

A Position Profile

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Chief Financial Officer



Beaver Dam Community Hospitals, Inc.
Beaver Dam, Wisconsin

FurstGroup
Defining and refining leadership.

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Beaver Dam Community Hospitals, Inc.



Beaver Dam Community Hospitals, Inc. (BDCH) is a non-profit independent regional integrated system with a service area of nearly 100,000 spanning three counties in central Wisconsin, including Dodge, Columbia, and Fond du Lac. BDCH combines advanced medicine and technology with state-of-the-art facilities to create a complete care continuum in a healing environment for patients and their families – taking rural healthcare to extraordinary levels unseen anywhere else in the state.

BDCH became one of the initial healthcare providers in the country, and the first in the state of Wisconsin, to merge a Catholic hospital and a Lutheran hospital on February 28,



1972. Leaders from the two hospitals listed the following advantages of a merger. First, coordinated services and equipment avoids duplication and inefficiencies in service and equipment. Second, the merger optimizes quality of care and service with the best use of the consumer dollar. Third, a strong hospital increases the region's ability to attract highly qualified physicians and other professional personnel.

BDCH has effectively succeeded in creating and maintaining a strong financial position over the years and currently enjoys a positive rating by S&P, along with a stellar days cash-on-hand position due to the board's historical stable and strategic approach.

The organization is well positioned for the future of healthcare and its care delivery continuum uniquely encompasses the broad spectrum of services that most other systems are scrambling to build or acquire in today's healthcare landscape. The service area also offers an enviable payer mix, which has been a positive component for financial outlook.

Over the years, BDCH has undergone several expansions to meet the growing need for improved facilities and expanded healthcare services. In 2002, strategic objectives for meeting the future healthcare needs for the region called for major renovation or construction of a new replacement hospital. In 2003, the decision to build a new hospital was announced, and on June 28, 2004, ground was broken. The new facility opened for

service on February 11, 2006. The 60-bed acute care hospital and full spectrum of ancillary and post-acute care services uniquely offer the residents of central Wisconsin what traditionally only large metropolitan settings provide in terms of integrated healthcare delivery. 2012 marked the 40th anniversary of the two-hospital consolidation – the start of BDCH.

Opportunity Assessment

In a rapidly evolving and ever-changing healthcare industry, the opportunities and challenges are equally plentiful. BDCH is a regional leader and is well positioned for the future of healthcare. Its care delivery continuum uniquely encompasses the broad spectrum of services that many systems are scrambling to build or acquire. This integrated system offers impressive comprehensive health services with quality, safety, and innovation at the most effective and efficient approach to cost of care. With a strong financial position, an ongoing Lean initiative, and a positive S&P rating, the award-winning organization's strategic commitment to excellence means that it offers more than what is expected from a community delivery system.

This unique opportunity provides the Chief Financial Officer with a significant personal impact to lead the strategic finances of a fully integrated system covering the entire spectrum of acute and post-acute services. Reporting to the CEO, the CFO provides leadership and financial expertise to the executive team and financial staff, along with making regular presentations to the board. This position organizes, evaluates, and directs the financial position of the organization in conjunction with cross-functional clinical and operational peers to ensure the financial stability, market growth, and strong market position within the region.

This organization has a tremendous culture that is positive, caring, collaborative, and proactive, which lends to fostering a high degree of respect, credibility, and passion. There is also a prominent focus and value placed on continuing development, education, and mentoring. The effective leader will have an impact on continuing to build and nurture this enviable culture.

Mission

To deliver excellence across a continuum of services.

Vision

Be the regional destination for healthcare by delivering unprecedented quality, safety, and service at a competitive price.

Programs and Services

BDCH is much more than a community hospital and is unique in providing the full spectrum of services – medical clinics, outpatient care



including outpatient surgery, cancer care, inpatient hospital care, rehabilitation services, home care and hospice, and a full range of senior services to include nursing home, assisted living, dementia care, and senior living apartments. BDCH also offers HealthWorks, a complete employee health service for businesses, and Kids Care, a full-service child care and accredited 4K program.

This regional integrated system offers a complete continuum of care, providing comprehensive health services to people of all ages. Whether patients' needs include preventive programs such as health education, screenings, or physical fitness; hospital-based services; or even long-term care provided through nursing home, community-based residential facilities (CBRF), or home healthcare programs, BDCH is fully capable and committed to delivering excellence.

- Cancer
- Cardiovascular
- Diabetes
- Emergency Services
- ENT
- Hospitalist Program
- Level III ER Trauma
- Massage and Wellness
- Medical Imaging
- Occupational Health
- Ophthalmology
- Orthopedics
- Pain Management
- Pharmacy
- Rehabilitation
- Sleep Center
- Surgery Center
- Urology
- Women's Health
- Wound Care

The Regional Destination for Healthcare

BDCH has clinical technology and a range of services that are not typical for a community hospital. The organization was visionary and strategic in its advanced planning to create such front-end healthcare innovation so that patients across the region can receive most of their care close to home, without driving through traffic and struggling to park when they should be focusing on healing.

BDCH's 64-slice CT scanner is state-of-the art and serves as the only one in the region, which provides patients with reduced time in the scanner and more diagnostic options for physicians. Quicker scans means reduced exposure to radiation, while advanced image quality means improved diagnosis accuracy.

BDCH added Telestroke for immediate access to a stroke neurologist to start the best treatment and minimize harm at the onset of stroke. BDCH has state-of-the-art video technology in its operating rooms, and provides its surgeons with the latest technology and instruments so that patients can have surgery and recover close to home.

The organization's commitment to excellence means that while they offer more than is expected from a community hospital, it is exactly what their patients deserve. That is meant by "Excellence. Delivered."

