

DIGNITY HEALTH
St. Joseph's Hospital and Medical Center



Position Specification

**PRESIDENT, ST. JOSEPH'S HOSPITAL AND MEDICAL
CENTER**

JANUARY 2019

Prepared by Meyer Consulting
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The Opportunity

St. Joseph's Hospital and Medical Center (SJHMC), a part of Dignity Health, seeks applications and nominations for the position of President. The new President will succeed Patty White, SJHMC's President since 2012, who recently announced her retirement following a highly successful 30-year career with Dignity Health. Founded in 1895 by the Sisters of Mercy, SJHMC is now one of the leading tertiary academic referral centers in the Southwest. The 595-bed hospital and its clinical and specialty centers draw patients from across the nation and around the world.

SJHMC includes the internationally renowned Barrow Neurological Institute®, the Norton Thoracic Institute, Center for Women's Health, The Elliot Center for Multiple Births, University of Arizona Cancer Center at St. Joseph's, St. Joseph's Heart and Vascular Institute, and a Level I Trauma Center verified by the American College of Surgeons. U.S. News & World Report ranks SJHMC among the "Top-20" hospitals in the nation for neurosurgery, neurology, and gynecology and the hospital is nationally recognized in numerous additional clinical specialties. The hospital has been recognized as one of the "100 Great Hospitals in America" by Becker's Hospital Review and ranks in the top quartile nationally across clinical quality and patient satisfaction metrics.

Dignity Health is one of the nation's leading not-for-profit healthcare systems. Dignity Health and Catholic Health Initiatives are combining their complimentary resources and capabilities to create CommonSpirit Health (CSH), a new, non-profit Catholic health system that will be one of the country's largest healthcare systems, with 142 hospitals, 19 CINs, and over 150k employees at 700 care sites across 21 states.

SJHMC is in the midst of a profound expansion of its medical education, training, and research programs. SJHMC is aligned with Creighton University School of Medicine, which is consistently rated as a top-50 medical school nationally. SJHMC has served as a satellite campus of the medical school for ten years. SJHMC and Creighton have now come together to build a new, four-year medical school and health science park which will eventually house over 800 Creighton University health science students. Located adjacent to SJHMC in a new \$150m campus, the medical school is expected to enroll its first class in 2022.

The President, SJHMC is a broad and vital strategic and operational leadership position. Reporting to Linda Hunt, lead executive for Dignity Health's Arizona Region, the new President will lead SJHMC through transformational expansion and ensure its success in a dynamic healthcare landscape. S/he will guide the institution in its growth as a leading tertiary/academic medical center, enabling the successful integration and expansion of SJHMC's residency programs, medical education and research. The President will ensure the ongoing operational and financial success of SJHMC within a dynamic, rapidly expanding, and competitive healthcare marketplace. The role will have leadership responsibility for SJHMC and its more than 5,200 FTEs; its clinical specialty centers; and St. Joseph's Westgate, a new 23-bed acute-care hospital in Phoenix' West Valley. The President will be a key strategic leader and partner across SJHMC and within Dignity Health/CSH.

Candidates must possess progressively senior-executive healthcare experience within a complex, multi-site, multi-area healthcare organization including acute-care hospital operations with a minimum of seven (7) years experience in a related field and at least five (5) years of direct management experience. S/he will be a skilled relationship builder within and across complex organizations; a visionary with skill in creating and capitalizing on opportunities that underpin long-term organizational growth and success; have demonstrated outstanding financial and operational leadership; and be guided by an unshaking commitment to providing high quality, reliable and affordable care to patients, in support of the mission of Dignity Health/CSH. A strong understanding of both employed and independent medical groups is critical. A clinical background (MD, RN, PharmD) is a plus. Meyer Consulting has been exclusively retained to conduct this search. The procedure for candidacy is located at the end of this document.

St. Josephs Hospital and Medical Center

ORGANIZATIONAL OVERVIEW

HISTORY

St. Joseph's (SJHMC) is a nationally recognized center for high-quality tertiary care, medical education and research. Founded in 1895 by the Sisters of Mercy, St. Joseph's was the first hospital in the Phoenix area. SJHMC, a not-for-profit institution, has grown into the largest academic/tertiary center in the Phoenix metropolitan area. The 595-bed flagship facility is a key site for outstanding clinical care, medical education, and research.

CLINICAL OVERVIEW

SJHMC, which has served residents of Arizona for more than a century, is one of the leading tertiary academic referral centers in the Southwest. The hospital and its clinical and specialty centers draw patients from across the nation and around the world. SJHMC includes the internationally renowned Barrow Neurological Institute®, the Norton Thoracic Institute, Center for Women's Health, University of Arizona Cancer Center at St. Joseph's, and a Level I Trauma Center verified by the American College of Surgeons.

U.S. News & World Report ranks St. Joseph's among the "Top-20" hospitals in the United States for neurology, neurosurgery, and gynecology. SJHMC is also recognized for its excellence in stroke care, thoracic surgery, cardiovascular, orthopedics, oncology, geriatrics, community outreach, clinical excellence, and other areas. The hospital has been listed as one of the "100 Great Hospitals in America" by Becker's Hospital Review.



MEDICAL EDUCATION SJHMC is a home to robust, high-quality, and rapidly expanding medical education and training programs. The institution is affiliated with Creighton University School of Medicine, which is consistently rated as one of the top-50 medical schools nationwide and is the only Jesuit medical school west of the Mississippi.

Nearly 300 residents per year currently train at the institution. SJHMC has been a satellite campus for third and fourth-year Creighton University School of Medicine students since 2008, with 42 new students per year attending Creighton's Arizona campus. SJHMC and Creighton have partnered to open a new, four-year medical school and health sciences campus in downtown Phoenix. The new campus, located adjacent to SJHMC, is scheduled to welcome its first class of students in 2022.

SJHMC SCOPE SJHMC encompasses a broad footprint across the Phoenix metropolitan area. SJHMC includes the 595-bed flagship facility and its renowned specialty centers, including the world-renowned Barrow Neurological Institute, Norton Thoracic Institute, and others. The hospital had over 31,500 inpatient visits, more than 23,000 surgeries, and nearly 112,000 ER/Trauma visits in 2017. SJHMC also operates a mobile stroke unit with the Phoenix Fire Department.

