



**DENVER HEALTH AND HOSPITAL AUTHORITY  
BOARD MEETING**

**Rita Bass Trauma and Education Institute, 190 W. 6<sup>th</sup> Ave. Classroom A/B  
Thursday, September 22, 2016  
1:30 p.m. – 5:00 p.m.**

**AGENDA**

<p><b>1:30 – 1:35</b></p>	<p><b>I. A. Call to Order and Approval of August 25<sup>th</sup> Meeting Minutes (Action)</b>  <b>B. Conflict of Interest Disclosure Statement</b></p> <p><b>II. Public Comment</b> (none scheduled)</p>
<p><b>1:35 – 2:00</b></p>	<p><b>III. Chief Executive Officer Search – (25 minutes) Rus Heise (Action)</b></p> <p><b>A. Introduction of Search Firm – Dave Conner</b>  <b>B. Search Committee Update - Hubert A. Farbes, Jr.</b>  <b>C. CEO Search Requirements – Scott Hoye and Rus Heise</b></p> <ol style="list-style-type: none"> <li>1. Job Search Goals</li> <li>2. Job Description (allow time for public comment)</li> <li>3. Deadlines for Applications</li> <li>4. Requirements for Applicants</li> <li>5. Selection Procedures</li> <li>6. Proposed Time Frame for Appointment of CEO</li> <li>7. Additional Time for Public Comment (if needed)</li> </ol> <p><b>PURPOSE</b>  Colorado Revised Statute Section 24-6-402 (3.5) sets forth certain legal requirements for the CEO Search Committee to establish at a public meeting. These requirements are listed above.</p> <p><b>BACKGROUND</b>  The CEO Search process has begun and the public is invited to make comments regarding same.</p> <p><b>ANTICIPATED OUTCOME</b>  Board discussion, input, and public comment (if needed).</p>
<p><b>2:00 – 2:15</b></p>	<p><b>IV. Authority Issues</b></p> <p><b>A. Medical Staff Appointments/EQIC Comments – Dr. Townsend (5 minutes) (Action)</b>  <b>B. Introduction of Dr. Mitch Cohen, Chief of Surgery – Dr. Townsend (10 minutes)</b></p>
<p><b>2:15 – 2:20</b></p>	<p><b>V. Consent Calendar (5 minutes) (Action)</b></p> <p><b>A. Approval of revisions to Medical Staff Bylaws</b>  <b>B. Approval of contract with Carefusion for Pyxis machines</b></p> <p><b>BACKGROUND</b>  The Consent Calendar allows the Board to approve multiple routine agenda items using a single motion and vote without the need for discussion. Board members are provided with the materials</p>

for each Consent Calendar item prior to the Board meeting. Upon request, any item may be discussed and voted upon separately by the Board.

**PURPOSE**

To approve the Consent Calendar using a single motion and vote.

**ANTICIPATED OUTCOME**

Approval of the Consent Calendar.

**VI. New Business**

2:20 – 2:35

**A. CEO Report (White Coat Immersion Tours) – Dr. Burman (15 minutes)  
(Informational)**

**PURPOSE**

The white coat tours provide an opportunity for Board members to participate in various clinical aspects of hospital operations.

**BACKGROUND**

This is a recurring report and addresses topics as determined by the CEO.

**ANTICIPATED OUTCOME**

Board discussion and input.

2:35 – 3:35

**B. Consumer-Orientated Healthcare – Rob Borland and Tim Harlin (60 minutes)  
(Informational)**

**PURPOSE**

To discuss Denver Health’s strategy with respect to telehealth, capturing insured patient, and urgent care initiatives.

**BACKGROUND**

Topics addressing strategy are ongoing.

**ANTICIPATED OUTCOME**

Board discussion and input.

3:35 – 4:00

**C. Quarterly Quality Update – Dr. MacKenzie (25 minutes) (Informational)**

**PURPOSE**

To provide the Board with information regarding patient safety and quality.

