

A Position Profile

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# Vice President, Operations



**Aspirus Clinics, Inc.**  
*Wausau, Wisconsin*

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# *Aspirus, Inc.*



Through a series of acquisitions, joint ventures, and collaborations, Aspirus, Inc. has grown its footprint (approximately \$1 billion net revenues) to become a regional leader in North Central Wisconsin and the Upper Peninsula of Michigan. The addition of Riverview Hospital in Wisconsin Rapids is the latest expansion supporting that initiative. Additionally, Aspirus and Marshfield Clinic announced a close collaboration between the two strong and independent health systems that helped improve care for communities throughout the region.

## Opportunity Assessment

The chosen executive for the newly-created Vice President of Operations role will be joining Aspirus, Inc. at an exciting time, and this position is best-suited for someone who has high energy, works well in complex situations, and has a successful track record of building and maintaining relationships with physicians that includes experience in a health system that has made significant advances toward full clinical integration and value-based reimbursement.

As a member of the Aspirus Clinics Inc. (ACI) Executive Team, this is an opportunity to help lead the implementation of clinical transformation and optimization initiatives that positively impact Aspirus Clinics' mission in response to the changing needs of the organization. The system has nearly doubled its revenue in the past two years as Aspirus leadership has taken an aggressive approach to growth through acquisition and strategic affiliation. This fluid and agile leadership team stays ahead of the industry curve and capitalizes on growth opportunities without sacrificing quality. They are paving the way to outcome-based population health management through focus on quality outcomes, cost (value-based reimbursement), patient experience, and clinical integration. Aspirus is a regional leader committed to the principals and investment required to transform healthcare.

A person's ability to think beyond the traditional boundaries of healthcare delivery, payment, and outcomes combined with an influential and collaborative leadership style will be a great fit with this opportunity.

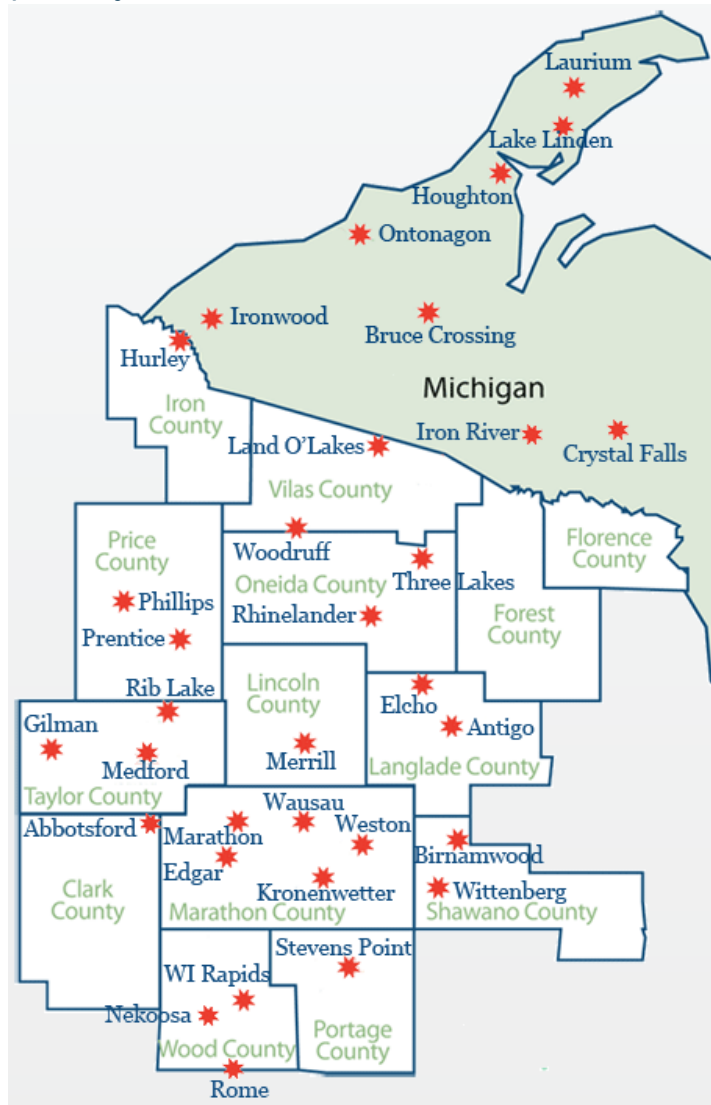
## Aspirus Clinics, Inc. (ACI)

As community-based clinics, Aspirus prides itself on developing personal and caring relationships with its patients. As part of the Aspirus healthcare system, Aspirus Clinics, Inc. (ACI) has access to the resources of a comprehensive network of physicians, clinics,

hospitals, and home care agencies to help them provide patients with contemporary, cost-effective care. ACI has a vast network of more than 50 community-based clinics and 375 providers who are committed to developing trusting, personal, and caring relationships with their patients. The clinics provide high quality, accessible healthcare to a growing number of communities and provides a continuum of excellent, comprehensive, cost-effective care for the entire family.

Its team of primary care providers – specialists in family medicine, OB/GYN, internal medicine, pediatrics, and urgent care – has access to and works closely with a highly skilled group of specialists to prevent, diagnose, and treat illnesses and disease.

### Primary and Specialty Care Clinics



## About Aspirus, Inc.

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.

Aspirus has been recognized repeatedly for clinical and operational excellence. Its future is embodied by a passion for excellence and compassion for people. Aspirus advances the health of families in Wisconsin and the Upper Peninsula of Michigan through exceptional medicine and outstanding care. It aspires to help every man, woman, and child embrace the wonder of their own well-being.

Aspirus has one of the nation's best cardiovascular programs and also provides leading-edge cancer, trauma, women's health, and spine and neurological care.