SJHMC's organizational scope also includes the University of Arizona Cancer Center at St. Joseph's in Phoenix. The University of Arizona Cancer Center is one of 43 NCI-Designated Comprehensive Cancer Centers in the nation. The Cancer Center recently moved to a new, state-of-the-art, 220,000 square foot outpatient treatment and cancer research facility located at the Phoenix biomedical campus in downtown Phoenix. Inpatient cancer services are provided at St. Joseph's.

A new hospital, St. Joseph's Westgate, recently opened in the West Valley area of the Phoenix metropolitan area. The hospital, which sits organizationally within SJHMC, has 23 inpatient beds and provides a spectrum of medical services including general surgery, orthopedics, urology, gastrointestinal, and endoscopy. SJHMC has over 5,200 FTEs. In FY2018, SJHMC realized net income of \$28m on revenue of over \$1bn, and provided \$188m in charity care, community health and community support programs.

PHYSICIAN GROUPS More than 1400 physicians serve patients at SJHMC and its clinical and specialty centers. Key physician groups at SJHMC include Dignity Health Medical Group, which employs 240 physicians in the Phoenix area, and Integrated Medical Services, a joint-venture between SJHMC and Dignity Health with over 1200 independent physicians. SJHMC also has joint-ventures with One Medical Group, Mercy Care, USPI, Carondelet, Phoenix Children's Hospital and US Renal Care, as well as co-management joint-ventures.

QUALITY In 2017, SJHMC ranked in the top quartile nationally for clinical quality. SJHMC patient satisfaction rankings for the same period exceeded the 88th percentile nationally.

PHILANTHROPY

SJHMC is supported by the St. Joseph's Foundation. In 2018, the Foundation provided over \$4.7m in philanthropic support to SJHMC, a 20% increase from 2017. The Foundation develops relationships and receives support from grateful patients and their families, members of the community, and from key organizations in the region, some of whom have financially supported St. Joseph's for more than 30 years.

The Barrow Neurological Foundation supports the work of the Barrow Neurological Institute. Last year, donors contributed a record-breaking \$39.3m to advance clinical care, research and education at BNI.

PEDIATRIC CARE

In 2011, SJHMC transitioned its pediatric services to Phoenix Children's Hospital (PCH). In accordance with the strategic alliance that takes advantage of the combined expertise of both organizations, St. Joseph's will no longer care for pediatric inpatients that are 14 and younger. St. Joseph's will continue to provide care for adolescents 15 and older, neonatal patients and maternity patients. In addition, pediatric patients will continue to be cared for in all Dignity Health Arizona hospital's Emergency Departments and in several of the hospital's outpatient clinics. Dignity Health owns a 20% stake in PCH and has representation on the PCH Board of Directors.

Phoenix Children's, one of the nation's leading children's hospitals, is nationally ranked in 10 pediatric specialties. PCH is a full-service non-profit children's hospital and the only freestanding children's hospital in the state. Phoenix Children's is home to Arizona's only Level 1 Pediatric Trauma Center. The 363-bed hospital includes 72 pediatric ICU beds and 33 neonatal intensive care beds, employs approximately 4,000 people including 275 pediatric providers, and has a total clinical staff of nearly 1,000 providers.

SJHMC CLINICAL AND SPECIALTY CENTERS

BARROW NEUROLOGICAL INSTITUTE® (BNI)

Barrow Neurological Institute® (BNI) is the world's largest dedicated neurosurgical center and a leader in neurological and neurosurgical training, research, and patient care. More operative neurosurgical procedures take place at BNI than at any other institution in the United States. Under the directorship and vision of Dr. Robert Spetzler and Dr. Volker Sonntag, the institution's unique capabilities and achievements became internationally renowned.

Today, BNI is led by Dr. Michael Lawton, CEO, and Dr. Paul Shafer, Senior Vice President. Dr. Lawton, one of the nation's leading neurosurgeons, previously served as Vice-Chair and Director of Cerebrovascular surgery at UCSF prior to joining BNI as its CEO in 2016. Dr. Shafer, BNI's Senior Vice President, also serves as Chairman of the Department of Neurology.

Founded in 1962, the institution has grown into one of the premier destinations in the world for neurology and neurosurgery. Today, BNI's clinical volumes are unparalleled by any other organization worldwide. Barrow receives referrals from across the United States as well as internationally; approximately 100 neurosurgical procedures per week are performed in BNI's 11 dedicated neurosurgical operating rooms. The institution's 64-bed neurosurgical ICU is the largest of its kind in the world. BNI is home to the Muhammad Ali Parkinsons Center (MAPC). Founded in 1997, MAPC is recognized as a National Parkinsons Foundation Center of Excellence.



BNI is a world-leader in neurological and neurosurgical training and research. Its neurological surgery residency accepts four residents per year, making it the largest program in the country, and the BNI residency is among the most sought after neurosurgical training programs in the world. BNI is also recognized as one of the top neurology and neurological surgery departments worldwide in terms of overall academic productivity.

NORTON THORACIC INSTITUTE (NTI)

Norton Thoracic Institute (NTI) is one of the nation's leading medical centers for the diagnosis and treatment of lung, esophageal, and chest diseases. Home to the nation's busiest lung transplantation program, NTI has earned a reputation for excellence and innovation in caring for patients with complex and difficult thoracic problems.

With a heavy emphasis on education and research activities, NTI conducts groundbreaking research and trains young physicians to improve outcomes for patients in Arizona and beyond. NTI physicians are dedicated to researching ways to improve patient care, from basic science research into the mechanisms of thoracic disease to cutting-edge clinical trials of new treatment options.

ST. JOSEPH'S CENTER FOR WOMEN'S HEALTH

The St. Joseph's Center for Women's Health is dedicated to meeting the healthcare needs of women of all ages. The Center offers comprehensive care ranging from routine yearly well-woman visits, to advanced treatment for high-risk pregnancy, pelvic pain or women's cancer. The Center's services have drawn patients from throughout the

world. The Center is nationally ranked by U.S. News and World Report as a “Top-20” Hospital nationally for gynecological services.