**BACKGROUND**

The Chief Quality Officer provides a quarterly quality report to the Board and discusses various quality initiatives and metrics.

**ANTICIPATED OUTCOME**

Information to be presented and Board discussion and input.

<p><b>4:00 – 4:40</b></p>	<p><b>VII. Committee and Board Member Reports</b></p> <p>A. Education and Quality Improvement Committee (EQIC) – Dr. Jones (5 minutes)</p> <p>B. Nominating and Governance Committee – (15 minutes) <b>(Action)</b></p> <ul style="list-style-type: none"> <li>• 5 minutes for Committee report and 10 minutes for discussion and vote regarding items in attached Executive Summary.</li> </ul> <p>C. Finance Committee Report - (5 minutes)</p> <p>D. CHS Report – Susan Powers (5 minutes)</p> <p>E. Chair’s Report – Rus Heise (10 minutes)</p> <p><b>PURPOSE</b> To advise the Board as to the status of each of the committees listed above.</p> <p><b>BACKGROUND</b> These committee reports are standing agenda items.</p> <p><b>ANTICIPATED OUTCOME</b> Board discussion and input following each committee report.</p>
	<p><b>VIII. Informational Reports</b></p> <p><b>A. Growth and Access Updates</b></p> <p><b>PURPOSE</b> To provide Board members with various report for their information and review. Any Board member may, by exception, request that a report be discussed during the Board meeting; otherwise, reports are for information only.</p> <p><b>BACKGROUND</b> Reports will be provided to the Board for informational purposes only. The preparer of the report may, by exception, request time to discuss with the Board.</p> <p><b>ANTICIPATED OUTCOME</b> Board review and discussion when needed.</p>
<p><b>4:40 – 5:00</b></p>	<p><b>XI. Executive Session - Deliberative Process</b></p> <p><b>A. Update- University School of Medicine – Dr. Burman (10 minutes)</b></p> <p><b>B. CEO Search Discussion – Rus Heise (10 minutes) (If needed)</b></p> <p><b>PURPOSE</b> To discuss confidential matters subject to the deliberative. The Board will be presented with results of Epic revenue consultant findings; an update on the University School of Medicine; and, an update on the CEO search process (if needed).</p> <p><b>BACKGROUND</b> Colorado Revised Statute §24-6-402 (4) (b), (c), (f) and (g) allows the Board to discuss confidential matters in Executive Session and C.R.S. §24-72-204 (3) (a) (IV) and (XIII) allows the Board to review and discuss confidential materials pursuant to the deliberative process privilege.</p> <p><b>ANTICIPATED OUTCOME</b> Board discussion and input regarding the above-referenced matter. Any issue requiring Board approval will be subject to a vote and related discussion in open session.</p>

# ADJOURNMENT

## Upcoming Meeting Topics

**GME/Education Update (October)**

**Community Health Clinics (October)**

**Possible Alternate Meeting Location Peña Clinic (October)**

**Medicaid Primer (October)**

**Compliance and Privacy Training (November)**

## **Denver Health and Hospital Board Meeting**

**September 22, 2016**

### **Executive Summary - CEO Legal Search Requirements**

The following items are slated to be addressed at the September 22<sup>nd</sup> meeting to comply with statutory obligations as related to the CEO search:

- 1. Job Search Goals**
- 2. Job Description (allow time for public comment)**
- 3. Deadlines for Applications**
- 4. Requirements for Applicants**
- 5. Selection Procedures**
- 6. Proposed Time Frame for Appointment of CEO**

Pending any public comment regarding the aforementioned, the Board will be asked to take action and approve the documents as presented.

## Denver Health and Hospital Authority CEO Search: Legal Requirements

### A. Introduction of Search Firm

### B. Search Committee Update

#### C. 1. Job Search Goals

- To recruit a slate of diverse applicants for the Denver Health CEO position that provides Denver Health with several highly-qualified individuals.
- To ensure the search process is efficient, inclusive, complies with applicable laws, and meets the needs of Denver Health and the Denver community.
- To identify a candidate for the CEO position who will help ensure the continued success of Denver Health and the fulfillment of Denver Health's public healthcare mission.

