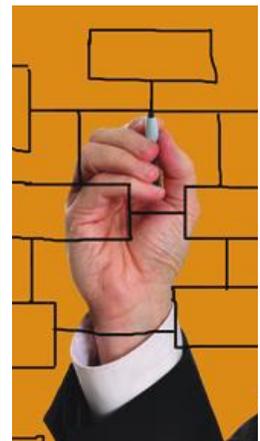


A Position Profile

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# Chief Operating Officer



AboutHealth  
*Appleton, Wisconsin*

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# AboutHealth



AboutHealth is a strategic alignment among eight of Wisconsin's top-performing health care organizations, making high quality, efficient care accessible to approximately 90 percent of Wisconsinites and their neighbors in parts of Illinois, Iowa, Michigan and Minnesota. The network members are Aspirus, Aurora Health Care, Bellin Health, Gundersen Health System, Marshfield Clinic Health System, ProHealth Care, ThedaCare and UW Health. The members have the same electronic health record platforms, and offer patients access to 47 hospitals and more than 7,000 providers.

For generations, healthcare providers have worked separately to achieve similar goals. Although this concept has led to amazing advancements, imagine how much further along we would be if providers pooled their resources, intellect and experiences. AboutHealth was created to do just that: to work together as one to improve the health of healthcare.

AboutHealth's founding organizations have banded together to build a new standard in healthcare for our patients and communities. Moving forward, patients will experience the best doctors, nurses, health coaches, and clinicians in the state working to make great care more accessible and affordable.



## Opportunity Assessment

The AboutHealth Chief Operating Officer role is a newly created leadership position. This represents an opportunity to join the C-Suite of an organization comprised of eight high performing and financially stable integrated delivery systems in the Wisconsin market. AboutHealth is one of the most recognized Super ACO's in the country. An element that distinguishes this Super ACO is the strong collaboration among the members. The Wisconsin healthcare market is unique in its pluralistic culture and demonstrated openness for competing organizations to exist together with relative ease. The challenge for AboutHealth's leadership team is to continue to build the alignment and the collaboration across the enterprise and deepen the relationships and interdependence.

The COO will work cross functionally with a variety of members and constituent stakeholders who have unique perspectives to gain alignment around a common set of goals. The successful COO has demonstrated success achieving goals and objectives through influence.

The ability to establish credibility and trust in an environment where one has accountability without direct authority is critical to success.

Now is the time for integrated delivery systems to identify and execute on opportunities to provide increased value to the healthcare market. From the use of shared data and analytics to support well informed decisions, to helping providers perform well under value based risk contracts and to drive costs out of the delivery of care while maintaining and improving outcomes, the AboutHealth COO will have a major positive impact on healthcare across the eight systems in Wisconsin.

If you are looking for an opportunity to join an organization that is successfully positioned to lead and support its members in achieving success and continued growth as the industry continues to evolve, this is a role you will want to consider.

## Network Members

### *Aspirus*

Aspirus is a non-profit, community-directed health system based in Wausau, Wisconsin. With more than 7,000 employees, Aspirus serves communities throughout 14 counties in northern and central Wisconsin, as well as the western Upper Peninsula of Michigan.

The integrated system includes four hospitals in Michigan and four hospitals in Wisconsin, 50 clinics, home health and hospice care, pharmacies, critical care and helicopter transport, medical goods, nursing homes and high-quality affiliated physicians.

#### The Aspirus Mission

*Aspirus is an integrated, community governed healthcare system, which leads by advancing initiatives dedicated to improving the health of all we serve.*

#### The Aspirus Vision

*Aspirus is the region's health care system of choice. We deliver value, innovation, excellence, and compassion to all we serve.*

### *Aurora Health Care*

Aurora Health Care is an integrated, not-for-profit, and all-for-people health care provider serving communities throughout eastern Wisconsin and northern Illinois. Its approach keeps people at the heart of everything it does. Aurora Health Care treats each person as a person, not as a patient, an illness, or an appointment.