**ELLIOT CENTER
FOR MULTIPLES**

The Elliot Center for Multiples, founded and directed by Dr. John Elliot, is a national and international destination for multiple births. Dr. Elliot is an internationally-recognized perinatologist and authority in maternal-fetal medicine who has delivered more quintuplets than any other doctor. He also serves as medical director of Arizona Mother-Baby Care, a joint-venture between SJHMC and Phoenix Children’s that combines the expertise and resources of the Arizona Care Network and Phoenix Children’s Care Network.

**THE UNIVERSITY OF
ARIZONA CANCER
CENTER AT ST.
JOSEPH’S IN
PHOENIX**

The University of Arizona Cancer Center at St. Joseph’s in Phoenix is an NCI-Designated Comprehensive Cancer Center offering comprehensive cancer services including infusion, radiation oncology, diagnostic imaging, endoscopic/interventional radiology, immunotherapy and precision medicine, a women’s center, specialized cancer clinics, patient wellness and support services, a prevention/executive health clinic, clinical lab space, and other related support areas.

The Cancer Center is based in a 220,000 square foot, \$100m facility opened in 2015. Outpatient care is provided at the Cancer Center, with inpatient cancer care provided at SJHMC. The Cancer Center achieves consistently strong rankings for patient satisfaction, with Press Ganey scores ranging from the 72nd to 94th percentile across six key metrics.

**TRAUMA
DEPARTMENT AT
ST. JOSEPH’S**

For over two decades, St. Joseph’s has been committed to maintaining a leadership role in advancing excellence in trauma care throughout Arizona. It has maintained national recognition by the American College of Surgeons’ (ACS) Committee on Trauma. With approximately 83,000 patient visits per year, its Level 1 Trauma Center is one of the largest trauma centers in the Southwest. The expertise of Barrow Neurological Institute® for head and spine injury, the Norton Thoracic Institute, and the Trauma Department for multi-system major injury management provides experienced care for its patients.

**ST. JOSEPH’S
HEART AND
VASCULAR
INSTITUTE**

From preventative care to state-of-the-art diagnostic and treatment technologies, St. Joseph’s Heart and Vascular Institute provides a full range of adult cardiovascular services. The Center earned the 2018 American Heart Association – Heart Failure Silver Plus Achievement award.

SJHMC’s state-of-the-art Heart and Lung Tower, also home to the Norton Thoracic Institute, features cardiothoracic operating rooms, a cardiothoracic intensive care unit, cardiac telemetry unit and cardiac catheterization laboratory. St. Joseph’s skilled cardiovascular providers offer some of the most advanced and minimally invasive options available today.

SJHMC MEDICAL EDUCATION AND RESEARCH

OVERVIEW

SJHMC is a key site for medical education and training. SJHMC is affiliated with the Creighton University School of Medicine, which is consistently ranked among the top-50 medical schools in the United States and is the only Jesuit medical school west of the Mississippi. SJHMC is also home to highly regarded schools of dentistry, allied health, physician assistant training, and pharmacy. The organization and its clinical and specialty centers received \$36m in research funding in 2018.

Nearly 300 residents per year train at SJHMC, spanning a breadth of residency programs including family medicine, internal medicine, neurology, neurosurgery, OB/GYN, pharmacy, radiology, and surgery. The neurological surgery residency at Barrow Neurological Institute is the largest neurosurgical residency program in the country and one of the most sought after neurological surgery residency programs in the world.

CREIGHTON UNIVERSITY SCHOOL OF MEDICINE: ARIZONA CAMPUS

The relationship between SJHMC and Creighton deepened significantly in 2009, with Creighton University School of Medicine opening a satellite campus at St. Joseph's. This very successful program sees 42 third-year medical students complete their medical rotations at SJHMC each year, with many students also electing to complete their fourth-year rotations at SJHMC. Faculty based at SJHMC hold full faculty positions within the Creighton University School of Medicine.

In September 2018, Creighton and SJHMC announced that they have come together to build a new, four-year campus of the Creighton University School of Medicine in Phoenix, representing a significant expansion of the University's presence in Arizona. A new \$100m, 200,000 square foot health science park, located adjacent to St. Joseph's hospital, is expected to open in 2021. The campus will eventually house nearly 800 Creighton health science students, with the inaugural class expected to enroll in 2022.



A rendering of Creighton University's planned \$150 million medical school in midtown Phoenix.
COURTESY OF CREIGHTON UNIVERSITY

The expansion will include a four-year medical school, nursing school, occupational and physical therapy schools, pharmacy school, physician assistant school and emergency medical services program. A second building adjacent to the first may be added in the future.

**CREIGHTON
UNIVERSITY –
ARIZONA HEALTH
EDUCATION
ALLIANCE**

Launched in 2017, the Creighton University – Arizona Health Education Alliance brings together SJHMC, Maricopa Integrated Health System (MIHS) and District Medical Group (DMG) to improve and expand current health education programs offered by each of the entities. The coordination of robust residency programs across these institutions will result in nearly 700 residents per year rotating through SJHMC.

DIGNITY HEALTH: ARIZONA REGION

OVERVIEW

SJHMC is the flagship institution within Dignity Health’s Arizona Region. The region is comprised of seven hospitals, 14 imaging centers, specialty care centers, ambulatory and outpatient medical facilities, and medical groups. Dignity Health Arizona achieved net income of \$98m on net revenue of over \$2.2bn in FY2018.

Dignity Health Arizona Region hospitals include:

**DIGNITY HEALTH:
ARIZONA REGION
HOSPITALS**

St. Joseph’s Hospital and Medical Center

Founded in 1895, SJHMC is a nationally-ranked 595-bed academic, tertiary referral center located in Phoenix.

Chandler Regional Medical Center

Serving residents of the East Valley of the Phoenix area since its founding in 1961, the hospital has grown into a 338-bed full-service acute care facility with over 2,500 employees and almost 1,000 doctors on staff. Chandler Regional joined Dignity Health in 1999.

Mercy Gilbert Medical Center

Opened in 2006, Mercy Gilbert Medical Center is a full-service, 212-bed, acute care hospital that provides healthcare to the East Valley of the Phoenix metro region.

St. Joseph’s Westgate Hospital

Opened in 2014, St. Joseph’s Westgate is a 24-bed inpatient hospital located in Glendale, in the West Valley area of the Phoenix metro area. The hospital sits organizationally within the SJHMC umbrella.