This will be a national search for applicants for the Denver Health CEO position. Given the very unique market position of Denver Health, this search will cast a "wide net" to attract a diverse slate of qualified applicants that have experience and skills that align with the mission and values of Denver Health.

**C. 2. Job Description/Position Specification**

The position specification (the attached Leadership Profile) for this search was developed by Witt/Kieffer, in consultation with the Denver Health Board, and reflects what was learned during Witt/Kieffer's meetings with Denver Health Board and other key stakeholders. This document is the foundation for the search as applicants are sourced and evaluated by Witt/Kieffer and the Denver Health Search Committee.

**C. 3. Deadline for Applications**

The proposed search timeline (see attached) has October 31, 2016 as the designated cut-off date for all of the appropriate preparations for the paper presentation of applicants.

Prospective applicants that express interest after October 31, 2016 may still be vetted and discussed, subject to the approval of the Denver Health Search Committee. During the search process Witt/Kieffer anticipates there will be applicants that voluntarily withdraw from the search process; therefore having the option of inserting a applicant that expressed an interest after October 31, 2016 helps to keep the process nimble relative to a dynamic market for applicants.



**C. 4. Requirements for Applicants:**

- 1) Prospective applicants shall follow the search process approved by the Denver Health Board and will submit the necessary documents requested by Witt/Kieffer. (Both external and internal applicants will be processed in a similar fashion.)
- 2) Prospective applicants shall meet the Candidate Qualifications as noted in the Leadership Profile/Job Description.
- 3) Applicants shall possess the Leadership Competencies noted in the Leadership Profile as determined by Witt/Keifer and the Denver Health Search Committee.
- 4) Applicants shall acknowledge a commitment to support the mission of Denver Health and the Denver community should they be selected to serve as the CEO.

**C. 5. Selection Procedures**

- The Board's Search Committee shall actively participate in the review of each applicant's written qualifications (i.e., a paper review) with Witt/Kieffer to reduce the number of prospective applicants.
- The Search Committee will provide ongoing status reports to the Denver Health Board as the search process unfolds.
- The Search Committee will conduct first round interviews with the applicants chosen during the paper review of applicants. After these interviews, the Search Committee will decide on four or more applicants for a second round of interviews. This second round will include key stakeholders the Search Committee identifies as important sources of feedback in the selection of the applicant.
- Have the full Board interview the applicant(s) at a regular or special meeting of the Board. Final deliberations and appointment of the selected applicant shall be made at a public meeting of the Board.

**C. 6. Time Frame for Appointing**

It is anticipated that a pool of applicants will be selected for a paper presentation to take place between mid and late November, 2016. First and second round interviews are anticipated to be held over the course of December 2016 and January 2017. An applicant will be appointed by March, 2017.

DRAFT

**C.7. Call-Out Additional Time for Public Comment on all referenced material**



Denver, Colorado

Leadership Profile

Chief Executive Officer

**WITT / KIEFFER**  
*Leaders Connecting Leaders*

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**CONFIDENTIAL**

Prepared by

Dave Conner  
Anthony Barbato, MD  
Kerry Quealy  
August 2016

This Position Specification is intended to provide information about Denver Health and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest.

## The Opportunity

The Denver Health and Hospital Authority seeks to recruit a Chief Executive Officer to lead its nationally renowned academic medical center and health system.

Caring for one-fourth of Denver's population annually, Denver Health is uniquely positioned as an integrated healthcare system nationally recognized for its passion and commitment to providing exceptional care to the communities it serves. Denver Health is considered a national model of an integrated urban safety net health care system that includes a 525 bed acute care hospital, with new adult and pediatric emergency departments, the 911 paramedic system, nine community health centers, 17 school-based clinics, the Denver public health department, the Rocky Mountain Poison and Drug Center, a 100 bed non-medical detoxification center, a dedicated psychiatric emergency service, correctional care medical facilities, the Rocky Mountain Center for the Medical response to Terrorism, Mass Casualties and Epidemics, and an HMO. The Denver Health Rocky Mountain Regional Trauma Center has been recognized as a preeminent Level I Trauma Center, with one of the best trauma survival rates in the country. Denver Health is formally affiliated with the University of Colorado School of Medicine and Denver Health faculty have full-time academic appointments.