In April 2015, Aspirus and Marshfield Clinic announced a close collaboration between the two strong and independent health systems that helped improve care for communities throughout the region. This agreement identified key opportunities to improve high quality, affordable, and accessible healthcare by better integrating services and improving the systems' abilities to provide population health management. Two key initiatives are:

- To build a new "hospital of the future" or acquire a co-owned hospital in the Eau Claire area.
- For Aspirus to allow MCHS a minority interest in Aspirus Riverview Hospital in Wisconsin Rapids.

Details of these initiatives are still being finalized. The health systems must conduct feasibility studies and analyze community needs. Leaders hope to advance each initiative within two to three years.

## Mission and Vision

### *Mission*

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

### *Vision*

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

## *A Common Aim*

*Throughout the Aspirus System, Mission and Vision boil down to one concept: To build a patient centered, physician partnered system that provides the highest quality care to the communities we serve.*

## *Values*

### *Compassion*

*We care for our patients above all. We exist to serve those who choose us. We strive to exceed expectations by showing utmost concern for their physical, emotional, and spiritual needs.*

### *Excellence*

*We create, innovate, and embrace change. We provide superior quality, showing measurable results. We always aim to improve. We provide a safe environment for all.*

### *Integrity*

*We honor our commitments. We treat everyone with dignity and respect, being consistent with the trust given to us. We are accountable for our actions.*

### *Collaboration*

*We work well together across the Aspirus system. We partner in service with people and organizations that share our vision. We value our workforce. We are active in the community.*

### *Fiscal Accountability*

*We prepare for the future of healthcare wisely. We effectively and efficiently manage resources, providing excellent and affordable services that ensure a strong future.*

## *Centers of Excellence*

### *Heart and Vascular Institute*

Aspirus Heart and Vascular offers a comprehensive array of diagnostic and interventional services for the treatment of cardiovascular diseases. The services include nuclear medicine, echosonography, positive emission tomography, cardiac catheterization, cardiac computer tomography, pacemaker implantation, percutaneous transluminal coronary angioplasty, atherectomies, stent placement, chronic total occlusion, coronary artery bypass surgery, hybrid surgical and catheter-based treatment for atrial fibrillation, transcatheter aortic valve replacement, minimally invasive direct coronary artery bypass surgery, and

cardiac rehabilitation. According to Wisconsin Hospital Association data, Aspirus's open-heart surgery program is the third-largest in Wisconsin.

In 2014, Aspirus was named a "Top Wisconsin Hospital for Major Cardiac Surgery" by Comparison Medical Analytics. Thomson Reuters ranked Aspirus among the nation's 100 top cardiovascular hospitals in 2006-2009, and again in 2012. In addition, Aspirus was recognized as one of "100 Hospitals with Great Heart Programs" by *Becker's Hospital Review* in January 2013. Aspirus has also been repeatedly recognized by HealthGrades for specialty excellence in cardiac care, coronary intervention, and cardiac surgery.

Aspirus Heart and Vascular continually advances the level of expertise, warmth, and compassion heart patients receive at a cardiovascular institute that is nationally recognized and among the nation's elite. Below are just a few ways Aspirus is reuniting families sooner:

- First in the region to advance minimally-invasive surgery for shorter recovery times.
- One of the nation's select centers to perform MAZE surgery to reduce or eliminate symptoms of A-Fib.
- Free online heart age assessments at [aspires.org](http://aspires.org).
- Community education and seminars.

By attracting and training the best people, embracing innovative techniques and technology, and expanding prevention and research initiatives, Aspirus has built a wonderful resource: Wisconsin's best cardiovascular program. From diagnosis to discharge, the Heart and Vascular Institute provides complete cardiovascular care, more options, and superior outcomes.

Aspirus Heart and Vascular pools the energies and expertise of the best surgeons, cardiologists, and research specialists to attack the disease from all angles. Success in:

- Beating-heart surgery
- TAVR (transcatheter aortic valve replacement)
- Atrial fibrillation ablation
- Mitral valve repair surgery
- Minimally-invasive valve surgery
- Carotid stenting
- Bi-ventricular pacing
- Multi-specialty prevention and screening
- Innovative clinical research

...has made Aspirus the cardiovascular institute of choice for educated people throughout Wisconsin and the Upper Peninsula of Michigan.

Aspirus Heart and Vascular is more than a building or a place; it is the confluence of dedicated, excellent cardiovascular professionals from multiple disciplines. These professionals serve 450,000 residents of a 14-county region at Aspirus Wausau Hospital and at 10 regional clinic sites.

In addition to cardiac-related recognitions, Aspirus has been repeatedly acknowledged by Healthgrades for quality of care in other areas including stroke, pulmonary, critical care, women's health, and maternity care. Aspirus has been recognized as a "Best Hospital" by *U.S. News & Report*, a "Top 100 Hospital" by Truven Health Analytics, and has received numerous accolades from *Becker's Hospital Review*. In addition to these service quality recognitions, Aspirus became the first hospital in its region to earn Magnet status in 2005. In 2014, Aspirus earned its third consecutive Magnet re-designation.

## Cancer Center

The Aspirus Regional Cancer Center is the region's premier cancer treatment and support provider, offering the full range of the most advanced diagnostic and treatment technologies anywhere – and it does more.

No one is ever ready to hear the words "you have cancer," but it is assuring to know that if patient or a loved one faces cancer, Aspirus Regional Cancer Center offers the best possible care close to home. Whether expanding options through clinical trials or throwing their arms around patients in celebration, the Aspirus team is there for patients.

The Aspirus cancer program is made of teams of cancer care providers who focus on the cancer patients as the focal point of the cancer care delivery. Its teams works together for the entire spectrum of cancer diagnoses, as well as blood disorders, to provide comprehensive cancer care that includes prevention, diagnosis, and treatment.

Patients say there is a "feeling of care" at the Cancer Center – compassionate care that recognizes the patient as a person who has a life beyond cancer: a mom or dad, son or daughter, brother, sister, or friend. The caring teams understand how cancer affects patients and their families physically, emotionally, socially, and spiritually. They offer unmatched encouragement, openness, acceptance, commitment, and support.