Aurora got its start in 1984 when two established Milwaukee hospitals, St. Luke's Medical Center and Good Samaritan Medical Center, came together to form Aurora Health Care. Over the years, the organization grew, allowing Aurora Health Care to help more people and communities.

Today, with 15 hospitals, more than 150 clinics and 70 pharmacies in 30 communities, Aurora Health Care strives to offer services that are close to home, and helps make the whole community healthier.

### *Bellin Health System*

For 100 years, Bellin Health has been providing high-quality care to the people of Northeast Wisconsin. During the years, our focus has remained unchanged: to better the health and wellness of our patients and give back to the community. Bellin Health System is an integrated health care delivery system comprised of:

Bellin Hospital – As an acute care, 167-bed, multi-specialty hospital, known as the region’s heart center, it was the first hospital in the area to offer a comprehensive heart program. Over the years, Bellin has continued to keep pace with exciting technological advances in cardiac care by introducing nuclear cardiology, electrodiagnostics, and electrophysiological studies.

Bellin Medical Group – The group consists of several Family Medical Centers, located throughout Northeast Wisconsin and Michigan’s Upper Peninsula, providing physicians, nurse practitioners, and physician assistants to advance the health and wellness of area residents.

#### The Bellin Mission:

"We want our patients to have a phenomenal experience."

### *Gundersen Health System*

Gundersen Health System is where caring meets excellence through a comprehensive health network of wholly- owned services and regional partners. It's where nationally recognized quality meets dedicated, compassionate professionals, caring for patients in all stages of life.

Gundersen Health System brings that care as close to its patients as possible, with regional partners and clinics, eye clinics, nursing homes and more. Many of its highly trained specialists provide outreach services throughout the Tri-state Region, in person and via telemedicine. Specialists are also able to quickly consult with colleagues, system-wide, share medical records and tests, and work together to provide a level of care that repeatedly distinguishes Gundersen as among the top five percent of healthcare organizations in the country.

Quality emergency care begins near home too, with regional emergency departments and air and ground ambulances integrated with heart and stroke protocols to expedite treatment and improve outcomes.

## *Marshfield Clinic Health System*

The Clinic was incorporated under Wisconsin law in 1916 and operates as a charitable corporation with all of its assets held in a charitable trust. It is one of only a few large independent nonprofit medical clinics in the United States.

### Marshfield Clinic Health System Mission

The mission of the Clinic is to serve patients through accessible, high quality health care, research and education.

Physician specialists number more than 700. The Clinic employs more than 6,000 additional support personnel. Marshfield Clinic is the largest private group medical practice in Wisconsin and one of the largest in the United States, with more than 700 physicians representing over 80 different medical specialties, more than 6,000 additional employees, and over 50 locations in northern, central and western Wisconsin.

Physicians and other medical professionals in more than 80 specialties and subspecialties are available to patients. Examples of specialties include neuro-oncology, maternal-fetal medicine, pediatric orthopaedic surgery and electrophysiology.

## *ProHealth Care*

ProHealth Care is a community-based health care system that offers a full range of services, from fitness and wellness services to primary care and specialty care, hospital care, rehabilitation care, home and hospice care — and more. ProHealth is dedicated to serving residents of Waukesha County and surrounding areas with the highest quality care to promote a healthier community.

Its regional integrated health network includes:

- Waukesha Memorial, a major tertiary-care hospital
- Oconomowoc Memorial, an acute-care hospital
- Rehabilitation Hospital of Wisconsin
- More than 125 primary care physicians and specialists practicing at 15 ProHealth Medical Group clinics throughout Waukesha County
- Home health care
- Hospice care
- Rehabilitation services
- Assisted and independent living communities
- West Wood Health & Fitness Center

### ProHealth Care Mission

For almost a century, ProHealth Care remains the only community-rooted health care system in Southeast Wisconsin. Its mission is to continuously improve the health of the community.

## *ThedaCare*

ThedaCare™ is a community health system consisting of seven hospitals and 35 clinics serving 14 counties and 235,000 patients.