The CEO will establish a vision for Denver Health and will lead and navigate the complexities of Colorado's primary safety net institution to achieve their vision to be the healthiest community in the United States. The CEO will build a strong internal leadership team that continues to be focused on performance excellence in quality, finance, physician alignment and patient satisfaction.

This is an outstanding opportunity for a dynamic and progressive leader to live and work in a very desirable, highly advanced healthcare market. Qualified candidates will bring broad executive leadership experience within an academic health system, academic medical center or major teaching hospital and a commitment to and experience working within an urban safety net health care system. S/he will have well-established strategic, fiscal, management, communication and interpersonal skills along with a genuine passion for patient care, education, research and public health.

## The Organization

Denver Health (<http://www.denverhealth.org/>) is nationally recognized for its mission in delivering "Level One Care for All" in a very complex and competitive Colorado healthcare market. Founded on the banks of Cherry Creek, Denver Health was established in 1860 and reflects the historical mission of our nation's public safety net hospitals to serve the members of its community irrespective of their ability to pay for services. The health system has been caring for the people of Denver and the Rocky Mountain Region ever since. As Colorado's primary safety net institution, Denver Health has provided incalculable dollars in uncompensated care. Nationally, Denver Health is held up as a model for other safety net institutions as an integrated, efficient, high-quality healthcare system.

Denver Health is formally part of the Denver Health and Hospital Authority (DHHA), created by the Colorado General Assembly in 1994; in 1997, Denver Health transitioned from being a city agency to an independent authority. The DHHA is governed by an eleven-member Board of Directors appointed for three-year terms by the Mayor of Denver and confirmed by the Denver City Council.

Denver Health's Mission is to:

- Provide access to the highest quality healthcare, whether for prevention, or acute and chronic diseases, regardless of ability to pay;
- Provide life-saving emergency medicine and trauma services to Denver and the Rocky Mountain region;
- Fulfill public health functions as dictated by the Denver Charter and the needs of the citizens of Denver;
- Provide health education for patients;
- Participate in the education of the next generation of healthcare professionals; and
- Engage in research, which enhances our ability to meet the healthcare needs of Denver Health system patients

To achieve its mission Denver Health integrates acute hospital and emergency care with public and community health to deliver preventive, primary and acute care services. This integration promotes continuity of high quality care for each patient. Integration also ensures that healthcare is delivered in the most efficient, cost-effective setting.

The full continuum of the Denver Health enterprise cares for:

- The special health needs of the entire population with services ranging from trauma care to the Rocky Mountain Poison and Drug Center.
- The needs of vulnerable populations such as the poor, uninsured, mentally ill, pregnant teens, persons addicted to alcohol and other substances, victims of violence, the homeless and those with AIDS.

Today Denver Health has a comprehensive and diverse array of integrated inpatient, outpatient, community, academic and public health services, allowing the health system to currently serve 25 percent of all Denver residents, including 37 percent of children in its market service area. With more than 6,000 employees, Denver Health is the fourth largest employer in Denver.

Denver Health's remarkable achievements in patient care quality, despite the vulnerable status of many of its patients, have become widely known nationally and internationally. All members of the team are committed to ensuring that each patient is treated as a unique individual with state-of-the-art medical care and deeply committed to making patient safety a top priority. Denver Health strives to eliminate patient harm using technology, redesigning care, reporting concerns and analyzing information to prevent medical errors. The strong culture of patient safety, patient-centered care and high quality at Denver Health is the result of the commitment and focus of the entire team.