In addition, BDCH is currently underway with a new and exciting initiative to develop a surgical robotics program, which is yet another example of its unique offerings and leading-

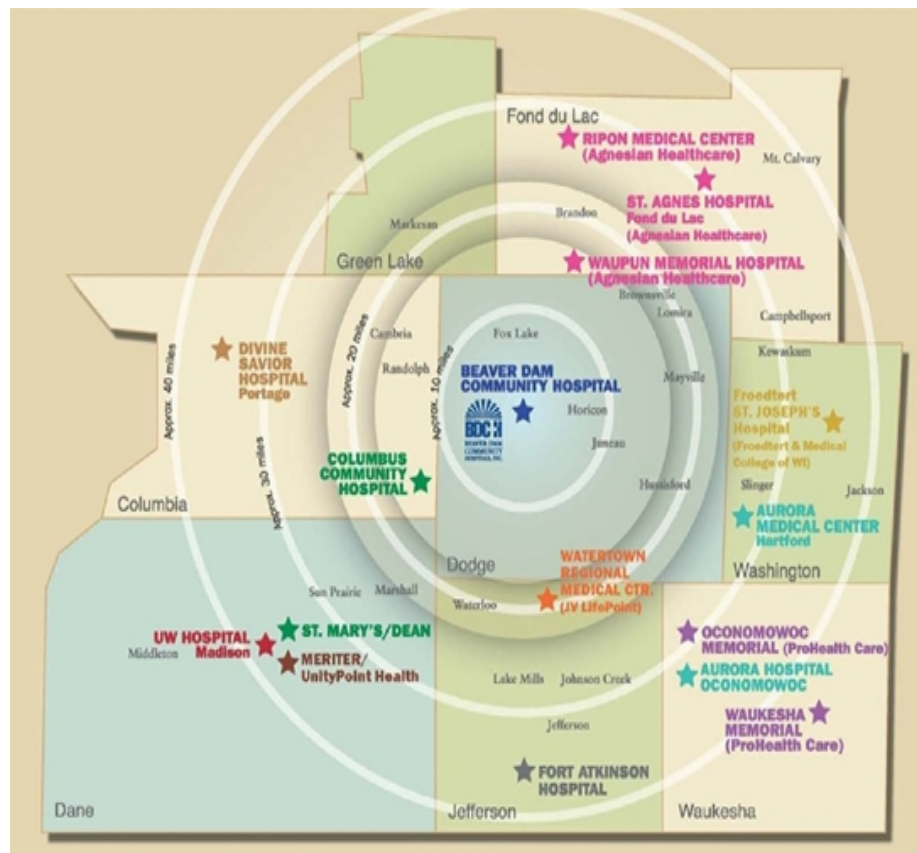
edge services. There are only a handful of other healthcare settings in the state that offer such a level of surgical advancement, most of which are located in the Milwaukee and Madison regions.

Impressively, BDCH has also begun its journey with LEAN as a forward-thinking initiative to reduce the cost of delivery while also elevating efficiency and effectiveness of care. This innovative financial endeavor with process improvement demonstrates the organization's continued commitment to further advancement of its strategic prowess coupled with the heightened value placed on its triple aim of the highest quality of care in the most cost conscious and effective methods for delivery. As with other similar high level initiatives at BDCH, the LEAN journey has been implemented at a small percentage of United States hospitals and systems, rarely in small regional hospitals such as Beaver Dam.

Service Area and Regional Map

BDCH is ideally located near the most populated counties and regions of Wisconsin, which are Madison and Milwaukee. These two metropolitan areas are rich with education, healthcare, research, employers, and entertainment. BDCH has the benefit of residing in an adjoining county where it serves as the regional epicenter of clinical care for several miles without being in the highly competitive and saturated markets of Dane, Milwaukee, or Waukesha counties.

BDCH can provide specialty and trauma referrals to the best healthcare providers in the state who are just minutes away. It is a balanced geographic blend that provides BDCH with a unique and distinguishing advantage throughout its market.



Awards and Recognition

BDCH's commitment to delivering excellence has been recognized by numerous external organizations over the course of the past few years.

- For the third consecutive year, BDCH is the only rural hospital in Wisconsin to receive an "A" rating from Leapfrog. This puts Beaver Dam Community Hospital in the top 4.5% of hospitals nationally.

Beaver Dam Community Hospital (BDCH) has earned its fourth consecutive 'A' for quality and patient safety from the Leapfrog Group, which rates how well hospitals protect patients from accidents, errors, injuries, and infections. Of 2,600 hospitals nationwide, only 113 hospitals have earned 'A' grades every year since 2013.



BDCH is also the first and only Wisconsin hospital to have received The Leapfrog Group's prestigious Top Rural Hospital Award, earning that distinction each of the last two years.

The 'A' grade is one of the most meaningful honors a hospital can achieve, and one of the most valuable indicators for patients looking for a safe place to receive care. The Hospital Safety Grade is calculated under the guidance of the nation's leading patient safety experts using 30 measures of publicly available hospital data to assign A, B, C, D, and F grades to more than 2,600 U.S. hospitals each year. The grade is designed to give the public information they can use to protect themselves and their families.

"Ensuring our region's residents have access to the safest, highest-quality care possible is what motivates us each and every day," said Kim Miller, FACHE, BDCH President and CEO said. "We have made quality and patient safety our priority, implementing process improvements and evidence-based protocols to ensure our patients can be confident in the quality of care they receive at BDCH. It's a commitment everyone in our organization makes to each patient, resident and child, every day."

"Earning Straight 'As' in the Leapfrog Hospital Safety Grade is a remarkable achievement and testament to a hospital's ongoing vigilance and commitment to patient safety," said Leah Binder, president and CEO of The Leapfrog Group. "We thank Beaver Dam Community Hospital for being an example of excellence in preventing harm to patients, and urge you to continue championing patient safety."

- The BDCH Rehab & Wellness Department has been recognized by Focus on Therapeutic Outcomes (FOTO) with an Outcomes Excellence Award. The Outcomes Excellence Award is given to providers who exceed national benchmarks for expected improvement in functional performance for four consecutive quarters. This means rehabilitation patients at BDCH are consistently achieving results better than the predicted national benchmark.



- BDCH has been recognized as a Platinum-Level Fit-Friendly Worksite by the American Heart Association for helping employees eat better and move more.
- The Homecare and Hospice at BDCH received a 5 Star rating for patient satisfaction. BDCH Hillside Home Care is proud to announce it currently has a 5-star rating for patient satisfaction, the highest of any agency serving our region.



Hillside Home Care also has a 4-star rating out of five possible stars for quality, as determined by Home Care Compare using Medicare's publicly reported quality metrics. Medicare provides this data on a variety of health care services so consumers are able to make informed decisions about where to receive care.

"At Hillside Home Care, staff commitment to our patients is extraordinary," said Lisa White, BDCH Director of Hillside Home Care and Hospice. "They are devoted to providing care that improves the person's quality of life and their ability to safely remain in their home, while also being sensitive to challenges and difficulties many patients and families face."

White was also recently awarded the Leadership Award from the Wisconsin Association of Home Care (WiAHC). Lisa has served as the Education Committee chair for WiAHC for the past five years, working to bring cutting edge education to all home care providers in Wisconsin.