The Aspirus Regional Cancer Center is dedicated to preventing and treating all forms of cancer and has been granted Approval with Commendation by the Commission on Cancer (CoC) of the American College of Surgeons (ACoS). Receiving care at a CoC-approved cancer program ensures that a patient will have access to:

- Comprehensive care, including a range of state-of-the-art services and equipment.
- A multi-specialty team approach to coordinate the best treatment options.
- Information about ongoing clinical trials and new treatment options.
- Access to cancer-related information, education, and support.
- A cancer registry that collects data on the type and stage of cancers and treatment results and offers lifelong patient follow-up.
- Ongoing monitoring and improvement of care.
- Most importantly, quality care close to home.



## *Orthopaedic Care*

Some of Wisconsin's leading orthopaedic specialists and surgical groups utilize Aspirus's hospital surgical suites and clinics to provide high quality orthopaedic services to area residents. The orthopaedic, podiatry, spine, and sports medicine specialists perform an array of orthopaedic procedures. In addition to the Aspirus hospitals and clinics, other service locations include the Bone & Joint Clinics and Orthopaedic Associates of Wausau.

Injuries or conditions of the bones, joints, and muscles can drastically impact quality of life and ability to perform daily activities. Aspirus can help patients regain an active life by offering the latest therapies, treatments, and procedures for all types of orthopaedic issues. The orthopaedic providers in the Aspirus system help with orthopaedic issues, from diagnosis to treatment to the end of therapy or follow up care. At Aspirus, the goal is to guide and support patients every step of the way – from pre-surgery education through the hospital stay to successful recovery at home.

The passions that move patients move Aspirus to provide exceptional orthopaedic care. Whether a patient is a recovering athlete or a father who wants to be able to bike more with his kids, Aspirus provides the expert treatment, training, and physical therapy needed to regain stride.

When it comes to joint replacement, Aspirus offers both total and partial knee and hip replacement surgical options. The dedicated team of orthopaedic surgeons, anesthesiologists, physician assistants, nurses, nursing assistants, physical and occupational therapists, and volunteers works together to help patients achieve their goals. Aspirus is committed to providing care that is comprehensive and individualized for the specific needs of each patient.

Aspirus has teamed with UW Health and the American Family Children's Hospital to bring pediatric orthopaedic care to its patients. Services include:

- Surgical and non-surgical consultation
- Non-operative treatment
- Post-surgical follow-up care

Its pediatric orthopaedic outreach providers are experienced in dealing with conditions and injuries including:

- Scoliosis
- Hip disorders
- Limb deformities
- Clubfoot
- Neuromuscular disorders including cerebral palsy

## *Birthing Center/Newborn ICU*

Aspirus Women's Health Birthing Center's passion for new life centers on the belief that childbirth is a beautiful and wondrous event. It is a miracle of life it embraces with deep respect and celebrates with joy and excitement.

The center offers childbirth classes and education that help women prepare for delivery and to care for a newborn. Aspirus Women's Health Birthing Center does everything possible to make delivery the most comfortable and meaningful moment for a woman and her family. It also has everything in place to ensure a baby's entry into this world is a secure and welcoming experience.

Aspirus Women's Health Birthing Center offers a birthing experience in a comfortable and homelike setting that is fully outfitted with cutting-edge equipment in the event that complications arise. On top of that, there is the added reassurance of an innovative on-site newborn intensive care unit (NICU) to nurture premature and critically ill babies and state-of-art C-section rooms just down the hall.

The NICU is the center's most intense commitment to helping and caring for new life. Not only does it employ the latest in medicine and technology, it uses the healing power of caring and touch to give infants the best care possible. Aspirus Women's Health Birthing Center/NIICU has warm, compassionate specialists for families going through high-risk pregnancies.

### *Women's Health*

Aspirus Women's Health is dedicated to developing, enhancing, and coordinating services for women throughout life's journey, from childbirth to midlife and beyond, for whatever health and wellness needs she has. Aspirus Women's Health empowers women by providing access to education, care navigation, and high-quality, affordable healthcare. Its care is focused around the patient's comfort, so she can speak freely and ask any questions about her health, including:

- Bone health
- Breast care and imaging
- Bladder and pelvic health
- Gynecology
- Heart health
- Pregnancy and birth

The Women's Health Nurse Navigator serves as a resource to discuss healthcare needs and help explore care options. The Nurse Navigator will help patients define healthcare priorities and navigate care through the Aspirus family of providers and services. This service is available to any and all women at no charge.

### *Spine and Neurosciences*

The specialists at Aspirus Spine and Neurosciences Institute, including neurosurgery doctors, spine specialists, neurologists, and physical medicine and rehabilitative specialists are regionally recognized for the diagnosis, treatment, and rehabilitation of neurological, muscular, and skeletal disorders and injuries. The neurosurgery doctors and spine specialists constantly refine their techniques and harness new technologies to tailor the most effective treatment plans possible and offer patients the best spine and neurological care in the region.

These specialists are part of a team of neurosurgeons, spine surgeons, neurologists, critical care specialists, radiologists, and physiatrists, who work together to evaluate spine and neurological problems from all fronts and chart the best course of treatment. This collaborative team offers patients a single point of entry, coordinated flow of care, and a triage navigation system that really sets the Aspirus Spine and Neurosciences Institute apart.