Much of Denver Health's revenue comes from full-risk capitation contracts. This source of revenue has created a mandate to manage its population of patients in a cost-effective manner and created opportunities to provide a variety of non-traditional services between visit interventions to improve outcomes and reduce costs. Primary care transformation has been facilitated by a \$19.8 million grant from the CMS innovation center.

In an era of financial duress in the healthcare industry, Denver Health remains fiscally sound. Despite providing \$1.4 billion of uncompensated care in the last decade Denver Health has been profitable every year for the last two decades. In addition, Denver Health has gone to the private bond market three times in the last five years with \$142 million in investment grade bonds. These dollars have created new infrastructure for the system, including more than a \$100 million investment in information technology.

### **Denver Health Medical Center**

Denver Health Medical Center (DHMC) is Denver Health's acute care and teaching hospital affiliated with the University of Colorado School of Medicine. With 525-licensed beds, DHMC is one of the state's busiest hospitals with more than 26,000 admissions annually and 35 percent of Denver's annual births.

With its Academic Level I Adult and Pediatric Level II Trauma Center designations by the American College of Surgeons (ACS), Denver Health is regarded as one of the best centers in the nation. To complement its adult and pediatric trauma centers, Denver Health has the following services:

- Adult Urgent Care Center: The Adult Urgent Care Center is a Federally Qualified Health Center that provides urgent care services for those in need of care after business hours or who cannot be seen by their primary care physician.
- Denver Health NurseLine: Staffed by Registered Nurses 24 hours a day, the Denver Health NurseLine provides health advice and recommendations for care, enabling more than 91,000 patients annually to get free and confidential answers to health-related questions, reducing costly emergency room visits.
- Psychiatry Emergency Services: Denver Health has a range of behavioral health services, including an acute detoxification services, inpatient adult and adolescent psychiatric services, and a secure Psychiatric Emergency Services (PES) adjacent to the emergency department. The PES is a 24/7 service that provides emergent and individualized evaluation, crisis stabilization and treatment for patients presenting with psychiatric and/or substance-related emergencies. The PES is a 17-room licensed, secure unit which focuses on high-quality patient care for patients who may or may not require inpatient psychiatric hospitalization. The PES is staffed by a dedicated team of attending psychiatrists, psychiatric nurses, and social workers.
- Mobile Crisis Services: Mobile Crisis Services (MCS) is a 24/7 service that provides mental health support to residents of the City and County of Denver and to the Mental Health Center of Denver consumers during and after a crisis. MCS workers are based in the PES so that they can coordinate care.
- Denver Paramedics: The Denver Health Paramedic Division is the sole provider of emergency medical services for the City and County of Denver. The Division also provides service to the cities of Sheridan, Glendale, Englewood as well as the Skyline Fire Protection District. The



Division employs 215 paramedics, 20 EMTs and a command staff of 31. There are 34 advanced life support ambulances, 2 critical care transport and 3 emergency service patrol ambulances. The Division responds to more than 113,000 calls each year.

- Denver Paramedic and Emergency Medical Technician Training Programs: Through the Rita Bass Trauma and EMS Education Institute, Denver Health Paramedics provide training for emergency medical technicians and paramedics, as well as continuing education and community training. Denver Health emergency medicine providers act as course directors and instructors.
- Rocky Mountain Poison and Drug Center: The RMPDC provides poison and drug information services to medical professionals and the public and is the certified regional poison center for Colorado, Nevada, Montana, Hawaii and Wyoming. The RMPDC operates a medical toxicology fellowship program and has robust research capabilities, with a staff of approximately 60 research professionals.
- Denver Health Medical Plan Inc.: Manages over 90,000 covered lives in its commercial, Medicaid, CHP+ and Medicare lines of business.
- Rocky Mountain Center for Medical Response to Terrorism, Mass Casualties and Epidemics (RMCMR): Following the terrorist attacks of September 11, 2001, Denver Health established the RMCMR to establish more effective medical response to all disasters.
- Denver Community Health Services (DCHS): A Network of nine Federally Qualified Health Centers that make up the primary care arm of Denver Health. In 2015, DCHS provided comprehensive primary care services which included over 400,000 medical visits. Almost all patients receive diagnostic services, hospital care and specialty care within the system, and all use the same integrated electronic medical record (EPIC).
- School Based Health Centers: DHCS also includes 17 School Based Health Centers which provide primary care, mental health, reproductive health education and insurance enrollment assistance services to Denver Public School students. In partnership with a school nurse, Denver Health's medical professionals treat major health conditions that affect school-aged children during the school year.