ThedaCare is the third largest health care employer in Wisconsin and the largest employer in the state's second largest economic market - Northeast Wisconsin - with approximately 6,800 employees.

Through its 100-year history, ThedaCare has woven itself into the very fabric of the communities it serves. ThedaCare offers an environment that not only welcomes, but also encourages innovative thinking and fresh approaches to today's health care challenges.

## *UW Health*

UW Health is the integrated health system of the University of Wisconsin-Madison serving more than 600,000 patients each year in the Upper Midwest and beyond with 1,400 physicians and 16,500 staff at six hospitals and 80 outpatient sites. UW Health is governed by the UW Hospitals and Clinics Authority and partners with UW School of Medicine and Public Health to fulfill their patient care, research, education and community service missions.

UW School of Medicine and Public Health is the nation's only combined school of medicine and public health. Its 1,500 faculty in 10 basic science and 17 clinical departments engage in research, education and clinical care at UW Health's clinic locations, University Hospital, American Family Children's Hospital, UW Health at the American Center, UW Health Rehabilitation Hospital, other Madison hospitals and approximately 90 regional locations.

UW Health is a nationally recognized regional health system that includes: A University Hospital, a 505-bed regional referral center that is home to a Level One adult and pediatric trauma center, American College of Surgeons-verified Burn Center, one of the nation's largest organ transplant programs, one of the nation's first certified comprehensive stroke centers and the UW Carbone Cancer Center, one of 41 National Cancer Institute-designated comprehensive centers in the country.

UW Health at The American Center, a 56-bed, community-based health and wellness facility American Family Children's Hospital, a nationally-ranked, 87-bed facility with pediatric and surgical neonatal intensive care unit.

This regional outreach includes clinics in approximately 65 locations. UW Medical Foundation, the state's second-largest medical practice group, represents more than 1,300 faculty physicians of the UW School of Medicine and Public Health.

University Health Care, a not-for-profit membership corporation, facilitates clinical and contracting relationships with insurance companies and regional providers, joint ventures and affiliations including cancer centers, surgery centers, dialysis programs, home health, infusion and many other programs and services.

## Executive Biographies

*Greg Devine*

*President and CEO, AboutHealth*

Greg Devine is the President and CEO of AboutHealth. AboutHealth is a statewide health care organization that includes eight of Wisconsin's top-performing health care systems. AboutHealth members provide coverage to 94% of the state via 48 hospitals and more than 8,000 providers.

Under Greg's leadership, AboutHealth will be a leader in community health and deliver differentiated value for customers through clinical integration. AboutHealth also helps reduce personal and community cost of health care, creates relationships with patients, payers, employers and communities, and achieves results in managing populations – inside and outside the exam room.

Prior to leading AboutHealth, Greg served as the Executive Vice President of Business Development at ThedaCare. He has been involved in the development of managed care organizations and collaborative models of healthcare delivery for more than 25 years in Wisconsin.

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## *Position Description*



The Chief Operating Officer (COO) directs, administers and has overall responsibility for key operational activities of AboutHealth in accordance with policies, goals and objectives established by the Chief Executive Officer (CEO) and the Board of Directors. This role leads and directs (or supports the CEO) in the development and execution of annual and multi-year business plans. The COO will also set and accomplish priorities and work focus of the business, committees, and subcommittees.

### Reporting Relationship

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

### Principal Accountabilities

Key operational activities include but are not limited to:

- Financial and operational collaboration among the health system partners in the realization of AboutHealth performance goals.
- Priority setting and accountability along with the CEO, for employees, leased staff and consultants.
- Implementing and sustaining managed care partnerships that successfully translate into value-based business and profitable growth for AboutHealth and its sponsoring systems.
- Development and implementation of IT solutions that effectively capture and disseminate clinical and business information in support of the clinical and financial improvement of AboutHealth and its sponsoring systems.
- Development and realization of effective strategies that reduce the expense or improve the efficiency/effectiveness of purchases or services among the sponsoring systems.
- Ensures effective use of resources provided by the sponsoring systems and demonstrates overall value improvement of AboutHealth.

