the Carolinas. Moore Regional Hospital has an active medical staff of 249 physicians, a professional staff of more than 2,700 and an average of 750 volunteers.



FirstHealth Montgomery Memorial Hospital has served the emergency, outpatient and acute care needs of the people of Montgomery County and the surrounding area for more than 50 years. Consistently high patient satisfaction scores for the past three years at Montgomery Memorial indicate that patients are pleased with the care they receive at their local hospital. Montgomery Memorial provides acute care for both medical and surgical services, outpatient surgical services, imaging and other diagnostic services, as well as an emergency department that is staffed with 24-hour in-house physician coverage.

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FirstHealth Moore Regional Hospital-Hoke Campus opened its doors to patients in 2013, as the first hospital in Hoke County. The opening was a historic event for a county long acknowledged as one of the largest in the state without its own hospital. The hospital is anchored by a 24/7 emergency department. A quarter of the hospital houses an imaging suite offering in-house services ranging from general X-ray to low-dose CT and nuclear medicine, as well as the availability of mobile MRI.



A 99-bed community hospital, FirstHealth Moore Regional Hospital - Richmond (MRH-Richmond), serves the emergency, inpatient, outpatient and acute-care needs of the people of Richmond County and the surrounding area. The hospital first opened in 1952 and was originally certified for 50 beds. MRH-Richmond offers medical and surgical hospital services, as well as unique specialized services, including ophthalmology, cardiology, and a wound care and hyperbaric center specializing in the treatment of diabetic foot ulcers, thermal burns, crush injuries, pressure ulcers and other non-healing wounds.

## FirstHealth Awards and Accolades:

- FirstHealth Moore Regional Hospital once again was ranked as one of the best hospitals in North Carolina by *U.S. News & World Report* (2018). Moore Regional was ranked eighth in the state and was recognized as high performing in several procedures and conditions. Moore Regional achieved the highest rating possible in eight procedures/conditions, including abdominal aortic aneurysm repair, chronic obstructive

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pulmonary disease (COPD), colon cancer surgery, heart-bypass surgery, heart failure, hip replacement, knee replacement and lung-cancer surgery.

- MRH - Richmond has earned straight As from the fall 2018 Leapfrog Hospital Safety Grades that were announced by The Leapfrog Group, a nonprofit organization committed to driving quality, safety and transparency in the United States healthcare system. Out of 172 hospitals in North Carolina, only 34 received the A rating, and MRH - Richmond was the only in its region to receive the fall 2018 A rating.
- America's 100 Great Community Hospitals: FirstHealth Moore Regional Hospital was named one of America's 100 Great Community Hospitals, according to a study released in July 2018 by Becker's Hospital Review.
- FirstHealth Moore Regional Hospital earned the 2018 Women's Choice Award for America's Best Bariatrics, America's Best Cancer Care, America's Best Heart Care, America's Best Obstetrics, America's Best Orthopedics and America's Best Stroke Center.
- FirstHealth Moore Regional Hospital ranked Top 100 in Nation for Medical Excellence in Major Orthopedic Surgery based on Quantros' CareChex® 2018 Hospital Quality Ratings Analysis (HQRA).
- FirstHealth Moore Regional Hospital was ranked number one in patient picks in *Business North Carolina* annual "Best Hospitals" edition. The ranking is based on the Hospital Consumer Assessment of Healthcare Providers and Systems, a survey completed by adult patients between 48 hours and six weeks after discharge. The patient picks list was compiled based on the percentage of patients who would recommend the hospital to others. The North Carolina average is 71 percent, while the national average is 72 percent. FirstHealth is well above the state and national averages.
- FirstHealth Moore Regional Hospital earned an A grade on Leapfrog Hospital Safety Grades in The Leapfrog Group's spring ratings. The Leapfrog Group is a nonprofit organization committed to driving quality, safety and transparency in the U.S. healthcare system.
- FirstHealth Hospice & Palliative Care has been named a 2018 Hospice Honors recipient by HEALTHCAREfirst, the leading provider of Web-based home health and hospice software, billing and coding services, CAHPS surveys and advanced analytics. Hospice Honors is a prestigious program that recognizes hospices providing the highest level of quality as measured from the caregiver's point of view.