Among leading academic hospitals in the country, Denver Health has ranked (by UHC/Vizient) in the top five percent for inpatient survival for three consecutive years and is the only safety net hospital in the United States to be ranked in the top 10 in overall quality. Additionally, for the last seven years Denver Health has been the recipient of UHC/Vizient's Supply Chain Performance Excellence Award. DHMC offers much more than just trauma and emergency services for adults and children on the main campus, including: primary care, specialty care, behavioral health, pharmacy services, the Kids Care Clinic, Level One Physicians Clinic and the Webb Center for Primary Care.

## **Faculty, Teaching and Research**

Denver Health is affiliated with the University of Colorado School of Medicine. All Denver Health physicians are employed by Denver Health and are full-time faculty of the University of Colorado School of Medicine. Along with the University Hospital, the Veterans Administration Hospital and the Children's Hospital, Denver Health shares common residency training programs. Emergency Medicine, Toxicology, Oral Surgery, and Dentistry are Denver Health-based residency programs. At any given time, approximately 180 University of Colorado residents are at Denver Health

representing 28 specialties and subspecialty trainees. In addition, last year, the Denver Health integrated system was the training site for 1,800 separate student rotations representing all health professional trainees.

As an academic medical center, research is core to the institution's mission and Denver Health has a dedicated Chief Education Officer and Chief Research Officer. Denver Health physicians are active investigators with competitive grants from NIH, CDC, AHRQ, DOJ and national and local foundations.

### **Denver's Commitment to Public Health**

Denver's Public Health Department provides a wide range of services that promote, improve and protect the health and well-being of the residents of Denver and beyond. Much of the work is in partnership with community organizations located throughout Denver's diverse communities.

Denver Public Health (DPH) serves as the center for communicable disease reporting, surveillance, investigation and control for the City and County of Denver and collaborates closely with Community Health Services. An integral part of Denver Health, infectious disease physicians from DPH work with hospital physicians on disease prevention and treatment throughout the hospital and family health centers. Through detailed health data, health promotion activities, and specialized clinical services and numerous grant-funded programs, DPH conducts important research on infectious diseases including hepatitis surveillance; tuberculosis clinical trials; HIV/AIDS prevention, counseling, testing and treatment; and vaccine trials. To further strengthen the nation's infectious disease response capability, the U.S. Department of Health and Human Services selected DPH as one of the nine health departments and associated partner hospitals to become special regional treatment centers for patients with Ebola or other severe, highly infectious diseases.

### **LEAN Academy**

The Denver Health "Getting it Right: Perfecting the Patient Experience" initiative, has trained 234 Black Belts in Toyota LEAN Production tools to facilitate system-wide improvements. Since the inception of LEAN in 2005, more than 1,800 employees have participated in Rapid Improvement Events and Denver Health has realized \$143 million in financial benefit by employing the use of LEAN tools. Of the \$143 million, Black Belt projects were responsible for \$35 million. Employees from city and state government, private organizations and numerous vendors have joined the Denver Health staff and participated in Rapid Improvement Events.

The Denver Health Lean Academy was one of the first healthcare delivery organizations to successfully adopt Lean as an improvement methodology with quantified success. The Lean workshops at Denver Health reflect its progress on its never-ending Lean journey. Denver Health currently offers several Lean workshops - from beginner to advanced - and has been very successful with attracting many highly recognized healthcare organizations to attend the Lean Academy.