When patients come to the Aspirus Spine and Neurosciences Institute, they will have access to a full range of spine and neurological procedures, treatments, sophisticated diagnostic services, the latest surgical procedures, and the most effective rehabilitative treatments, including:

- **Spine Surgery** – Spine specialists provide access to the latest options for spine and back surgeries, including minimally invasive procedures that get patients back on their feet faster than traditional surgeries.
- **Neurosurgery** – Neurosurgery doctors, or neurosurgeons, are specially trained to perform surgeries to correct problems associated with the brain, spinal column, spinal cord, nerves, and all parts of the nervous system.
- **Neurology** – Expertise includes the diagnosis and treatment of nervous system disorders, from diseases of the brain and spinal cord to nerve and muscle afflictions.
- **Physical Medicine and Rehabilitation** – Aspirus embraces a conservative, non-operative approach to care whenever possible, and its rehabilitation programs help patients achieve a greater degree of independence as they prepare to return home.
- **Diagnostic Testing, Neurodiagnostics, and Radiology** – Advanced diagnostics like 64-slice CT scanning pinpoint more complex conditions and treatments.
- **Neuropsychology** – Specialists identify and develop strategies to address each patient’s uniquely personal situation.
- **Outpatient Therapy Services** – Whether a patient chooses procedural intervention, medicinal support, or total body therapy, Aspirus’s outpatient services greatly relieve everything from degenerative disc disease to spinal stenosis and arthritis.

## Hospitals

By working together to provide exceptional health services and medical resources, Aspirus strives to improve the overall health of its region. Its collaborative approach is the key to its success in providing patients with the highest level of care, including more treatment options and greater access to the latest advanced care, treatment, and research.

### *Aspirus Wausau Hospital*

Aspirus Wausau Hospital is a Magnet facility licensed for 325 beds that is staffed by 350 physicians in 35 specialties. It is the flagship of the Aspirus system that serves patients in

14 counties across northern and central Wisconsin, as well as the Upper Peninsula of Michigan.

Aspirus Wausau Hospital provides primary, secondary, and tertiary care services as a regional referral center. Specialty referral service emphasis exists in cardiology and cardiothoracic surgery, orthopaedics, and cancer. The hospital has an average daily inpatient census of 160 with approximately 15,000 admissions per year. Outpatient visits exceed 50,000 and there are also more than 24,000 annual emergency department visits.

Best known for its world-class cardiovascular program, Aspirus Wausau Hospital also provides leading-edge cancer, trauma, women's health, and spine and neurological care.

The hospital is continually recognized nationally for the level of care it provides. Aspirus Wausau Hospital has earned high quality ratings or awards from prominent quality agencies such as HealthGrades, Thomson Reuters, Truven Health, Becker's Hospital Review, Mission: Lifeline®, and *U.S. News & World Report*.

### *Langlade Hospital (Antigo)*

Aspirus Langlade Hospital is a Catholic hospital, founded by the Religious Hospitallers of St. Joseph, and is sponsored by Catholic Health Partners, Inc. The Corporate Members of Aspirus Langlade Hospital are Aspirus, Inc. and the Religious Hospitallers of St. Joseph Health Corporation.

Aspirus Langlade Hospital is committed to providing local access with high-quality healthcare. It is a passion shared with Aspirus, and through their collaboration, the level of local care is raised and access to specialty care is strengthened.

As a ministry of Jesus Langlade heals, promotes health, and enriches lives.

### *Aspirus Medford Hospital*

Aspirus Medford Hospital is a 25-bed, non-profit critical access hospital that is accredited by The Joint Commission. It takes seriously its role as a healthcare provider and steward, promoting health, wellness, and giving back to the communities it serves.

As a means of improving its community service and meeting the changing healthcare needs of the communities it serves, Aspirus Medford Hospital has developed a Community Health Needs Assessment Report, in addition to an implementation strategy in response to those findings. In collaboration and partnership with the Taylor County Health Department and others, Aspirus Medford Hospital & Clinics also assisted in the development of the five-year Community Health Plan for Taylor County residents report issued by the county. Community agencies and members are welcome to apply for Aspirus Medford Hospital & Clinics' Community Benefit Program funding for programs and initiatives that have a direct impact on an identified community health need.

Aspirus Medford Hospital has locations in Taylor and Price Counties. In addition to the hospital, residents of these counties have convenient access to a pharmacy, five primary

care clinics, therapy centers, a public fitness center, and senior care services that include a skilled nursing home, assisted living, and senior income-eligible apartments.

### *Aspirus Ontonagon Hospital*

Aspirus Ontonagon Hospital is a licensed 25-bed critical access hospital dedicated to serving the residents of Ontonagon County and the surrounding area of Upper Michigan. The hospital offers a wide range of services, some of which one might not normally expect to find in a small rural setting, including a 46-bed skilled nursing facility and rehab/fitness center. The current facility features state-of-the-art imaging services, surgical services, 24-hour emergency care, as well as many other services, including cardiac and physical rehabilitation, pharmacy, and diabetic education.

### *Aspirus Grand View (Ironwood)*

Established in 1923, Aspirus Grand View serves people of the Gogebic-Iron Range in Upper Michigan and northern Wisconsin with high-quality medical care and services. Aspirus Grand View Hospital is a 25-bed critical access hospital fully accredited by The Joint Commission with 403 employees and an active, courteous, and consulting medical staff of 64.

What makes Aspirus Grand View special is its professional physicians, nurses, and staff, all dedicated to providing the community with the best care possible in a variety of specialty areas. Aspirus Grand View includes:

- Aspirus Grand View Surgical Center
- Two clinic locations: Ironwood and Hurley (Wisconsin)
- Aspirus Caring Caregivers and Aspirus Grand View Home Health
- Aspirus Grand View Eye and Optical Center

As part of the Aspirus system, patients also have access to regional breakthroughs in heart, spine, neurosciences, and cancer care delivered with excellence and compassion.

### *Aspirus Keweenaw (Laurium)*

Aspirus Keweenaw is a non-profit, community-directed healthcare organization based in Laurium, Michigan, with clinics and outreach services in Laurium, Houghton, and Lake Linden. Aspirus Keweenaw Hospital provides 24/7 access to emergency care and is supported by five clinic locations, including a new, multi-service clinic in Houghton. It is committed to delivering excellent local healthcare to keep the community healthy and provide a successful community hospital for generations to come.

### *Aspirus Iron River*

Situated in the beautiful Northwoods, Aspirus Iron River Hospital & Clinics serve the needs of the south central Upper Peninsula of Michigan and northern Wisconsin. Aspirus Iron River Hospital is a 25-bed critical access hospital with private patient rooms that overlook Ice Lake, bringing the holistic healing power of nature to the patient's side.