The University of Arizona Cancer Center at Dignity Health St. Joseph’s

Dignity Health’s Arizona Region includes the Phoenix campus of the NCI-Designated University of Arizona Cancer Center. The center is located in downtown Phoenix at a new 5-story, 220,000 square foot outpatient care facility and research center opened in 2015.

Arizona General Hospital – Mesa

Opened in 2018, this 50-bed, inpatient hospital serves residents of Mesa, in the rapidly expanding East Valley region of the Phoenix metro area.

Arizona General Hospital – Laveen

Opened in 2015, this facility serves the Southwest valley of the Phoenix metro area with a 24-hour emergency room and 9 inpatient beds.

DIGNITY HEALTH / SJHMC ARIZONA BUSINESS PARTNERS

MERCY CARE PLAN

Mercy Care Plan is a not-for-profit health plan serving over 350,000 Medicaid and Medicare beneficiaries. Established in Phoenix, Arizona in 1985, Mercy Care is jointly sponsored in Phoenix by St. Joseph's Hospital and Medical Center (a member of Dignity Health) and, in Tucson, by Carondelet Health Network (a member of Ascension Health). The plan is fully administered by Aetna.

MINUTE CLINIC

A clinical collaboration exists with CVS Caremark's MinuteClinic, the retail healthcare division of the company. This partnership allows for high quality, affordable healthcare services in 10 walk-in medical clinics within the Valley. As part of the agreement, Dignity Health collaborates on patient education and disease management initiatives. If the level of care is beyond what can be taken care of at the clinic, Dignity Health accepts the patient referrals. MinuteClinics are staffed by nurse practitioners who specialize in family healthcare.

PHOENIX CHILDREN'S HOSPITAL

In June 2011, St. Joseph's transitioned its pediatric services to Phoenix Children's Hospital (PCH). In accordance with the strategic alliance between the two organizations, St. Joseph's will no longer care for pediatric inpatients that are 14 and younger. St. Joseph's will continue to provide care for adolescents 15 and older, neonatal patients and maternity patients. In addition, pediatric patients will continue to be cared for in all Dignity Health Arizona hospital's Emergency Departments and in several of the hospital's outpatient clinics. This alliance takes advantage of the combined expertise of both organizations and establishes Phoenix Children's as one of the nation's top-tier children's hospitals. Dignity Health holds a minority interest in the hospital and has representation on the PCH Board of Directors.

UNITED SURGICAL PARTNERS INTERNATIONAL

Dignity Health is a partner with United Surgical Partners International, with a number of outpatient surgery centers throughout Maricopa County. One of these facilities is OASIS Hospital, a 94,000 square-foot surgical hospital that features 64 inpatient patient rooms, eight operating rooms, a lab and pharmacy. The hospital delivers high levels of inpatient surgical care while striving to support the initiative of reducing the costs of healthcare delivery. During the first two quarters of 2012, more adults elected to have

their inpatient orthopedic surgeries at OASIS Hospital than at any other hospital in Maricopa County.

**UNIVERSITY OF
ARIZONA CANCER
CENTER**

In December 2011, St. Joseph's and The University of Arizona Cancer Center, one of only 43 NCI-Designated Comprehensive Cancer Centers in the nation, entered into an agreement to form an innovative collaboration in Phoenix. The two organizations created an affiliation – in collaboration with community-based oncologists -- to transform the delivery of cancer care and establish a premier center for ambulatory and inpatient oncology. Under the agreement, St. Joseph's now serves as The University of Arizona Cancer Center in Phoenix's primary inpatient clinical site. Outpatient clinical services are offered at the new, 220,000 square foot, \$100m outpatient center at the downtown Phoenix Biomedical Campus which opened in 2015. The vision of both organizations is to create an international model of integrated healthcare to fight cancer.

**U.S. HEALTHWORKS
/ CONCENTRA**

Dignity Health has acquired U.S. Healthworks, the largest independent operator of occupational medicine and urgent care centers in the United States. Dignity Health is extending its mission into new care settings in order to deliver quality care more efficiently and improve the overall health status of the communities it serves. The acquisition reflects the organization's vision to become a national, integrated delivery network by 2020. U.S. Healthworks operates in 172 locations nationwide – including six locations in Arizona – and has a network of more than 2,700 employees, including approximately 800 medical providers who deliver quality care to more than 12,000 patients each day.

**ABRAZO HEALTH /
TENET**

Two of the state's largest hospital and health care organizations, Dignity Health and Tenet, which owns Abrazo Health Care, announced the intention to create a joint Accountable Care Organization (ACO). This alliance will involve more than 700 physicians throughout Maricopa County. The ACO will support enhanced clinical collaboration and care improvements for Medicare patients in the Valley. Developing the accountable care enterprise will better position the two organizations, physicians and other partner organizations to respond to the expanded requirements and processes within the changing healthcare environment. Dignity Health and Abrazo / Tenet also will be working together to increase the number of Arizona physicians affiliated with their combined ACO.

Dignity Health Arizona Partners

Aligned with best-in-class partners; working collaboratively
toward common goals



08/2018



DIGNITY HEALTH ARIZONA / SJHMC LEADERSHIP

DIGNITY HEALTH ARIZONA REGION

Linda Hunt, SVP, Operations for Dignity Health, is the senior executive responsible for overseeing Dignity Health's Arizona service area. Under Hunt's leadership, Dignity Health in Arizona has grown into a highly respected and comprehensive health care system. During her previous role as President of St. Joseph's Hospital, the 595-bed facility became the busiest hospital in Arizona and attracted patients from around the world to its Barrow Neurological Institute and the Muhammad Ali Parkinson Center. Hunt is currently Chair of the Phoenix Forward Healthcare Leadership Council and is a member of the Governor's business leadership council, called Arizona Zanjero. She serves or has served on numerous additional healthcare, business, medical education and community boards and leadership councils.

Hunt has received local and national recognition for her leadership in the healthcare field, including being named one of the “Top 25 Women in Healthcare” by *Modern Healthcare* magazine, a “Top 25 Most Admired CEOs” by the Phoenix Business Journal, and she was given the “Transformational Leader” award by the Arizona Chamber of Commerce and Industry. Among many other honors and awards, Hunt was named Bioscience Leader of the Year and was a finalist for the prestigious Athena Award.