## **Position Summary**

The Chief Executive Officer is responsible for the overall operations of Denver Health. The CEO ensures organizational integrity, the provision of high-quality care, efficient operations, financial

results and the development and implementation of a strategic plan that accomplishes the mission and vision. The CEO articulates the vision and provides strategic direction and leadership. The CEO maintains and champions the organization's principles with regard to people, technology, quality and safety, service, growth, financial performance, and teaching and research. In addition to overseeing Denver Health, the CEO publicly represents the organization, with significant external involvement representing the organization's interests locally, regionally and nationally with the business, philanthropic, social and political communities.

The CEO will ensure the organization is focused on the seven Denver Health Pillars: Community and Population Health, Growth, Workforce Engagement, Financial Strength, Customer Experience, Quality Improvement and Patient Safety, and Research and Education.

## Reporting Relationships

Reports To: The Board and Trustees of the Denver Health and Hospital Authority

Direct Reports:

- Chief Operating/Acceleration Officer
- Chief Medical Officer
- Chief Nursing Officer
- Chief Financial Officer
- Chief Quality Officer
- Chief Ambulatory Officer
- Chief Government and Community Relations Officer
- Chief Human Resources Officer
- Chief Marketing and Public Relations Officer
- General Counsel & Secretary to the DHHA Board
- Chief Patient Experience Officer
- Director, Public Health
- Executive Director, Managed Care
- Director, The Rocky Mountain Poison and Drug Center
- Executive Director of the Denver Health Foundation

## Primary Responsibilities

It is expected that all of the major responsibilities outlined below will be carried out in a manner that reflects the mission, vision and values of Denver Health. Denver Health is seeking an energetic, enthusiastic and innovative leader to serve as Chief Executive Officer. The CEO works in concert with the Board of Directors and leadership of the organization, offering direction to:

- Ensures the mission and vision are directly reflected in a meaningful and practical strategic plan that contains measurable goals and operational objectives.
- Serves as the direct representative of the Board of Directors and chief spokesperson for the organization.
- Ensures an ethical working environment, such that the system operates in compliance with state and federal law, and business partnerships.
- In conjunction with the executive leadership team, establishes and oversees an organizational and committee structure that provides guidance and oversight to meet the strategic goals.
- Represents the organization to its communities: patient, employee, medical, external agencies, institutions and others to educate various constituencies concerning the organization's role, goals, philosophy, accomplishments and other issues that are important to Denver Health's ongoing success and position.
- Creates and supports an environment that encourages and fosters innovation and creativity.
- Openly supports policies and practices that recognize the importance of development, diversity and talent management to ensure the leadership required for a successful organization.
- Creates and supports a system that is highly focused on population health, quality/safety, education, research, and patient/consumer satisfaction.
- Ensures that financial strategies are in place that takes into consideration the market and fiscal forces at the state, regional and federal levels.
- Studies the market; from traditional and non-traditional competition, risk-based contracting, health care reform, Medicaid and Medicare issues and informs the Board of Directors of the effects, as well as the plans to respond to potential threats and seize opportunities.
- Sustains an environment of continuous quality improvement for clinical, service, financial, operational, management and patient satisfaction.

## Expectations for Leadership

The Chief Executive Officer will have made significant progress in the following measures of success within the first 12-18 months in the role:

### ***Establish professional and personal credibility***

The Denver Health mission permeates through the organization. It is essential for the new CEO to embrace Denver Health's culture and build strong trusting relationships and credibility. This will require the new executive to be visible and engaging with the Board, physicians, all staff members, partners and community leaders. As CEO of Colorado's primary safety net institution, this executive will be a key leader at the state, city/community and local levels. The new CEO must be comfortable with the visibility requirements.

### ***Ensure a well-aligned partnership with the University of Colorado School of Medicine***

Denver Health and the University of Colorado School of Medicine have enjoyed a longstanding partnership. Denver Health provides an important clinical experience for students, residents and fellows. All employed physicians have an academic appointment at the school of medicine and

there are a number of ongoing research collaborations. The next CEO will ensure a well defined plan is established to continue this successful partnership and will promote and support an environment that enhances Denver Health's research and education programs.