## Additional Facts/Figures:

- In the summer of 2017, FirstHealth went live with Epic and is now reaping the benefits of having an integrated EHR system.
- Credit ratings: AA S&P; AA Fitch; A1 Moody's.

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- 250+ days cash on hand.
- FirstHealth Moore Regional, MRH-Richmond and Moore Regional Hospital-Hoke all have the same provider number; the critical access hospital, FirstHealth Montgomery Memorial Hospital, has its own provider number.
- \$800 million net revenue.
- FirstHealth of the Carolinas' total discharges: 26,000.

For additional information regarding FirstHealth, please visit: <https://www.firsthealth.org/>

## The Position

The Chief Executive Officer reports to the 15-member board of directors. This position is open due to the retirement of David J. Kilarski, FACHE, CEO, who is retiring in July 2019 after eight years of service at FirstHealth.

The CEO directs all functions of FirstHealth in keeping with the overall policies established by the board of directors and in compliance with regulatory guidelines, in order that the strategic objectives of the organization can be attained. The CEO provides leadership and direction in ensuring the efficient, economical and effective utilization of system resources to meet the identified needs of the service region through quality medical care and health-service programs.

The CEO will work closely with the physician community. There are two large independent physician groups (medical and surgical) located in Pinehurst, as well as numerous smaller independent physician groups and a large employed physician group (FirstHealth Physician Group).

The board desires FirstHealth of the Carolinas to remain a thriving independent health system. As such, it is seeking a CEO who can lead and grow the organization and update the strategic plan on a yearly basis and communicate the vision and the plan to the entire health system.

The CEO will work to ensure throughout FirstHealth that all processes and efforts are designed to ensure clinical quality, safety and service excellence, and reported data will consistently rank FirstHealth in the top 10 percent to support FirstHealth's reputation for high quality and patient safety.

As FirstHealth continues to grow and expand, the CEO will create innovative ways to attract, retain and develop a workforce dedicated to top performance for quality and patient safety.

## Major Tasks, Duties and Responsibilities

- Responsible for the overall operation of FirstHealth, consistent with the policies established by the board of directors.
- Participates with the board of directors in establishing strategic objectives for the system based on the identified needs of the community.

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- Establishes and revises long-range plans to support the system philosophy and general objectives.
- Informs and advises directors and trustees on current trends in healthcare to facilitate policy making. Recommends system policy positions to the board of directors regarding legislation, government, administrative policy and other matters of public policy.
- Oversees the preparation of reports for and attends meetings of the board of directors regarding the total activities of the system.
- Organizes the functions of the system through appropriate departmentalization and the delegation of duties; establishes responsibility and accountability for system operations.
- Oversees preparation and implementation of policies and practices that support effective operations; ensures that accurate and complete operational records are maintained.
- Ensures FirstHealth has a system for accounting, including budget and internal controls.
- Ensures the provision of affordable healthcare services by the acquisition, utilization and organization of available human, financial and physical resources, and the development of improved techniques and practices.
- Supports the medical and administrative staff and board of directors in the recruitment and retention of medical staff.
- Responds to the community's needs for quality healthcare services by ensuring the adequacy of the system's medical activities in coordination with the board of directors, the medical staff and the other system staff.
- Ensures compliance with all regulatory agencies governing healthcare delivery and the rules of accrediting bodies by continually monitoring the system's operations, programs and physical properties; initiates changes where required.
- Reviews and acts upon the reports of authorized inspecting agencies.
- Encourages integration of the system with the community through effective communication; provides an effective public relations program.
- Maintains professional affiliations to enhance professional growth and remains current with the latest trends in healthcare administration.