- Oversees and leads key strategic priorities and projects with delivered results on time and on budget.

## Experience and Qualifications

- 7-10 years of relevant work experience.
- Extensive knowledge of third party payer systems.
- Experience with physician reimbursement including RBRVS and RVP, including skills necessary for detailed rate analysis.
- High level decision making and independent judgment.
- Integrated healthcare system or ACP responsibility (preferred).
- Excellent written and verbal communication skills.
- Ability to work in a fast-paced environment with multiple demands and short timeframes.
- Negotiation experience is required.
- Ability to work with highly confidential information.
- Master's degree in a related field is preferred.

## Personal and Professional Attributes

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

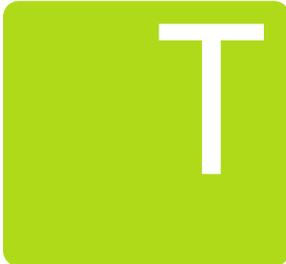
Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

- Strong people management and leadership skills. Ability to communicate and work well with people at all levels.
- An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
- Initiative, self-confidence, good judgment, and the ability to make decisions in a timely fashion.
- Highly engaged, energetic, focused, and execution-oriented.
- Willing and able to roll up sleeves and do hands-on work one minute and discuss strategic positioning and the “big picture” the next.
- Strategic vision and thinking. Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
- Strong business acumen, intelligence, and capacity; able to think strategically and implement tactically.

- Strong work ethic; achievement-oriented; motivated beyond personal interests.
- Open leadership style. Actively seeks out and supports collaborative thinking and problem solving with others in the organization.
- Problem-solves and approaches work from a “return on investment” perspective.
- Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.
- Demonstrated proactive management style.

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## Community Information



The Chief Operating Officer position will be in the organization's Appleton, Wisconsin, location. As you will read, Appleton is a community of choice for many good reasons.

### Appleton, Wisconsin

On the northwest shore of Lake Winnebago, Appleton is the largest city in an urban area known as the Fox Cities. The Fox Cities area includes nineteen communities along the Fox River and Lake Winnebago that boomed in the early 20th century producing paper products. Today the Fox Cities are known as Wisconsin's Shopping Place. A large regional mall and many galleries, antique and specialty shops offer plenty of shopping options.

The heart of Wisconsin's Fox Cities, Appleton is a community known for its quality of life. A bustling economy, low crime rate and bountiful recreational opportunities make Appleton a great place to live and visit. Appleton's eclectic downtown is home to many specialty retail shops, fine dining and a wide array of ethnic eateries. At the east end of downtown is Lawrence University, a leading liberal arts college that attracts students from around the world.

Appleton was home to escape artist Harry Houdini and celebrated author Edna Ferber. The History Museum at the Castle in Appleton highlights the lives of both in permanent displays. Another Appleton attraction is the Hearthstone Historic House Museum, the world's first home to be lit by a hydroelectric center.

### Fox Cities

The Fox Cities are twenty communities in the greater Appleton area along the Fox River in East Central Wisconsin. The area is recognized as having some of the best urban shopping options in Wisconsin.

One of the state's fastest growing areas with more than 236,000 residents, the Fox Cities offer a thriving metropolitan area closely surrounded by incredible natural beauty. A rich paper-making history that dates to the 1830's when the first settlers began to tame the wild and fast flowing river still provides the economic backbone to the area. A large, well-educated work force has drawn many other industries including health care, financial services and manufacturing to the area.

With economic success has sprung a strong retail base, a thriving arts community and a growing mix of dining, entertainment and cultural opportunities.

The Fox Cities are Wisconsin's shopping place. Central to the Fox Cities' experience is the Fox River Mall, Wisconsin's second largest shopping mall which is a destination of choice for shoppers throughout Wisconsin and Michigan's Upper Peninsula.



Beyond the mall, the galleries and specialty retailers in downtown Appleton and historic Neenah feature unique items and personalized service sure to please even the most discerning shopper.