"We are extremely proud of the high-quality, compassionate care BDCH Hillside Home Care provides its patients and families each day," said Kim Miller, FACHE, BDCH President & CEO. "It is truly an asset to the region it serves."

- In October 2014, the BDCH Cancer Nurse Navigator Program was honored with a Best Practices Award from the Academy of Oncology Nurse & Patient Navigators (AONN+). The award honors those who have implemented novel initiatives to support patients with cancer.

- In October 2014, the Partners of BDCH received a 2014 Wisconsin Award for Volunteer Excellence (WAVE) from the Wisconsin Hospital Association. The Partners earned recognition for the success of its annual Craft Fair, which raises money for the BDCH Foundation's Employees Helping Employees fund.



- On May 19, 2013, *The Milwaukee Journal Sentinel* announced that BDCH was one of its 2013 Top 100 Workplaces. BDCH is one of Dodge County's largest employers with 1,000 employees and is committed to providing quality healthcare close to home for the patients in the region. A key component to fulfilling its mission of delivering excellence is its dedication to cultivating a workplace where employees feel engaged, empowered, and respected, and are



encouraged to innovate, communicate, and share their thoughts on ways BDCH can continually improve the quality of care it provides.

- In October 2012, BDCH was recognized with a prestigious Excellence in Patient Care award for the second consecutive year. BDCH was honored for the extremely high standards of patient care delivered by the physicians, caregivers, and staff of the BDCH Medical Clinics. Beaver Dam Community Hospitals opened the BDCH Medical Clinics only two years ago specifically to bring additional primary care, primary care sports medicine, and OB/GYN physicians to the area. The clinics were recognized by Studer as a result of achieving excellent patient satisfaction scores above the 90th percentile for 22 straight months in the categories of “Overall Quality of Care” and “Would You Recommend our Clinics” by patients.
- In 2012, BDCH was named the Non-Profit Organization of the Year by the Beaver Dam Chamber of Commerce. BDCH was recognized by the Chamber for its many contributions to the community and the region. An independent hospital, BDCH is one of Dodge County’s largest employers with more than 1,000 employees. Also, by providing quality healthcare close to home, BDCH helps make the Beaver Dam area a more attractive city for businesses and to live in and raise a family. BDCH staff also makes a significant impact in the community by donating their time to many worthy groups, organizations, and community events.
- In 2011, BDCH received HealthGrades’ Outstanding Patient Experience Award for the third consecutive year. The award is based on HealthGrades’ analysis of 3,797 hospitals throughout the country using HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) data released by CMS (Centers for Medicare and Medicaid Services). In all, 339 hospitals (less than 10 percent) were nationally recognized as Outstanding Patient Experience Award recipients. The award recognizes hospitals for patient satisfaction based on actual patient experiences.
- Also, BDCH’s Outpatient Services and Emergency Department were each honored with prestigious Excellence in Patient Care awards during the Studer Group’s 2011 What’s Right in Health Care Conference. To be eligible for the award, an organization must demonstrate outstanding performance in patient care. Recipients were nominated by Studer Group coaches and winners were selected by a panel of senior leaders based on achievement, improvement, and overall outstanding performance. BDCH was the only Wisconsin hospital honored with an Excellence in Patient Care Award.
- In 2008, BDCH received the Studer Group’s October Fire Starter of the Month Award for its commitment to clinical, service, and operational excellence.
- BLUE Zone – “The keys to creating a happier and healthier region”
Beaver Dam and Dodge County:



Blue Zones and Tony Buettner, Vice President of Product and Business Development, have partnered with the region's residents to transform the way health, wellness, and happiness are viewed and achieved for generations to come by becoming a Blue Zone. The Blue Zone Solution "Secrets to a Longer, Healthier Life" demonstrates and encourages ways the region can make healthy choices easier. Sponsored by BDCH, which facilitated the formation of the Healthy Communities through the vision of Kim Miller, FACHE President and CEO, the group was created in response to the 2013 Dodge and Jefferson Healthier Community Partnership's Community Health Assessment, which identified significant need for improved health and wellness in the region. Healthy communities and healthy lives consist of a group of dedicated regional stakeholders, business leaders, elected officials, physicians, and fitness enthusiasts who come together to find ways to collaboratively implement strategies that promote better living through shared responsibility and enhanced opportunity.

Blue Zones are areas of the world where people live longer, healthier, and happier lives. National Geographic research by Dan Buettner revealed five locations that are longevity hot spots: Loma Linda, California; Okinawa, Japan; Sardinia, Italy; Ikaria, Greece; and Nicoya Peninsula, Costa Rica. Here, people reach age 100 at rates 10 times greater than in the United States. The project implements long-term, evidence-based policies and interventions that optimize environments within communities, guiding people toward healthier choices throughout their daily life.

Quality

BDCH exists to meet the healthcare needs of all people living in its service area and beyond by delivering excellence across the entire continuum of services.

It offers a comprehensive continuum of services to people of all ages, including primary and specialty care, obstetric and inpatient acute care, outpatient surgery and oncology services, rehabilitation, home care, hospice, long-term care, and day care for children.

BDCH has a rich history and for decades, BDCH has served people throughout the region, becoming the destination for comprehensive high quality care.

BDCH.com is a starting point to learn how the organization is extending this tradition today and tomorrow, in order to sustain locally owned and locally focused healthcare for future generations.

As demonstrated by the clinical quality and strong financial position, BDCH is at the intersection of modern healthcare trends and initiatives, while also being on the front-end of innovative care and manageable cost of services. Its LEAN endeavor has only further propelled its journey in elevating how efficiently and effectively the system provides affordable local care within the expansive service area of southeastern Wisconsin.

Beaver Dam Community Hospitals, Inc. Statistics



Improving quality and sustaining that improvement is an achievement few hospitals can claim. In 2006, BDCH adopted *Excellence. Delivered.* as a commitment to the people in the region and as an organization challenge to its staff and leadership. Since that time, every department has demonstrated pronounced improvements in quality and service. The emergency department led the progress with a monumental improvement in 2007, and since, has steadily climbed into the top 10 percent when compared nationally.

The Oncology and Medical Clinic has consistently improved and is in the top 7 percent of cancer and infusion clinics nationwide. BDCH has also dramatically improved performance on core clinical process of care measures to 96 percent.