## *Aspirus Riverview Hospital & Clinics*

As Aspirus's most recent partnership occurred in March 2015, Riverview Hospital Association was organized by community leaders in 1912 to operate a local hospital and otherwise fill the healthcare needs of Wisconsin Rapids, South Wood County, and the surrounding areas. Today, Riverview remains one of the few independent, community-owned-and-operated healthcare providers in Wisconsin. Its mission is to provide compassionate, affordable, state-of-the-art healthcare to the communities it serves. The addition of Riverview to the Aspirus family extends Aspirus's service area south and will reduce the care that has been leaving the Wisconsin Rapids community.

Riverview Family Clinic has specialists in internal medicine, family medicine, obstetrics/gynecology, pediatrics, podiatry, foot and ankle surgery, neurology, and boutique services. Riverview Family Clinic has three convenient locations: inside Riverview Medical Center in Wisconsin Rapids, Nekoosa, and Rome.

## *Aspirus Network*

Founded in 1998 and a wholly owned subsidiary of Aspirus, Inc., its network membership now includes over 400 physicians, 4 hospitals, 48 different specialties, and a full range of other medical services. It is a regional network of primary and specialty care physicians, hospitals, and allied healthcare professionals. The network has integrated the delivery of healthcare services between network members, health plans, payers, and businesses in the communities it serves.

The mission of Aspirus Network is to be a healthcare organization that aligns regional providers together to provide access to care, coordination of care, and delivery of high-value services with the best clinical outcomes for healthcare consumers and businesses. Its vision is to be the preferred provider choice of high-quality integrated healthcare services in the region. The core values that inspire Aspirus Network to offer the best solutions – for patients and businesses – are affordable rates, improved access, clinical excellence, efficient decision-making, and a partnership culture.

Aspirus Network contracts with most health plans and payers in the region. These plans include health maintenance organizations (HMOs), preferred provider organizations (PPOs), and network only or “broker” arrangements. It also contracts directly with employers and community business coalitions.

## *AboutHealth*

AboutHealth is a statewide healthcare organization that includes eight of Wisconsin's top-performing independent healthcare systems. As a “Super ACO,” it makes quality, efficient care accessible to approximately 94 percent of Wisconsinites and their neighbors in parts of Illinois, Iowa, Michigan, and Minnesota. Members include Aspirus, Aurora Health Care, Bellin Health, Gundersen Health System, Marshfield Clinic, ProHealth Care, ThedaCare, and UW Health. The members offer patients access to 48 hospitals and over 8,000 providers.

AboutHealth operates a clinically integrated network (CIN) and conducts CIN activities under a single signature contracting through relationships with members, their affiliates, and others. The system was developed to enhance clinical quality, increase efficiency, and improve customer experiences through shared practices. Each of the participating organizations is a recognized leader for delivering some of the highest quality, lowest-cost care in the state. The partnership is open to expanding its membership to include other healthcare organizations that have a demonstrated record of delivering quality, value-based care in the future. Aspirus's participation in AboutHealth will provide certain advantages including access to broader patient population management tools, advanced information system technology, and value-based incentives in managed care contracting structures.

## Aspirus by the Numbers

Hospital	Licensed Beds	Available Beds
Aspirus Wausau Hospital	325	214
Langlade Hospital	25	23
Aspirus Medford Hospital	25	25
Aspirus Riverview Hospital	99	76
Aspirus NorthStar	25	25
Aspirus Grand View	25	25
Aspirus Ontonagon Hospital	25	18
Aspirus Keweenaw	25	25
<b>Total</b>	<b>574</b>	<b>431</b>

	Fiscal Years		
	<u>2013</u>	<u>2014</u>	<u>2015</u> (Annualized)
Available Beds - Inpatient	432	432	431
Discharges	20,141	19,443	18,161
Patient Days	75,013	73,672	67,722
Percent Occupancy	47.6%	46.7%	46.9%
Average Length of Stay	3.72	3.79	3.73
Newborn Discharges	2,397	2,374	2,575
Inpatient Surgeries	7,133	6,882	6,469
Open Heart Surgeries	363	408	376
Outpatient Surgeries	13,753	12,911	11,493
Cardiac Cath Procedures	8,036	8,540	8,276
Outpatient Visits	426,108	418,894	295,484
Emergency Visits	100,557	96,740	85,922
Clinic Visits	851,469	856,253	826,656
Case Mix	1.37	1.40	N/A

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## *Position Description*



The Vice President, Operations will provide strategic vision, leadership, direction, and high-level oversight to regional directors, clinic managers, clinic coordinators, clinic supervisors, and their respective clinic operations with assigned division. This VP will work in concert and close collaboration with the Aspirus Clinics, Inc. (ACI) Vice President of Transformation and Optimization, thereby forming a triad. This triad will be part of a cross functional team of internal and external experts, interacting with existing physician/administrative dyads, network providers, ACI Board/Quality Improvement (QI) Committee, and other stakeholders to provide support, assess performance, identify improvement opportunities, and develop and deploy initiatives designed to achieve success outlined in ACI strategic imperatives. The VP serves as a member of the ACI Executive Team.

The chosen individual will be responsible for establishing administrative operational policies and procedures. The VP collaboratively participates in physician/administrative dyads to identify and resolve operational issues. He/she maintains overall accountability for operational budgets within assigned division and engages in and is accountable for leadership and management of the functions assigned under the direction of the President, Aspirus Clinics, Inc.

### *Reporting Relationship*

The Vice President, Operations reports to the President, Aspirus Clinics, Inc.

### *Principal Accountabilities*

#### *Patient Experience*

- Identifies opportunities to improve patient experience. Participates in projects/programs designed to enhance service delivery and patient satisfaction.

#### *Patient/Staff/Environmental Safety*

- Identifies opportunities to improve the Environment of Care and patient and staff safety. Participates in projects and programs designed to create a safe environment to avoid error.