She received her BSN from William Carey College in Mississippi and her MSN from the University of Colorado Health Sciences Center. She graduated from the Johnson & Johnson Fellows Program in Management at the prestigious Wharton School at the University of Pennsylvania and was on the faculty at the University of Colorado Health Sciences Center and Regis University in Denver.

**SJHMC PRESIDENT
(OUTGOING)**

Patty White has served as President of St. Joseph’s Hospital and Medical Center since 2012. A trained cardiovascular nurse, she has been a leader in the Dignity Health Arizona Service Area for more than 30 years. Patty began her career at the patient bedside and progressively moved through management positions in the organization. She has served as COO, Chief Nursing Executive and VP of Operations at SJHMC. She served as president of Chandler Regional Medical Center for three years prior to becoming President of SJHMC.

Known for being a servant leader, Patty has dedicated her career to improving the patient experience and health in the community. She serves on the Fresh Start Women’s Foundation Board of Directors and was board chair for the Arizona Hospital and Healthcare Leadership Academy and has been extensively involved with other leading regional and national associations and councils. She earned her BSN from Central Missouri State University and her MSN from the University of Arizona.

Organization charts for SJHMC and Dignity Health: Arizona Region are located in the appendix.

CommonSpirit Health

COMMONSPIRIT HEALTH FORMATION

**DIGNITY HEALTH
AND CATHOLIC
HEALTH
INITIATIVES:
COMMONSPIRIT
HEALTH**

Dignity Health and Catholic Health Initiatives (CHI) are combining to create CommonSpirit Health (CSH) a new, nonprofit Catholic health system focused on creating healthier communities. Both CHI and Dignity Health believe that everyone deserves access to quality, affordable health care.

Combining complementary resources and capabilities, CommonSpirit Health will consist of 142 hospitals, 19 clinically integrated networks, thousands of physicians, over 700 care sites, more than 150,000 employees, and thousands of volunteers. CSH will serve

hundreds of communities across 21 states; more than 1 in 4 Americans live near a CSH facility. Combined, CSH providers and facilities have 20m patient visits, 4m emergency care visits, conduct 650k inpatient and outpatient surgeries, deliver more than 100k babies, and provide over \$4.2bn in charity care, community benefits, and unreimbursed government programs each year.

CSH will create a stronger system to increase investment in critical access areas to advance quality of care while ensuring caregivers are positioned to succeed within the evolving health care field. This combination enables the new system to expand access to outpatient and virtual care settings, share clinical advancements, and provide the people and communities they serve with access to leading technologies, innovation, and some of the best and brightest caregivers in the U.S.

The new health system will build a stronger operational and financial foundation to expand access to quality care, build upon complementary resources and capabilities, and reinvest in critical areas to accelerate improvements in care delivery that promote the shift from sick-care to well-care.

Learn more here: <https://www.advancinghealthcaretogether.org/>

DIGNITY HEALTH

OVERVIEW

Dignity Health, one of the nation's largest nonprofit health care systems, is a network of more than 9,000 physicians and 63,000 employees. The faith-based organization was formed in 1986 when two congregations of the Sisters of Mercy joined their ten hospitals together to form Catholic Healthcare West. Six congregations of religious women now sponsor the organization under the name Dignity Health, which now includes over 400 care centers, including hospitals, urgent and occupational care, imaging centers, and primary care clinics.

Today, Dignity Health is one of the largest health systems in the nation with care sites including 40 hospitals located across California, Nevada, and Arizona -- 24 of which are Catholic and 15 are other-than-Catholic. Through teamwork and innovation, faith and compassion, advocacy and action, Dignity Health endeavors every day to keep patients happy, healthy, and whole.

Headquartered in San Francisco, Dignity Health's mission is to emphasize providing compassionate, high-quality, and affordable patient-centered care with special attention to those who are poor and underserved, in partnership with the communities it serves.

DIGNITY HOSPITALS MAP



FINANCIAL SUMMARY For FY2018 (ending June 30, 2018), Dignity Health posted \$933m in operating income on \$14.2bn in revenue. Dignity Health provided \$2.1 billion in charity care, community benefit, and unpaid cost of government programs. Dignity Health is rated “A3” by Moody’s, “A” by Standard and Poor’s, and “A-” by Fitch.

A not-for-profit organization, Dignity Health reinvests net income into the organization. In FY2018, capital expenditures of \$543m covered project costs for digital and information technology, medical equipment, continued seismic upgrades, and new patient facilities. Important balance sheet related financial metrics, such as cash to debt and debt to capitalization also improved in 2018 compared to prior years.

MISSION, VISION AND VALUES

Dignity Health and our Sponsoring Congregations are committed to furthering the healing ministry of Jesus.

- Delivering compassionate, high-quality, affordable health services;
- Serving and advocating for our sisters and brothers who are poor and disenfranchised; and
- Partnering with others in the community to improve the quality of life.

People from around the world rely on St. Joseph’s Hospital and Medical Center to be a leader in providing quality care, education and training, and development of new ways to prevent and treat complex health care challenges.

Dignity Health is committed to providing high-quality, affordable health care to the communities we serve. Above all else we value:

- Dignity - Respecting the inherent value and worth of each person.
- Collaboration - Working together with people who support common values and vision to achieve shared goals.
- Justice - Advocating for social change and acting in ways that promote respect for all persons and demonstrate compassion for our sisters and brothers who are powerless.
- Stewardship - Cultivating the resources entrusted to us to promote healing and wholeness.
- Excellence - Exceeding expectations through teamwork and innovation.