Accreditations and Licensure

BDCH

Accreditation from The Joint Commission was received in May 2013 by demonstrating compliance with The Joint Commission's national standards for healthcare quality and safety. To earn and maintain accreditation from The Joint Commission, an organization must undergo an on-site survey at least every three years.



Level III Trauma Designation

The BDCH Emergency Department is designated as a Level III Trauma Care Facility by the Wisconsin Department of Health and Family Services and is the only Level III Trauma Care Facility in the region.



WISCONSIN DEPARTMENT OF HEALTH SERVICES

Hillside Manor

Hillside Manor is licensed as a skilled nursing facility that accepts Medicare and Medical Assistance. It is surveyed by the State of Wisconsin Bureau of Quality Assurance to guarantee that the facility meets all state and federal regulations. The Bureau of Quality Assurance concluded its survey in August 2012 and has determined Hillside Manor to be in compliance with applicable federal and state requirements as of August 22, 2012.

Hillside Home Care and Hospice

Hillside Home Care and Hospice are both licensed by the State of Wisconsin. To maintain this license, the agency must undergo periodic on-



site surveys. Hillside Home Care has achieved HomeCare Elite status for the ninth time in the last 10 years, a recognition given to the most successful Medicare-certified home healthcare providers in the United States. BDCH, Inc. Hillside Home Care scored 4.5 stars out of 5 in Quality of Care STAR Ratings recently introduced by CMS, the highest rating of any agency in the region.

Eagle's Wings and Remembrance Home

Eagle's Wings and Remembrance Home Dementia Specific Community-Based Residential Facilities are licensed by the State of Wisconsin. To maintain these licenses, each facility must undergo an on-site survey to assure compliance with all State regulations. At the last inspection, the Bureau of Quality Assurance issued no citations and determined the facilities to be in full compliance with state regulations.

Kids Care

Kids Care is licensed by the State of Wisconsin. To maintain this license, the day care center must undergo several licensing visits each year to assure compliance with all regulations of the Wisconsin Department of Health and Family Services.

MQSA Mammography Accreditation

The U.S. Department of Health and Human Services Food and Drug Administration (FDA) requires annual inspections regarding the Mammography Quality Standards Act (MQSA). In every facility providing mammography services, this inspection reviews medical records and mammography reports, QC test results, continuing education of the Mammography technologists and radiologists, and the digital mammography unit. Effective November 1, 2012, mammographic imaging services and digital equipment at BDCH has full American College of Radiology accreditation through February 19, 2016, thanks to a successful survey on October 18, 2012.

Executive Biographies

Kim Miller, FACHE CEO

Kim Miller joined BDCH in 2006 as the CEO. She began her healthcare career as a Registered Nurse. She then completed a dual bachelor's degree in healthcare administration and business at Juniata College in Huntington, Pennsylvania, before completing a master's in business administration at St. Francis University in Loretto, Pennsylvania.

Kim worked for 20 years in a rural independent community hospital where she started as a Registered Nurse, rising to the position of Associate Administrator through the years. Wanting to make a difference in the way healthcare was delivered and the effect it had on patients, she felt she would be better able to influence care delivery in an administrative position.

After completing her M.B.A., Kim began her tenure as a CEO, which now spans more than 15 years. Kim's CEO experience has come in a variety of settings, including a rural critical access hospital and others that were part of national healthcare systems.

Kim is certified in healthcare administration as a Fellow in the American College of Healthcare Executives. Kim has also been recognized with a Senior Level Regents Award from American College of Healthcare Executives.

In September 2009, Kim received the Distinguished Alumni Award from her Alma Mater in Saxton, Pennsylvania, and in 2015, she was named to the "50 Rural Hospital CEOs to Know" list by Becker's Hospital Review. In addition to her numerous professional awards, national board appointments, and accomplishments, Kim believes in giving back to the community.

Kim is currently a member of the Beaver Dam Rotary Club Board of Directors where she previously served as president. She also holds board positions for the Beaver Dam Area Development Corporation, Beaver Dam Community Hospitals Foundation, Moraine Park Technical College Foundation (Vice President), and the Hospital 100 Advisory Board. She is a member of the American College of Healthcare Executives (ACHE) Ethics Committee and a former Board member of the Wisconsin Chapter of ACHE, Beaver Dam Area Arts Association, YMCA of Dodge County, and the Old Hickory Country Club Long Range Planning Committee. Kim also serves nationally as the Vice Chair on the Board of Vizient – Upper Midwest Region. Kim has given numerous presentations on healthcare and loves public speaking.

Kim is married to Rodney Miller and they are the parents of two daughters, Brittney and Mackenzie, as well as the grandparents of one granddaughter, Erika Jo. Besides spending time with her family, Kim also enjoys reading, entertaining, traveling, and learning the game of golf.

Melanie Bruins
Chief Talent Officer

Melanie (Mel) Bruins joined BDCH in February 2014. She has worked as a human resources professional in Southeastern Wisconsin in a variety of different industry settings, including Oshkosh Corporation and Mercury Marine.

Working in healthcare was a career-long aspiration which Mel has fulfilled as Chief Talent Officer of BDCH. She is a Certified Sherpa Executive Coach, Certified 360 Facilitator through the Center for Creative Leadership, and is a Just Culture Certified Champion.

Mel received her bachelor's degree in business administration and human resources management from Winona State University in Winona, Minnesota, and her M.B.A. from UW-Oshkosh. She serves as the District Director for the Wisconsin Society for Human Resources Management and as a Board Member for the Workforce Development Board of South Central Wisconsin.

Mel and her husband, Scott, enjoy spending time with their extended families, playing golf, and keeping up with Wisconsin's college and professional sports teams.

David Corso
Chief Operations Officer

David Corso joined BDCH in March 2013. He brings years of experience as a healthcare leader in complex for-profit and non-profit hospitals and health systems. He has proven to be a results-oriented leader with a track record of achieving high clinical and service quality, engaged work groups, and financial targets.

Previously, David was intrinsically involved with setting the direction of and operationalizing ThedaCare's Orthopedics Plus Rehabilitation. For nine years prior, David was the Director of Rehab Services, Hyperbaric Medicine, Wound Care, IV Therapy, and Plasmapheresis for Aurora Medical Center in Oshkosh, designing and developing start-up satellite therapy departments, achieving substantial growth, and becoming an integral organizational leader.