## *Job Specific Duties*

- Is a member of the ACI Executive Team and provides management oversight, participates in meetings, and communicates all policies and procedures, operational changes, and service implementation strategies to regional directors, clinic managers, clinic coordinators, and clinic supervisors by directing, leading, and mentoring their activities in their respective regions and clinic operations.
- In collaboration with the Aspirus Clinics, Inc. President, directs regional directors, clinic managers, and operating committees in charting and implementing Aspirus Clinics' mission in response to the changing needs of the organization.
- Assists in the implementation of clinical transformation and optimization initiatives.
- Participates in the Aspirus Executive Team's development and implementation of system-wide strategic initiatives. Recommends, develops, and implements strategic long-range plans to support the Aspirus philosophy and goals.
- Participates in the strategic planning of initiatives within assigned division.
- Recommends clinic policy positions regarding administrative and legislative matters.
- Coordinates with the operating committees, medical staff, clinic manager, and other clinic personnel on the monitoring of medical activities to ensure the fulfillment of the community's needs for quality healthcare in clinic locations.
- Consults with President prior to recommending and establishing new policies to ensure the availability of support and resources.
- In conjunction with the President, coordinates efforts of medical and administrative staff in the recruitment, development, evaluation, and retention of medical personnel.
- Holds regional directors accountable in monitoring the clinic budgets consistent with the overall goals and objectives of the clinic and Aspirus Clinics, Inc.
- Ensures compliance with all regulatory agencies governing healthcare delivery and the rules of accrediting bodies. Continually monitors operations, programs, and physical properties. Initiates appropriate changes.
- Encourages the integration of the clinic with the community through effective communication and public relations programs.
- Represents the clinics in relationships with other health organizations, government agencies, and third parties.
- Represents and communicates ACI issues and positions involving operational and other communication needs to other Aspirus entities to achieve effective work processes.

- Interacts with fiscal, human resources, information technology/telecommunications, quality, and other departments to ensure appropriate levels of resources to achieve desired operational outcomes.
- Assists President in preparation, implementation, and monitoring of budgets. Recommends funding and accountabilities for clinic budgets.
- Recommends/coordinates clinic facility improvements, including construction, renovation, and purchase of equipment.
- Helps develop operational plans and budgets, including reporting/interpreting monthly and annual data to senior management.
- Conducts special projects and studies as directed by the President.
- Regularly contacts physicians and staff at clinics in order to identify and resolve any clinical and medical management problems.
- Provides assistance to regional directors, clinic managers, clinic coordinators, and clinic supervisors in establishing organizational philosophy and objectives related to staffing and performance standards, policies and procedures, job classifications, and compliance with government regulations.
- Resolves any medical administrative problems and keeps lines of communication open with staff to ensure high employee morale and a professional, healthful clinic atmosphere.
- Responsible for creating an integrated, supportive practice environment in preparation for clinical transformation and innovation strategies.
- Oversees recruitment and integration of new physician practices.
- Oversees the development and implementation of responsible area's strategic business plans.
- Monitors the quality, volume, and profitability of services, and initiates actions as necessary to maintain and improve these parameters.
- Maintains active and productive relations with both primary care and specialist physicians in support of Aspirus goals and objectives.
- Responsible for promoting regional and interdisciplinary relationships to ensure continuity of care and transitions across care settings.
- Works at the highest level, utilizing a team-based approach, to ensure that patients have the full attention of a dedicated team of healthcare providers who work together to manage their care, while supporting diversity and cultural factors.

## Experience and Qualifications

### *Education*

- Bachelor's degree in health-related field or business administration required.
- Master's degree in health or business desired.
- Professional development courses in healthcare management.

### *Experience*

- Ten plus years of experience in health administration, including at least five years in direct ambulatory clinic administration/operations strongly preferred.
- Experience in a health system setting that has made significant advances toward full clinical integration and value-based reimbursement.
- Knowledge of the principles and practices of health planning and management sufficient to manage, direct, and coordinate the operations of multiple clinic sites.
- Understanding of finance and accounting principles sufficient to analyze and interpret results and recommend new or additional practices in financial and accounting matters.
- Ability to establish and maintain quality control standards.
- Familiarity with the purposes, organization, and policies of the community's health systems sufficient to interact with other healthcare providers.

## Personal and Professional Attributes

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

- Honest and a highly ethical team player.
- Strong people management and leadership skills.
- Knowledge of program and service implementation, and strategic planning.
- Ability to communicate and influence others around objectives and tactics necessary to achieve organizational goals.
- Strong professional interpersonal skills to build and maintain relationships with physicians.
- Initiative, good judgment, and the ability to organize and integrate organization priorities and deadlines.
- Highly engaged, collaborative, focused, and execution-oriented.
- Strong business acumen, intelligence, and capacity.
- Skilled in establishing and maintaining effective working relationships with employees, policy-making bodies, third-party payers, patients, and the public.
- Annual competencies as required by Aspirus and/or various regulatory agencies based on entity and/or job position.

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## Community Information



The Vice President, Operations position will be seated in the Wausau, Wisconsin, location. Wausau is a community of choice for many good reasons.

### Wausau, Wisconsin

Located in north central Wisconsin, the Wausau area includes the communities of Wausau, Rib Mountain, Schofield, Rothschild, Mosinee, Kronenwetter, and Weston. Surrounded by woods, lakes, and hills, the Wausau area enjoys the rich amenities of the big city with small town hospitality. Wausau offers four seasons of outdoor recreation, a thriving arts community, entertaining festivals and events, and diverse shopping and dining.



### Education

The Wausau School District is the 13th-largest district in the state of Wisconsin and encompasses 258 square miles, including the city of Wausau, as well as the townships of Berlin, Hewitt, Maine, Rib Mountain, Stettin, Texas, Wausau, and the Village of Brokaw. There are 14 elementary schools, two high schools, two middle schools, and one early childhood center in the Wausau School District. The city also has one technical school, one two-year university, and seven parochial schools.