To learn more visit: <https://www.dignityhealth.org/>

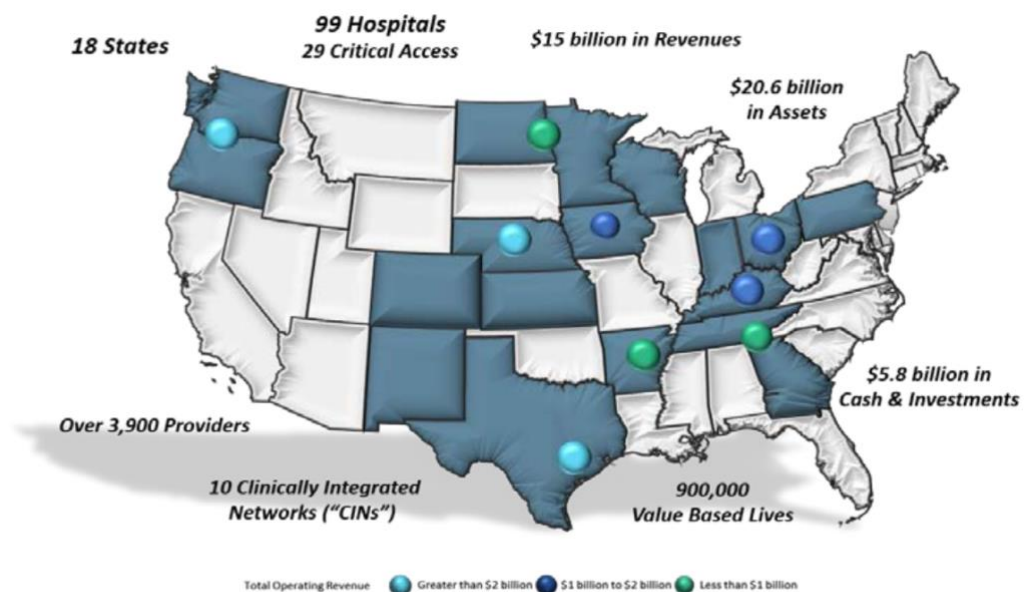
CATHOLIC HEALTH INITIATIVES

OVERVIEW

Catholic Health Initiatives (CHI), a nonprofit, faith-based health system formed in 1996 through the consolidation of four Catholic health systems, expresses its mission each day by creating and nurturing healthy communities.

One of the largest health systems in the nation, Englewood, Colorado-based Catholic Health Initiatives operates in 18 states with 101 hospitals, including two academic health centers and major teaching hospitals as well as 30 critical-access facilities; community health services organizations; nursing colleges; home health agencies; senior living communities; and other facilities and services.

CATHOLIC HEALTH INITIATIVES MAP



FINANCIAL SUMMARY

In fiscal year (FY) 2018, Catholic Health Initiatives realized net income of \$222m on over \$15bn in revenue. CHI provided \$2bn in charity care, community benefit, and unpaid cost of government programs.

For additional information please visit: CatholicHealthInitiatives.org.

Community Description

OVERVIEW

The Phoenix Metropolitan area, often referred to as the Valley of the Sun, includes greater Phoenix and the cities of Chandler, Scottsdale, Mesa, Glendale, Tempe and Peoria. Phoenix is the fifth-largest city in the United States with a population of over 1.6 million. The greater Phoenix metropolitan area has a population of 4.5 million and is one of the fastest growing metropolitan areas in the US. Arizona is a very culturally diverse State. In addition to a large Hispanic population Arizona is also home to 22 Native American tribes.

AREA ECONOMY

The area is home to Arizona State University and numerous Fortune 500 and 1000 companies including Avnet, PetSmart, Go Daddy, Discount Tire, Fender, Insight, Apollo and Sprouts. Other major companies that have a large presence in Phoenix include Intel, American Airlines and American Express. The metropolitan area is 5th in the nation for job growth. The area is also a major tourist and conference destination with 10 million visitors from the US and around the world. The area ranks among the nation's top cities for five star resorts.

LIFESTYLE AND RECREATION

The area is home to a variety of different residential options ranging from vibrant downtown Phoenix, Scottsdale and Tempe urban living to world-class suburban areas. The Phoenix area is one of the few cities with franchises in all four major professional sports leagues. There are six lakes within 75 miles of Phoenix. It is also home to some of the best golf courses in America.

SCHOOLS

The Phoenix area offers a variety of public, charter, private and parochial schools including BASIS, the number 1 ranked private school in the US. Several of the public high schools in the area are ranked in the top 100 high schools in the US.

ADDITIONAL INFORMATION

For more information please go to:

<https://www.phoenix.gov/visitors>

<https://www.visitphoenix.com/>

https://en.wikipedia.org/wiki/Phoenix,_Arizona

Position Summary

TITLE:

PRESIDENT, ST. JOSEPH'S HOSPITAL AND MEDICAL CENTER

REPORTS TO:

LINDA HUNT, SVP OPERATIONS, DIGNITY HEALTH ARIZONA REGION

OVERVIEW

The new President of St. Joseph's Health and Medical Center will report to Linda Hunt, the SVP, Operations and the senior executive of Dignity Health Arizona. Patty White, the current President of SJHMC, announced her pending retirement January 11 but will

continue to serve as President over the next several months as the national search is conducted. The President is a critical recruitment for the health system. White has served as President of SJHMC since 2012, and securing an effective and smooth transition of leadership is a priority for the health system. Having had only two CEOs over the last 20+ years, SJHMC has been characterized by stable leadership that is committed to the hospital and the community.

SCOPE

The President, SJHMC is a broad and vital strategic and operational leadership position. As the leader of one of the most historic and prestigious tertiary academic medical centers in the western United States, the President will ensure the execution of hospital strategy, management, financial performance and oversight of all operational components of the hospital, in accordance and alignment with system strategy. S/he will be a key member of the CommonSpirit Health (CSH) Arizona executive leadership team and a key strategic partner within CSH.

The President will have leadership responsibilities across the constituent elements of SJHMC, will plan and implement new business strategies, and lead and develop effective relationships with existing and new CSH/SJHMC partners. S/he will serve on the SJHMC community advisory board as well as the Board of Integrated Medical Services (IMS). The President will plan and implement new business strategies and manage relationships with

The President is responsible for articulating CSH/SJHMC mission and strategic direction and for leading efforts to achieve compassionate, high-quality, cost effective health care delivery by upholding the organization's mission and values and using them to guide decision-making.