David is a Fellow with the American College of Healthcare Executives (FACHE) and earned his bachelor of science, kinesiology with the University of Wisconsin, graduating with honors in 1996. David earned a master's of business administration at California State University – Dominguez Hills in 2006. He is also licensed in the State of Wisconsin in physical therapy and athletic training.

David and his wife, Angie, have two children and keep active outdoors by biking, running, and cross-training. They are heavily involved with their children's events and activities, and David enjoys coaching youth sports.

Donna Hutchinson
Chief Financial Officer

Donna Hutchinson joined BDCH in April 2011. In addition to managing the day-to-day financial operations of the hospital, Donna works alongside other hospital leaders to develop future hospital resources to ensure the health and safety of the Beaver Dam community.

Donna has worked in leadership roles with Hospital Sisters Health system for more than 20 years, serving most recently as the Chief Financial Officer for St. Nicholas (Sheboygan) and St. Mary's Hospital Medical Center (Green Bay).

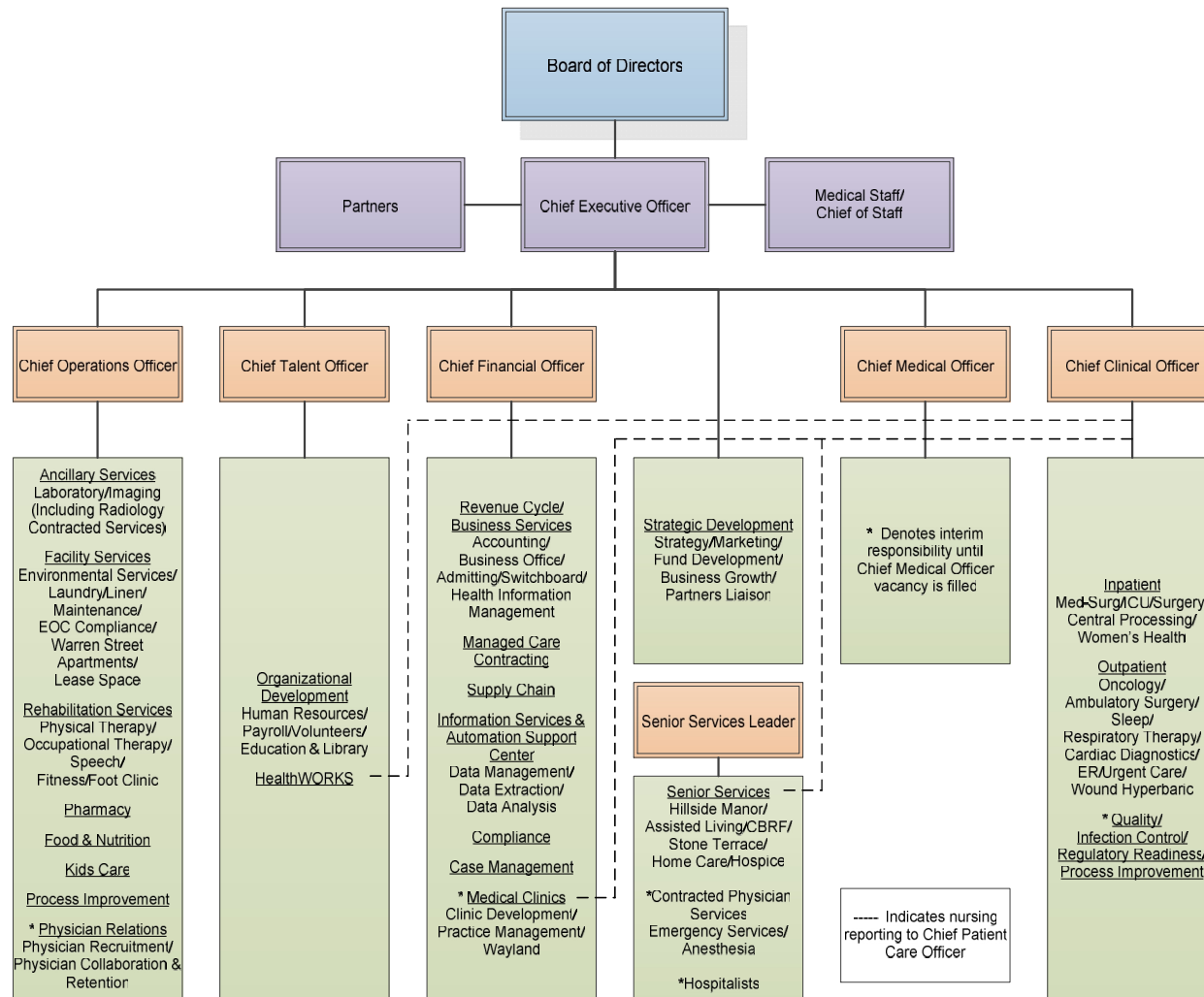
Donna received her B.S. from Randolph-Macon College in Ashland, Virginia, and her M.B.A. from UW-Oshkosh. Donna has received Fellowships in both the American College of Healthcare Executives and the Healthcare Financial Management Association (HFMA). Donna serves on the National HFMA Board of Examiners and has also served as the National HFMA Regional Executive for Region 7. She has received numerous awards for her state and national service, including the prestigious Founders Medal of Honor.

Donna also holds dual board certifications as a Fellow of the Healthcare Financial Management Association (FHFMA) and as a Fellow of the American College of Healthcare Executives (FACHE).

Her favorite pastimes are golfing, kayaking, and spending time with her husband, Kevin, and their dog, Jackson. Donna and Kevin have two adult daughters, Rebecca and Ashley.

Organizational Chart

Beaver Dam Community Hospitals, Inc.



Position Description



The Chief Financial Officer (CFO) at BDCH provides vision, leadership, management, and coaching to ensure that the organization grows, learns, and exercises proper operational controls, administrative reporting structures, people and quality systems to achieve financial strength, operating efficiency, and customer loyalty. This key leader is responsible for all financial aspects of the organization, including accounting and forecasting, revenue cycle, managed care and direct contracting, risk management, financial planning, supply chain, and billing, as well as assigned non-financial clinical areas. In addition to managing the day-to-day financial operations of the hospital, the CFO works in a cross functional matrix relationship alongside other hospital leaders to develop future organizational strategy and resources to ensure the health and safety of the BDCH's service area and the Beaver Dam community.

Reporting Relationship

The Chief Financial Officer reports directly to the Chief Executive Officer.