In 2010, Globe University opened its new Wausau campus. Today, the institution carries on its historic commitment to building communities through career-focused education. Nationally accredited by Accrediting Council for Independent Colleges and Schools, Globe offers bachelor's and associate's degrees and career diplomas at its Wausau campus, and M.B.A. and M.S.M. degrees through its online division. Service to students and the community is a core value; programs ranging from accounting to veterinary technology include community-based projects. Hallmarks of the educational experience include personal attention, small classes, and hands-on practice in real-world skills.

The Northcentral Technical College, which is recognized as one of the best technical schools in the country, offers a variety of day and evening courses. In addition, the University of Wisconsin-Marathon Campus offers a complete two-year liberal arts, pre-professional curriculum, and four-year program in business administration and general studies. Upper Iowa University operates a satellite location at the Northcentral Technical College where it offers a complete four-year degree program in accounting, business, human resources, and management.

The University of Wisconsin-Marathon County is the third-largest campus of the UW Colleges, which is comprised of the 13 two-year public liberal arts campuses located across the state. Primarily a transfer institution, UWMC embodies the Wisconsin idea of access to an affordable education leading to a bachelor's degree. In addition to taking credit classes at UWMC, north central Wisconsin residents can receive an associate's degree; a certificate in business, world languages, or women's studies; continuing education credits and lifelong learning classes through the UW Extension office on campus; bachelor's degrees offered on campus through UW-Stevens Point; and collaborative nursing degrees offered through UW-Oshkosh. Campus forums and Wisconsin Public Radio, located on campus, provide an opportunity for community discussion on local, national, and international issues, and numerous cultural events are open to the public.

## Attractions and Landmarks



The 400 Block in downtown Wausau hosts a variety of events, the perfect musical venue during the summertime, and one of the area's best farmers markets.

### *Agricultural Attractions*

In addition to the natural beauty of the Northwoods, the climate and terrain of the Wausau area enable a diversity of crops to be grown. In contrast to the level plains where large acreages of wheat and corn are grown, many fruits, vegetables, and evergreens are produced here too. You can taste fresh-picked goodness by doing the work yourself or by visiting the farmers markets from mid-May through mid-November.

Farms and orchards surrounding the Wausau Area produce potatoes, corn, strawberries, apples, ginseng, and Christmas trees. During the summer, you can pick fresh vegetables and fruit for eating or preserving at several area farms. In the fall, there are orchards with tree ripened apples and beginning the day after Thanksgiving, your family can take to the fields with a saw to select the perfect Christmas tree from one of the many tree farms nestled among the wooded hillsides of the surrounding area.

### *Andrew Warren Historic District*

The Warren District is named after sawmill owner Andrew Warren, who purchased the land in 1853. The 62 buildings, mostly homes built between 1868 and 1934, comprise this architecturally significant area in the heart of Wausau's east side. Buildings from the Prairie School of Architecture exist here as well as examples of Greek revival, Italianate, Queen Anne, and Neo-Classical Revival styles. The two homes that comprise the Marathon Country Historical Museum, Society, and Library are located in this district.

East of the Warren District is the even larger East Hill District, named for the hill rising abruptly on the east side of the Wisconsin River Valley. More than 100 houses covering a 30-block radius went up between 1874 and 1930. Buildings styles include Queen Anne, Colonial Revival, Classical Revival, Georgian Revival, Tudors Revival, and more.

### *The Grand Theater*



Opened in 1927 as an opera house and fully restored 60 years later, the Grand Theater is a gorgeous illustration of a long-forgotten era. Complete with marble statuettes, colonnades, and a Bedford limestone façade, this facility houses numerous Broadway shows, local productions, and musical concerts.

### *Historic Downtown Wausau/River District*

Historic Downtown Wausau is the county seat of Marathon County, the regional shopping center, and the business center of Central Wisconsin. The downtown emerged after the saw mills were built along the Wisconsin River in the 1800s, and the city prospered into the 1900s. Wausau became the county seat in 1850, and although the original Marathon County Courthouse building is no longer standing, the newer building at 500 Forest Street houses many county government departments and the county jail. City government is also located downtown in an Art Deco style City Hall building, which has recently undergone extensive renovations.

Retail businesses, professional and government offices, the county library, museums, attractions, churches, and parks make up the landscape of the downtown along the Wisconsin River. Special celebrations, concerts, festivals, and events are held in this park throughout the year.





Downtown Wausau features over 60 stores located within the Wausau Center Mall and along the Pedestrian Mall down Third Street to adjacent side streets. The Pedestrian Mall is a brick paved walkway extending from the front doors of the mall where you will find the beginning of specialty stores, attractions, pubs, businesses, and restaurants housed in historic buildings unique to the downtown. A great example of this is the historic Washington Square building at 300 Washington Street.

## Sports and Outdoors

**Baseball.** Wausau is home to the Wisconsin Woodchuck's baseball team, which plays at Athletic Park during the regular season that runs from early June through mid-August.



**Biking and Bike Trails.** Bicyclists enjoy a wide variety of terrain in the Wausau Area. There are many miles of paved city, county, and town roads providing hard-surfaced routes for novice to skilled riders. The Wausau Wheelers, a local biking club, sponsor regularly scheduled rides for both mountain and touring enthusiasts. Nine Mile Recreation Area is open for mountain biking from May through mid-October. Both cross-country and snowmobiling trails are marked and mowed during the summer months to provide over 43 kilometers of varying terrain for biking enthusiasts.

**Curling.** A 300-year-old sport that originated in Scotland found a niche in the Wausau Area more than 70 years ago on area lakes and streams. Today, the Wausau Curling Club is located in Marathon County Park and home to more than 300 local area members. It hosts bonspiels (tournaments) many weekends from early November through late March.

**Fall Colorama.** From mid-September through the middle of October, the Wausau Area comes alive with a blaze of dazzling color. Brilliant hues of orange, red, and yellow characterize the fall season.