Downtown Appleton is the cultural heart of the Fox Cities where, after a day of shopping, visitors enjoy a variety of dining, nightlife and entertainment options.

Each community of the Fox Cities brings its own special history and personality, making the area a unique blend of urban style and small town warmth.

## Fox Cities Fun Facts

- Famous people from the Fox Cities include: Edna Ferber, Harry Houdini, Joe McCarthy, Willem Dafoe, Greta VanSusteren.
- Harry Houdini's first public performance in Appleton was in a traveling circus show when Harry was a child.
- A pre-historic creature still lurks in the waters of Lake Winnebago: the Sturgeon.
- Appleton was the first city in Wisconsin to have a telephone, Hydroelectric power, and a successful electric trolley system.
- The first paper produced in Appleton was made of rags, straw and string.
- The Menomonie Indians, first inhabitants of the Fox Cities area, didn't like the log cabins built for them because they were drafty. So they put their horses in the cabins and kept their families in teepees.
- The Fox Cities are home to one of the country's first co-educational universities: Lawrence University.

## Recreation

The City of Appleton has four community parks within its park system. They include Appleton Memorial Park, Erb Park, Pierce Park and Telulah Park. Community parks in Appleton generally range in size from approximately 25 acres to 140 acres. These parks are designed to accommodate more activities and facilities and also serve a larger segment of the community. Facilities in the City of Appleton community parks include a swimming pool, disc golf courses, fishing ponds, tennis courts, ball diamond complex, large pavilions and open space for individual and community events, gardens and arboretum, indoor ice arena, sledding hills, skating rinks and off-street parking.

The City of Appleton has 24 neighborhood parks within its park system. The parks generally range in size from approximately two acres to 16 acres. These parks are designed to provide a combination of active and passive facilities with a service area radius of approximately one-half mile. Facilities in neighborhood parks may include open play areas, playgrounds, restrooms/pavilion, and picnic areas.

Appleton Parks and Recreation offers indoor swimming opportunities (open September through May) and two outdoor pools (open June through August).

## Downtown Appleton

Downtown Appleton provides the luxuries of a big city and the atmosphere and walkability of a small town. This one-mile-long strip of College Avenue and the vicinity includes a world class performing arts center, museums, salons and spas, unique boutiques, coffee shops, restaurants and nightlife locations. With plenty to see and do for the entire family, downtown Appleton is the destination of choice for visitors and residents.

## Arts and Culture

Downtown Appleton hosts a variety of events year-round. These include a year-round Farm Market, which has become a staple for many families offering both a social outlet and a source for fresh, local food, and a variety of crafts. The cultural and artistic environment of downtown continues to be enhanced through the development of opportunities for community access to arts, music, and culture. These opportunities include public art, community gathering spaces, lunchtime and evening outdoor concerts in the summer, and family friendly outdoor movies. Other events throughout the year include Ladies Day, parades, mini-golf in the bars, holiday events, and more.

## Shopping and Dining

When it comes to shopping, Downtown Appleton provides a solution to the top three shopping issues: uniqueness, helpfulness, and enjoyment. From boutique clothing and beauty salon services to music stores, the Shops on the Avenue are a great way to support the “buy local” theme.

The locally-owned retailers along College Avenue have a variety of unique offerings. When you need a little extra information before you make a purchase, the friendly and knowledgeable people behind the counter create a win-win relationship. The pride and passion of the owner/operators of the downtown shops comes through in every customer encounter.

For more information about Appleton, please visit:

[http://www.foxcities.org/explore/visitor\\_guide](http://www.foxcities.org/explore/visitor_guide)

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# Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

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

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

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

We take extra steps to ensure candidates:

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

We look forward to working with you as a potential candidate for the Chief Operating Officer position for AboutHealth in Appleton, Wisconsin.

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

Kevin Reddy [kreddy@furstgroup.com](mailto:kreddy@furstgroup.com)

Sue Jaeger [sjaeger@furstgroup.com](mailto:sjaeger@furstgroup.com)

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