Primary Responsibilities

- Functions as an active member of the Executive Team.
- Provides leadership and recommendations to the Executive Team and Board of Directors in financial decisions and policies.
- Responsible for the successful development, presentation, and implementation of the annual operating and capital budgets, along with monthly review, productivity monitoring, and achievement of results, analysis, and adjustments as necessary.
- Responsible for providing the organization with education and financial information related to the healthcare industry, BDCH, and its departments and areas of responsibility.
- Leads and directs BDCH Department Directors with specific administrative responsibilities, including but not limited to accounting, business office, registration and billing, decision support, HIM, and supply chain.
 - Directs development of the objectives, short- and long-term goals, plans, budgets, policies, and procedures, and evaluates the implementation.

- Performs staff evaluations and feedback on a regular and consistent basis.
 - Demonstrates a strong orientation to managing employees in a positive and participative manner, modeling behavior that is consistent with BDCH's mission and values.
- Serves as a member of the BDCH Finance Committee, providing appropriate analysis and recommendations.
- Responsible for the oversight of the financial statements and reports for the BDCH Foundation.
- Responsible for the managed care and preferred provider organizations (PPO) contractual agreements with BDCH and building business relationships fostering good communications with the organizations.
- Provides direction to the BDCH pension plans assets/investments and compliance with regulatory guidelines.
- Manages and monitors coding and billing functions to maximize revenue cycle performance.
- Maintains appropriate internal control safeguards over BDCH assets, accounts receivables, and collection of cash.
- Ensures compliance with relevant regulations, standards, and directives from regulatory agencies and third-party payers.
- Reviews and negotiates contracts with external vendors, as appropriate.
- Participates in the development of the strategic and operational plans and programs.
- Initiates problem-solving and conflict resolution skills to foster effective work relationships.

Principal Accountabilities

- Serves as Center of Expertise for business line(s).
- Provides broad knowledge/depth in financial and strategic areas.
- Assesses plans, executes, measures, and achieves results.
- Plans and develops business continuity for key business operations.
- Complies with legal and regulatory employment requirements.

- Uses clinical/non-clinical information to understand, balance, and solve operational/safety/quality/financial problems and/or decisions.
- Develops/manages operating budgets and project/capital expense requests for business line(s).
- Utilizes the full range of data and technology available in areas of responsibility.
- Uses all available resources and best practices to troubleshoot special problems and lead performance improvement with staff in department(s).
- Practices a culture of quality/safety by encouraging blame-free identification of problems for continuous improvement.
- Supports/develops top performing employees through coaching/mentoring/recognition.
- Manages employee relations to promote a culture that recognizes and takes into account the interests and well-being of employees.
- Utilizes established human resources policies/procedures for all employment-related matters.

Experience and Qualifications

- The successful candidate will have prior experience at the senior level in a healthcare provider setting, with an understanding of the nuances and complexities of the key operating and cost containment challenges in a hospital.
- Possess a minimum of 10 years in progressive leadership and administrative experience over finance areas with a minimum of five years of experience at the leadership level of Vice President or Chief Financial Officer.
- Proven knowledge and understanding of the value in a continuum of care model within an integrated system setting and how it impacts the future of reimbursement in healthcare will be imperative for success at BDCH.
- Demonstrated ability to lead an effective budget planning process, along with high-level financial modeling and forecasting. A strong understanding and ability in revenue cycle and reimbursement would benefit this leader.
- Must possess a strong understanding and ability to articulate a strategic financial vision for a progressive independent system, given the backdrop of healthcare reform.
- A leader with prior knowledge and/or ability to support Lean process improvement methodologies is a plus.
- Bachelor's degree from an accredited university in finance, accounting, business, or a related field is required.
- Master's of business administration, healthcare finance, or a related field is required.

- The additional credentials of CPA is preferred. A fellowship in HFMA or ACHE will also be beneficial for this role.

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. The CFO will understand and have a commitment to the philosophy, mission, values, and vision of BDCH and will be able to demonstrate these values with his/her leadership practices.

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

- A strong commitment to service excellence, cost efficiency, performance enhancement, and high business ethics is required.
- Strong people management and leadership skills. Ability to communicate and work well with people at all levels.
- Honest and a highly ethical team player.
- 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. Creative, innovative, and “out-of-the-box” thinking skills.
- 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. Open to feedback and does not view collaborative dialogue around decisions as a challenging.
- 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.

Community Information

T

he Chief Clinical Officer position will be in the organization's Beaver Dam, Wisconsin, location. As you will read, Beaver Dam/Dodge County is a region of choice for many good reasons.

Beaver Dam, Wisconsin

Located 45 minutes northeast of Madison and just over one hour northwest of Milwaukee, the population of the Beaver Dam area is about 21,000 people centered on the city, which is on the southeast shore of Beaver Dam Lake. Quality of life has always been a key attribute for Beaver Dam. This includes stewardship of man-made Beaver Dam Lake, the state's sixteenth-largest lake with 41 miles of shoreline. Over the past century, the community has established parks on the lake and along the Beaver Dam River. The community currently has 20 municipal parks, with more in the development stage.



Beaver Dam provides all the necessities of life, plus some of life's luxuries. Its proximity to the largest cities in Wisconsin provides easy access to the most metropolitan attractions, an international airport, and collegiate and professional sporting events. The friendly, welcoming, small town atmosphere of Beaver Dam endears itself to new residents, and makes it a comfortable place to live for generations of families.



Beaver Dam lays claim to every home type from 19th Century rural farm houses and urban Victorian homes, to modern suburban two-story homes found in outlying subdivisions. This range of homes allows every buyer to select the home and neighborhood of their choice. Apartment options are plentiful and are found in every neighborhood of the city. Large Victorian homes, cape cods, bungalows, ranches, and split-level dwellings make up the neighborhoods fanning out from the historic downtown. Beautiful, year round,

one and two story lake homes line the city's shore along Beaver Dam Lake. Tasteful family and senior apartment complexes are intermixed with one family and multifamily developments throughout the city. Condominiums and several assisted living facilities are also available to serve those needs as well. Suburban subdivisions surrounding Beaver Dam reflect the same diversity in modern housing found anywhere in the nation. Home prices tend to be more affordable than Wisconsin's more urban areas.

Dodge County, Wisconsin

The county is located in south central Wisconsin and was created from the Wisconsin Territory in 1836 and organized in 1844. The county population is roughly 90,000 and has a total area of 907 square miles. The county seat is Juneau. Major cities within Dodge County and their populations include Beaver Dam (21,000), Mayville (5,250), and Horicon (3,700). Other major cities, a portion of which is in Dodge County, include Watertown (23,150), Hartford (14,000), Waupun (10,600), and Columbus (5,000). Dodge County was created in 1836 and named in honor of Henry Dodge, then territorial governor of Wisconsin.