DIRECT REPORTS

The President will have responsibility for the effective operations of SJHMC, St. Joseph's Westgate Hospital, and their more than 5,500 employees. Direct reports to the President, SJHMC include:

- Chief Medical Officer, VP Academic Affairs
- Chief Operating Officer, Barrow Neurological Institute
- Chief Operating Officer, SJHMC
- Chief Nursing Executive, SJHMC
- President, St. Joseph's Foundation
- Vice President, Oncology
- Chief Financial Officer, SJHMC
- Vice President, Strategy and Business Development (dual report to Dignity Health regional executive)
- Vice President, Cardiothoracic Services

Duties and Responsibilities

	<p>The President, SJHMC will provide effective leadership in multiple areas including:</p>
STRATEGY	<ul style="list-style-type: none">• Direct and oversee SJHMC’s broad portfolio of healthcare assets; demonstrate a strong understanding of different service lines and delivery models within the market as well as the attributes (i.e., legal, structural, economic, and employment models and strategies) that create successful organizations;• Identify and drive organizational and cultural changes needed to adapt strategically to changing market demands, technology and internal initiatives; act as a catalyst for new approaches to improve results by transforming organizational culture, systems, and/or products/services;• Oversee the development of key service lines; in collaboration with SJHMC senior management, develop and execute strategies for each line of business/service within the market area;• Identify opportunities and priorities in the market; plan and implement new businesses using a variety of business models; build/implement strategic relationships with external partners and physicians;• Develop and implement the SJHMC strategic plan in coordination with the the CSH Regional President; define and be accountable for the successful implementation of annual goals and tactics consistent with the strategic plan.• Communicate to all relevant stakeholders the goals and priorities as established through the strategic planning process; express a clear vision and create linkages between current and future activities.
OPERATIONS	<ul style="list-style-type: none">• Translate strategic priorities into operational reality; align communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results;• Drive operational excellence in quality, safety, service, employee engagement, and workforce development;• Maintain and enhance strong financial performance; develop and implement strategies that ensure the long-term growth and financial success of the enterprise in a rapidly growing but highly competitive market;• Ensure the provision of affordable, high-quality health care services, in alignment with SJHMC/CSH’s mission, vision and values;• Understand the competitive marketplace and be skilled at brand building;• Have a strong knowledge of regulatory issues; ensure regulatory compliance with all applicable state and federal laws and regulations.
PHYSICIAN GROUP AND ACADEMIC RELATIONSHIPS	<ul style="list-style-type: none">• Develop effective, communicative and trusting relationships with the leadership and members of Dignity Health Medical Group, Integrated Medical Services, Creighton

University School of Medicine's Arizona leadership and faculty, Barrow Neurological Institute, and the University of Arizona Cancer Center;

- Provide leadership to develop and ensure the successful implementation, execution, and growth of SJHMC's academic medical programs in coordination with Creighton University School of Medicine and the University of Arizona;
- Develop and execute strategies that enable ongoing deep and effective relationships with affiliated employed and independent physician groups; ensure effective and efficient coordination between SJHMC administrative and operational functions with physicians and faculty;
- Coordinate closely with physician group leadership to ensure and champion ongoing excellence and continual improvement in operational effectiveness, clinical quality, patient satisfaction, and evidence-based best practices.

PROFESSIONAL RELATIONSHIP BUILDING

- Maintain and develop effective relationships with relevant Boards, contracted health plans, physician stakeholders and leadership, senior management, employees, major donors, local government and the public;
- Provide effective representation on and communication with relevant Boards of Directors;
- Develop and maintain successful relationships with CSH regional and system leadership and with other CSH Health hospitals and providers, in alignment with system strategic objectives;
- Define and support a culture of collaboration, integrity, transparency, customer service, relationship based care and continuous learning;
- Represent SJHMC to the public to gain support and commitment for its mission and foundation development / fundraising; serve as the primary advocate and spokesperson for SJHMC serve on professional and civic organizations;
- Create opportunities to further engage and align SJHMC with affiliated physician and faculty groups as partners in providing outstanding patient care.

LEADERSHIP

- Responsibility for recruitment, retention, development, succession planning and engagement of the senior management team; expect and demonstrate superior performance and a results orientation;
- Ensure open communication and an effective management structure; provide ongoing selection and oversight for senior management including feedback, mentoring, coaching and opportunities for skills development;
- Establish systems and processes to attract, develop, engage and retain talented individuals; create an environment that enables effective and high-functioning teams where people can realize their full potential.

Goals and Objectives

Within the first 18-24 months, the successful new President, SJHMC will have:

- Established him/herself as a trusted, effective, strategic, collaborative and communicative leader across SJHMC, CSH, physician groups, and the community; have proven the ability to skillfully manage complex relationships;
- Effectively communicated SJHMC/CSH strategy, developed and implemented plans to achieve strategic and operational goals, and gained buy-in across SJHMC and its partners;
- Displayed a strong understanding of and commitment to furthering the mission, vision and values of SJHMC/CSH; have established themselves as a leader with high integrity;
- Shown the ability to develop innovative approaches and business solutions in a dynamic market and handle ambiguity; displayed well-reasoned yet timely decision-making that capitalizes on opportunities, and addresses future challenges/needs;
- Proven themselves as a strong operational leader who drives continuous improvements in institutional efficiency, effectiveness, quality and management;
- Successfully furthered the development and implementation of SJHMC's relationship with Creighton University and the new four-year Arizona medical campus; have developed strong relationships and executed effective strategies / plans that successfully implement and realize the full potential of the relationship;
- Maintained and enhanced SJHMC's excellent financial and operational performance; developed and implemented plans that bolster SJHMC's commercial payor mix and overall marketshare in a rapidly growing but fiercely competitive environment;
- Moved SJHMC towards the "next-level" of clinical care and research; championed SJHMC's top priority of being a "high-reliability" destination medical center that consistently provides an uncompromising level of clinical quality and patient satisfaction;
- Displayed a deep and strategic understanding of key business trends and issues in the healthcare sector and a strong understanding of the regional healthcare landscape;
- Developed and built effective and collaborative relationships with SJHMC physician groups; proven understanding of and responsiveness to the priorities and determinants of success for both employed and independent physicians;
- Assessed opportunities and prioritized the development of new lines of business; moved to effectively align SJHMC partnerships and capitalize on SJHMC's growing ACO and vertically integrated structure;
- Effectively developed the relationship with St. Joseph's Westgate and advanced the presence and marketshare of SJHMC / St. Joseph's Westgate in the West Valley region;
- Championed an open, proactive, and mission-driven culture of collaboration, integrity, and effective communication throughout and across the organization.