## The Candidate

The successful candidate will be a strong leader who possesses a successful track record as either the CEO of a similar-sized or slightly smaller hospital or health system, or the COO of a larger health system; or similar senior executive leadership position. Experience in an independent health system is a plus. The board is seeking a CEO who will become entrenched in the community and plant roots in the community; demonstrated job stability is a must. A master's degree is required.

The incoming CEO will possess demonstrated experience successfully working with a board of directors. The selected candidate will have a proven track record of consistently building relationships with physicians, board members, staff and community leaders alike. He/she will exhibit exemplary skills and traits that warrant respect

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and credibility at all times. The incoming CEO must be a visible leader within the community and all the FirstHealth entities.

Other personal characteristics and competencies desired:

- Emotional intelligence;
- Transparent;
- Inspirational;
- Entrepreneurial and innovative;
- Excellent team builder who encourages communication and collaboration;
- Trustworthy, honest, high integrity;
- Visionary; able to see where FirstHealth can go in the future; well versed on healthcare trends;
- Strong communicator at all levels of the organization;
- Able to obtain consensus;
- Good listener; excellent speaker;
- Visible, approachable;
- Fiscally astute; understands new financial models and shared funds; understands the impact of changes in reimbursement;
- Appreciates the vital role of the foundation; demonstrated involvement in fundraising;
- Understands and measures quality;
- Leads by example; walks the walk;
- Communicates decisions and the strategic vision to all parties;
- Compassionate; and
- People oriented.

## The Community

Pinehurst is located in Moore County in south central North Carolina. Situated in the Sandhills of North Carolina, Pinehurst is locally recognized as an outstanding residential community and globally recognized as a major golf resort. Pinehurst is about 60 miles southwest of Raleigh, the state capital, and about 90 miles east of Charlotte.

Moore County is economically diverse and noted for its high quality of life. Residents enjoy a mild climate, entrepreneurial opportunities, a nationally recognized hospital and medical community, and a quality school system. Although agriculture has always played an important part in the county's economics, today's major industries include tourism, healthcare, technology and education. The nation's largest Army installation (Fort Bragg) is located near Moore County.

Current 2018 population estimates indicate Moore County has 99,112 residents, and projections are that by the year 2035, the county's population will be over 120,000. A 60-mile radius from central Moore County encompasses a population of nearly 3.3 million people (2018 estimate).

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Pinehurst also enjoys the reputation of being one of the safest cities in the U.S.; it was named #1 Safest Community in North Carolina for 2014 and the #2 Safest Community in NC for 2015 by SafeWise.



With the Pinehurst Resort and dozens of other world-class courses in close reach, this region is truly the home of American golf. Pinehurst No. 2 will be home to the U.S. Open for the fourth time in 25 years, when the national championship returns to Pinehurst Resort in 2024.

The Pinehurst region is halfway between the gorgeous Blue Ridge Mountains to the west and the beautiful beaches of North Carolina's Outer Banks. Hiking, mountain biking and snowboarding are just as accessible as surfing, sailing or deep-sea fishing.

The area enjoys a flourishing arts community, with more than 2,500 residents involved in the Arts Council. The Weymouth Center in Southern Pines, a restored mansion once owned by novelist James Boyd, is now a center for the arts and humanities, as well as a writer-in-residence program and the North Carolina Literary Hall of Fame.

The Moore County school system includes 23 schools and a current enrollment of 12,850 students. In addition to the public school system, there are several private schools located throughout the region as well. Sandhills Community College is recognized as one of the premier community colleges in the nation. The Sir Walter Raleigh Historical Garden is located at Sandhills Community College, which is revered as having one of the best horticulture and turf management programs in the country.

The quiet and tranquil atmosphere makes the region a wonderful place to live. With a mild climate, 756 holes of golf and an area that's home to everything from wildlife to horse country to shopping and fine dining, this area in south central North Carolina is a highly desirable place to live.

## Compensation

A strong base compensation, incentive plan, executive benefits and relocation assistance will be offered.

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/ **& COMPANY**

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