Friendly small towns, farm markets, orchards, antique and craft shops, and cheese factories can be found throughout the County. The Dodge County Fairgrounds hosts a variety of events, including stock car and harness races as well as the annual County fair. Located ideally central within the state's two largest cities, Madison and Milwaukee, as well as being 60 miles to the Fox Valley, Dodge County enjoys close proximity to the State's Capital, world-class entertainment, sporting venues, restaurants, and art and culture. The University of Wisconsin, with campuses in Madison and Milwaukee, is nationally acclaimed as an outstanding center of higher learning. All are easily accessible by a quality road system, including U.S. Highway 151.

Dodge County is served by nine different school districts, with most students attending schools located in the Beaver Dam School District.

Dodge County is a leader in the production of cheese, barley, alfalfa, hay, and peas for canning. Local manufacturers produce a variety of goods, including wood products, metal products, lawn care equipment, stainless steel equipment, and ice fishing gear.

Known for its lakes, streams, and small towns, Dodge County, Wisconsin, offers a peaceful rural environment located within an hour's drive of Milwaukee, Madison, and Fox Valley metropolitan areas. *The Progressive Farmer* magazine selected Dodge County as the 12th best place to live in rural America in 2005 based on its rankings of access to healthcare and education, low crime rates, overall tax burden, environment, and climate.

The county is home to the 32,000 acre Horicon Marsh, the largest freshwater cattail marsh in the United States. Dodge County has an additional 21,000-plus acres of surface water, including 31 lakes and 50 rivers and streams that offer an outstanding natural habitat for over 219 species of birds and waterfowl. Dodge County has 20,918 acres of federal recreation areas, 23,372 acres of state recreation areas, and 1,131 acres of county recreation land. Other cultural, arts, and recreational opportunities include numerous community theatres, a Center for the Arts, a new YMCA, numerous golf courses, as well as many other sports and recreational activities for all seasons.



History

Prior to the arrival of European and American Yankee settlers, Native American peoples, including the Chippewa, Fox, Kickapoo, Sauk, Sioux, and Winnebago, lived in the rolling prairie and marshlands that became Beaver Dam. Native Americans hunted and fished the area, and paid a special reverence to a source of natural spring water that they called the “Sacred Springs” found in what is now Swan Park. A number of archeological sites have been discovered throughout the area and are being excavated and preserved, when possible.

In the spring of 1841, Thomas Mackie and his family became the first permanent “Yankee” settlers to the area, coming from the new community of Fox Lake to the north. The Mackies built a log cabin and were soon joined by other settlers. Beavers were abundant along the streams and river, constructing dams to provide their own habitat and food source. The Mackies and other Yankee settlers decided that “Beaver Dam” would be a fitting name for the new settlement and the river.

Beaver Dam is proud of its history and is fortunate to have private citizens and civic leaders who have recognized the value of preserving the architectural heritage of the community. A number of outstanding buildings have been preserved and restored throughout the community for use as homes, businesses, and public facilities. The 1880 “Spring House” pavilion built for the Vita Park resort (now Swan Park) has been lovingly restored. The 1901 Downtown Train Depot, owned by the Beaver Dam Chamber of Commerce, was restored/renovated in 2013. The city’s former library building, the Williams Free Library, was built in 1890 and today is maintained as the Dodge County Historical Society Museum, where a full history of the community is on display. Many private Victorian era homes, particularly along Park Avenue and surrounding downtown, have been maintained, restored, and preserved as residences for over 100 years. Several downtown Beaver Dam landmarks have also been continuously maintained as businesses since the late 19th Century.

Education

There is a track record of excellence in both the public and private school systems in Beaver Dam as well as a strong tradition of community support for education. The Beaver Dam Unified School District provides public school education in the community. Lutheran and Catholic grade schools and a multi-denominational K-12 Christian school, as well as a private college preparatory high school, Wayland Academy, offer a private sector educational alternative. In addition, Beaver Dam is home to one of the three campuses of Moraine Park Technical College, offering a wide variety of two- and four-year degree courses.

The goal of the Beaver Dam Unified School District is to be a school district of excellence, respected for its individualized approach to education, academic rigor, and service to all students, parents, and the community. Most critically, the district believes its commitment to academic excellence every day, for every student, is not only its job, but a moral imperative. Beaver Dam students learn before and after school, on Saturday, in traditional classrooms, online, on the field, in the gym, and around the community.

Beaver Dam schools are extremely proud of their accomplishments in all academic areas and of their role as educational leaders in the state of Wisconsin. In 2015, the BDUSD earned a place on the Advanced Placement School District Honor Roll, an honor afforded to less than 5 percent of school districts across America.

Founded in 1855, Wayland Academy is an internationally renowned independent, coeducational college preparatory boarding and day school for grades 9 through 12. Today, over 150 years after Wayland first began educating young people, a Wayland Academy education is as valuable and important as ever. Wayland's mission is "...to prepare young people for a successful college experience and a rapidly changing world..." One hundred percent of Wayland's graduates are accepted to colleges and universities, including some of the most selective and prestigious institutions in the nation. Situated on a beautiful 55-acre campus in the heart of Beaver Dam, Wayland's 25 buildings house extensive academic, athletic, and extracurricular facilities.

Established in 1912, Moraine Park Technical College has campuses in Beaver Dam, Fond du Lac, and West Bend, and regional centers in Jackson and Ripon. One of 16 technical colleges in the Wisconsin Technical College System, Moraine Park offers more than 100 associate of applied science degrees, technical diplomas, apprenticeships, and certificates, and offers them in traditional, online, and blended formats. Moraine Park faculty is industry-experienced and driven to help students achieve great things. Plus, the service learning and international education opportunities along with clubs, student government, and more, all provide for a full college experience. A strong focus on business and industry training helps employers maintain a competitive workforce.

Recreation

The City of Beaver Dam is located on the south edge of Beaver Dam Lake, known for its excellent game and pan fishing, as well as boating and water-skiing. The city maintains 19 parks, among which are several with fishing piers and boat ramps. Picnic facilities for the general public are plentiful as well as shoreline areas to enjoy the beauty of the changing

seasons. Seasonal activities abound for Beaver Dam residents, including two racetracks located east of the city. The Parks and Recreation Department plans and conducts a comprehensive year-round program of activities in swimming and tennis instruction, day camps and playground activities, ice skating rinks, and volleyball, softball, and basketball leagues.