**Golf.** The Wausau area offers six public and two private distinctly different golf courses for every golfing ability. With three eighteen-hole and three nine-hole courses open to the public, there's a diversity of challenging greens for avid duffers. Several courses include driving ranges and most rent riding carts.

**Horseback Riding.** Equestrians can meander through the quiet fields and woods in Wausau at a leisurely pace on horseback. If you want to enjoy the old-fashioned fun of a sleigh or hay ride, a number of farms can hitch up teams for your family or group.

**Hunting.** The woods and hills surrounding the Wausau area abound with wildlife and game birds. Ideal natural conditions provide some excellent areas that offer public hunting access.

**On the Water.** Set in the Wisconsin River Valley, Wausau has great water recreation. There are many boat landings that provide convenient access to the water on the Wisconsin River and its tributaries.

**Swimming.** The area lakes and rivers provide a great way to beat the summer heat! Explore the swimming beaches, pools, and waterparks in the Wausau area!

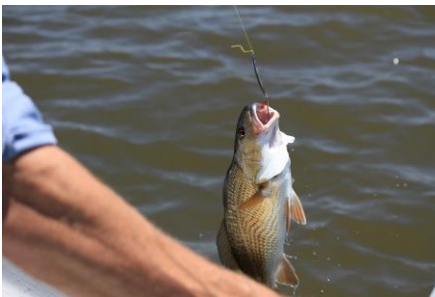
**Boating.** Lake Wausau, Lake DuBay, and the Eau Pleine Flowage provide plenty of enjoyment for waterskiing, tubing, and boating.

**Canoeing and kayaking.** Whether you're interested in an all-day canoe or kayak trip or just want a few hours out on the water, the Wisconsin River is the place to be. That all-day trip starts in Merrill and ends in Wausau. All along, the water moves slowly, shallow in some places, very deep in others. Only a few minor rapids lay along the way and those can be portaged if necessary. The trip is about 20 miles. Select one of several alternate starting points. A rule of thumb to determine travel time is to figure two miles per hour on the river.



Lake Wausau is also a part of a major canoe route. The Domtar Canoe Portage around the Rothschild Dam allows canoeists to continue down the river to enjoy some of Central Wisconsin's finest canoeing.

Wausau has a world-class canoe and kayak competition site at Whitewater Park in downtown Wausau, one of only two urban whitewater race courses in the country. The park hosts some of the world's largest competitions, including three major events, multiple recreational releases, paddling camps, training clinics, and learn-to-kayak classes.



**Fishing.** As one of the great undiscovered fisheries in the state, Lake Wausau contains northern pike, walleye, muskie, and pan fish. Public boat landings in a number of locations offer easy access to this large body of water, which winds around the southern part of the Wausau city limits. Each winter, ice fishing enthusiasts raise their shanties as soon as the ice will support them. Muskie fishermen have been known to take some real trophies from these waters.

Other great fishing areas, which rank high with the local fishermen, include the Rib River, the Wisconsin River, the Eau Claire River, Lake DuBay, and the Eau Pleine Reservoir. Several boat landings are located along the river at public parks.



**Parks.** With 37 city parks totaling 337 acres, 18 county parks totaling 3,406 acres, and 10 county forest preserves, the Wausau area has plenty of room for a variety of recreational activities.

Rib Mountain State Park offers miles of hiking and snowshoe trails, downhill skiing at Granite Peak Ski Area, an observation tower, and rock outcroppings for exploring.

The Dells of the Eau Claire County Park surround fantastic geological features created by the Eau Claire River. Explore ancient volcanic rock palisades and potholes carved in the rock by the falling water as you hike around the miles of trails, or spend some time in the park's campground facilities.

Nine Mile County Forest Recreation Area features year round recreational activities, from hiking and biking in the summer to extensive cross country skiing and snowshoeing when the snow flies. With over 18 miles of trails, you are sure to find terrain to challenge every skill level!

### *Winter Sports.*

Cross-Country Skiing. Think about rolling uplands smoothed by glaciers, covered by 360,000 acres of timber, with bluffs cut by the Wisconsin River. Add a deep blanket of snow and you have some of the best cross-country skiing in the state. Beginner or advanced skier, you can find a trail to suit your skill level in the Wausau Area. Map boards are posted at each site, showing the trails and their difficulty.



Sledding and tubing. Looking for more winter action? Sylvan Hill Winter Recreation Area may be the excitement you are looking for! Sylvan Hill is like a water park only of snow! Three straight runs 1,800 feet high and three curved "lazy river" runs down the hill. The runs are separated with berms and when you get to the bottom, hitch on to one of the two tows for a ride back up. The facility is also equipped with snow making facilities to ensure excellent conditions along with a warming house that has concessions and a roaring wood burning fireplace to warm up your toes.

Snowmobiling. With over 800 miles of groomed trails winding throughout Marathon County, snowmobiling enthusiasts can find a variety of terrain and scenery unequaled anywhere in the state of Wisconsin. A county coordinator constantly monitors the grooming, snow depths, and signage to make sure all trails are well-maintained throughout the season. Many trails interconnect with other systems in the state for hundreds of additional miles to ride. A number of area motels also offer access from their grounds.

*Snowshoeing.* Another winter sport you may like to try in the area is snowshoeing. With all of the trails through woods and parks, it's the perfect sport for enjoying area wildlife and scenery. Snowshoeing makes an excellent family sport for any level of athletic ability. Many area rental and sport shops have sets of snowshoes for sale or rent at reasonable rates. Night snow shoeing is offered at Nine Mile County Forest Recreation Area Bike, Horse, and Ski Trails, with lighted trails.

*For more information about Wausau, please visit:*

<http://www.ci.wausau.wi.us/Default.aspx>

<http://www.visitwausau.com/>



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# Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. 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 Vice President of Operations position for Aspirus Clinics, Inc. in Wausau, Wisconsin.

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

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