Candidate Qualifications

OVERVIEW

The successful candidate will be an experienced, strategic, and visionary leader and relationship builder with strong demonstrated operational, strategic, and communication skills. S/he must have a minimum of seven (7) years of experience in a related field with a minimum of five (5) years of direct management experience. Progressively senior-executive healthcare experience within a complex, multi-site, multi-area healthcare organization including acute care hospital operations is required.

S/he will possess strong operational and strategic leadership experience within a complex tertiary health system with an academic affiliation or within a large academic medical center in a competitive market, including a strong understanding of and experience working with both employed and independent physician groups.

The preferred candidate will have a track record of accomplishments and experience that demonstrate a strong knowledge of academic medicine and the key determinants of success in growing and integrating academic medical programs and new initiatives within a sophisticated hospital system. A clinical background / qualifications (MD, RN, PharmD or similar) is a plus. An undergraduate degree is required. Master's degree in healthcare administration or business, management or a combination of education (or an equivalent combination of education and/or additional job experience) is preferred.

ADDITIONAL CHARACTERISTICS

Additional characteristics of the desired candidate include:

- Demonstrated successes in hospital / system operations; can implement and execute organizational initiatives that drive continuous improvement in operational effectiveness and efficiencies, clinical quality, patient experience and engagement;
- Consistently demonstrates a “patient-first” mindset that places top priority on the quality and safety of services provided to patients;
- A strategic thinker who has vision and a “systems perspective,” is able to deal with complexity, take thoughtful risk in ambiguous and dynamic environments, make decisions and execute;
- Uses a strong understanding of key market drivers to create and seize business opportunities, expand into new markets, and launch innovative products, services, and partnerships;
- Has the ability to proactively develop and implement strategies that enhance market share and payor mix in a competitive healthcare environment;
- A skillful manager of complex relationships; a relationship-builder who consistently displays strategic and collaborative leadership with internal / external constituents and partners and who develops sustainable “win-win” solutions;

- Experience working in an academic center or tertiary center affiliated with a medical school; experience with integrating a new or newly-partnered medical school within a health system would be ideal;
- Proven success in physician relations including understanding of the dynamics of both employed and independent physicians and their determinants of success; a record of collaborating / leading successfully with highly sophisticated clinicians;
- Experience interacting with managed care organizations and an understanding of innovative risk/gain share models including Accountable Care Networks and population health;
- Experience with operational efficiency models such as Lean or Six-Sigma preferred;
- Effective and strategic relationship development and management at a senior level, across a breadth of internal and external stakeholders / constituents; experience successfully working with / serving on Boards of Directors;
- An outstanding communicator and listener who effectively articulates priorities, can rally and motivate a diversity of stakeholders towards a compelling vision, who seeks input to clarify issues and ensures decisions are clearly understood;
- A leader who doesn't personalize conflict; who encourages direct and tough debate, finds common ground, and gains buy-in;
- A leader who delegates effectively; empowers and shares authority to enable and develop the capabilities of their management team; proven success in developing leaders and effective teams;
- Experience serving as a public representative of the organization is a plus as is experience with Foundations and successful fundraising experience;
- A commitment to understanding the community and to being active in, aware of, and responsive to the needs of the community;
- Consistently demonstrates an outstanding level of integrity.

Procedure for Candidacy

CONTACT DETAILS

Meyer Consulting has been exclusively retained to conduct this search. Applications, nominations, and requests for additional information should be directed to SJHMC'S search consultants, Mike Meyer and Ryan Hubbs.

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Ryan Hubbs

Principal

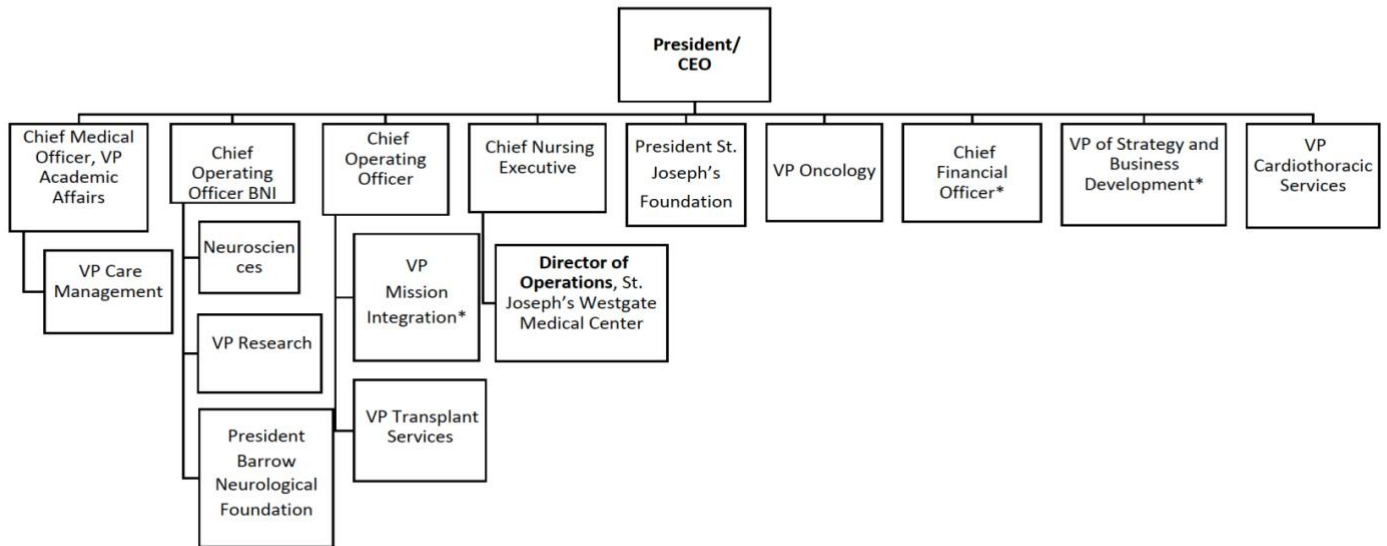
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ABOUT MEYER CONSULTING

Meyer Consulting is an executive search and strategic consulting firm serving organizations across the healthcare sector. The firm's leaders have several decades of experience working for numerous top healthcare organizations both domestically and internationally, that span academic healthcare systems, community provider systems, physician groups, health plans, consortiums and associations, and venture-capital backed healthcare companies.

Appendix: Organizational Charts



* Reports to service area VP



Arizona Service Area