Beaver Dam Lake is the sixteenth-largest lake in Wisconsin and provides excellent summer and winter fishing. The largest lake in Dodge County, Beaver Dam Lake covers 6,600 acres, is 14 miles long, and has over 41 miles of shoreline. It is especially well suited for speed boating, sailing, and provides excellent summer and winter fishing for northern pike, walleye, bass, catfish, bullhead, and a variety of panfish. Besides fishing, the lake is especially suited for water-skiing, snowmobiling, and hunting. An active Senior Citizen Center offers day-by-day activities as well as trips and classes. A greenhouse and woodworking shop affords senior citizens opportunities to explore their particular interests, and the Beaver Dam public school collaborates with the center to offer ongoing senior computer classes.

Beaver Dam's cultural calendar is filled year-round with programs and events to meet every interest. The Seippel Homestead and Center for the Arts, operated by the Beaver Dam Area Arts Association, offers cultural activities to Beaver Dam and the surrounding area residents. Permanent collections and changing exhibits, classes, and workshops are offered at all times of the year. An outstanding Community Theatre presents several productions annually and residents participate in the Beaver Dam Area Orchestra and Oratorio Chorus. The Community Concert Association presents a variety of programs, featuring regionally and nationally recognized artists. Wayland Academy and the Beaver Dam Unified School District present many fine arts programs which are open to the public.

Arts and Culture

Beaver Dam Area Community Theatre

The Beaver Dam Area Community Theatre (BDACT) not only provides wonderful, local, live entertainment for the community, it is also an extraordinary local theatrical training ground for youth and adults alike. BDACT has always made excellence in theatrical production a goal, but the organization has also found a "role" for any area residents whether on or off stage. Performers, ranging from 5-year-old kindergartners to adults in their senior years, perform both in BDACT's own theater and in the Beaver Dam High School auditorium. BDACT's current theater is a historic church building downtown, but the organization purchased a former Catholic grade school downtown in 2014 and will be renovating the structure to accommodate two theaters, improved patron services, enhanced dressing rooms, and additional prop storage.

Dodge County Historical Society

The Dodge County Historical Society's goal is the preservation of the history of Dodge County, with an emphasis on the preservation of the history of the City of Beaver Dam. The society, which is an affiliate of the Wisconsin State Historical Society, was formed in 1938, for the preservation of articles pertaining to the pioneer days and to the early history of Beaver Dam. The organization has been located at different sites over the years but is currently housed in the former Williams Free Library building located in the heart of downtown. The museum features changing seasonal exhibits, plus the "Tribute to Veterans" permanent exhibit, permanent displays of famous native sons and daughters, including actors Brian Donlevy and Fred MacMurray, athlete Maddy Horn, authors Harlowe Hoyt and Raymond Gallun, and

naturalist/explorer Delia Denning Akeley. Children love the “One Room Schoolhouse” permanent interactive exhibit for youth.

Beaver Dam Area Arts Association

One of Beaver Dam’s most successful homegrown companies, Advanced Products (now part of Burgess-Norton Manufacturing), was founded by Peter Seippel. As part of a family legacy, the Seippel home is leased to the Beaver Dam Area Arts Association (BDAAA) for use as the Seippel Homestead & Center for the Arts.

Today, the BDAAA uses the property as a cultural asset, not only for Beaver Dam but also the entire Dodge County region. The center hosts changing special exhibits and art classes and special programs monthly throughout the year. The Association’s mission, “to encourage and stimulate the promotion of the arts in Dodge County through community involvement, with focus on the visual arts” is fulfilled every day through activities at the Seippel Center.

The BDAAA also has a year-round gift shop with items any art lover would enjoy, but particularly at Christmas time when it becomes the Holiday Gift Gallery.

Shopping and Dining

Shopping

Beaver Dam has a wide variety of retail shopping venues, including the original downtown shopping district, as well as newer retail developments along the city’s edges.

The original retail shopping district for the city was downtown. It is still home to a coffee shop, antique stores, a jeweler, auto repair shops, restaurants, a dry cleaner, a furniture store, a floral shop, attorney offices, insurance, real estate and other professional offices, hobby and gift shops, banks, the city’s only movie theatre complex, and such institutions as the Dodge County Historical Society’s local history museum, Beaver Dam City municipal facilities, the Watermark, the Beaver Dam Chamber of Commerce, and the Beaver Dam Area Community Theatre.

Another cluster of business, including outdoor access malls with a variety of retail tenants, a department store with a pharmacy, a grocery store including a bank branch, gas stations, restaurants, lodging facilities, a Walgreen’s, and an automobile dealership, can be found at the Highways 151 and 33 (Park Avenue) interchange on Beaver Dam’s east side.

Along North Spring Street, between Mackie and Main Streets, there is a cluster of retail business that has been built on land that is part of the redevelopment of the former Monarch Range manufacturing plant property. It includes a grocery store, which also houses a bank branch, and an independent pharmacy. Other retail businesses in the area include a furniture store, an office supply store, and a credit union.

The largest concentration of retail shopping today in the city of Beaver Dam is found along North Spring Street. Businesses along this corridor include a wide variety of restaurants, lodging, gas stations, office space, strip malls with a variety of tenants, furniture and appliance stores, a bowling alley, auto dealerships, Kohl’s Department Store, Dunham’s Sporting Goods, JoAnn Fabrics, Staples, and a variety of other retail stores and gift shops.

Brand new “big box” stores and Beaver Dam’s newest retail developments are also found along the County Highway B interchange with Highway 151. They include three auto dealerships, two motorcycle dealerships, a Wal-Mart Super Center, a Menard’s, fast food chains, clothing stores, banks, and a variety of other retail businesses.

Dining

A number of restaurants and taverns, auto repair shops, several gas stations, a hardware store and the only marina on Beaver Dam Lake, cluster along the southern portion of Madison Street and along County Highway G at the southern tip of Beaver Dam Lake.

For more information about Beaver Dam, please visit:

<http://www.novoprint.com/beaverdamwiezbook.html>

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

http://www.wistravel.com/cities_in_wisconsin/beaver_dam_wisconsin/

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We look forward to working with you as a potential candidate for the Chief Financial Officer position for Beaver Dam Community Hospitals, Inc. in Beaver Dam, Wisconsin.

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