***Improved physician relations***

The medical staff is a passionate group that is strongly dedicated to the mission of Denver Health. The next CEO must champion behaviors that include respect for individuals, open, honest and direct communication, collaboration and integrity to attain engagement with physicians and all employees.

***Create a plan of financial sustainability***

The Denver healthcare market is competitive and evolving. Denver Health will remain a world class entity that embraces Denver's most vulnerable populations. Therefore, the next CEO must develop strategies to ensure that the organization is able to operate with positive financial performance, anticipating changes in revenue and expense structures as well as building contingency plans as needed, while remaining true to the Denver Health mission.

***Develop a talent pipeline that allows Denver Health to achieve success***

To achieve its vision and strategies, Denver Health must attract, retain and develop contemporary leadership. The CEO will ensure a learning culture that attracts the best and the brightest and allows them to reach their potential.

***Continue the journey to greater operational efficiency***

As the CEO integrates into the organization, he/she will study the current activities in place to support the vision and mission of the organization and determine opportunities to allow leaders to make changes at their level to be more efficient.

***Continuous improvement in patient satisfaction***

Denver Health offers world class healthcare from highly trained physicians and staff. The next CEO will ensure Denver Health provides an environment where patients can easily navigate the system, expect and receive greater access and have a desirable experience in every setting.

## Candidate Qualifications

**Education/Experience**

- A graduate degree in business administration, healthcare administration, law, medicine or a related field.
- Extensive executive level experience (CEO or other senior leadership role) in a nationally recognized health care organization with exemplary quality, growth and sustained financial strength. Ideal would be experience in an academic medical center setting and/or urban safety net setting.
- A distinguished track record of developing, communicating and articulating an innovative vision and strategy in coordination with a growing board and executive leadership team.

- Demonstrated successful relationships with physician staff and experience with medical staff leadership. Familiarity with balancing the needs of physicians in clinical, teaching, research, and educational settings.
- A track record of promoting diversity in employment, community interaction, and advocacy; an experienced supporter of diversity programs.
- High visibility at the state, local, city and the community level. Success representing an organization within a community, including interactions with community business, government and volunteer leadership.
- Broad and deep health care industry knowledge and proven operating experience (health reform models, payment mechanisms, supplies, technology, regulatory trends and forecasts).
- Comfort working with a board of trustees in preparing governance documents, minutes, and corporate documents.

### **KEY LEADERSHIP COMPETENCIES**

The CEO is expected to possess and demonstrate the following competencies:

#### ***Aligns Culturally with Denver Health's Mission, Vision, Values***

Understands and appreciates the value of a mission driven, academic health care organization. The CEO will have knowledge of the issues faced by the uninsured and vulnerable populations that Denver Health serves. The CEO will bring a cultural competency to employ strategies to assure culturally-sensitive public health and health service delivery. The CEO will recognize, respect, and value all cultures and integrate those values into the organization.

#### ***Leads with Vision***

Anticipate large-scale and local changes that will affect the organization and its environment; be able to project the organization into the future and envision multiple potential scenarios/outcomes; have a broad way of looking at trends, and be able to design competitive strategies and plans based on future possibilities.

#### ***Communicates with Skill***

Is an active listener who seeks ideas and input from others, encourages open communication and the dynamic exchange of ideas; is adept at representing the organization with any audience; inspires and helps others see the core reasons for the organization and to envision positive change; communicates beyond the day-to-day tactical matters that face the organization; shows confidence and optimism in the future of the organization, and engages others to join in.

#### ***Focuses on Quality and Safety***

Demonstrates an unwavering commitment to high-quality clinical excellence, consistent patient care and services, process improvement and new models of care.

#### ***Leverages Strong Financial Acumen***

Understands and appreciates fiscal planning and management; in concert with the CFO, the CEO will ensure that the organization appropriately leverages its assets to actualize its mission and strategies; is capable of thinking strategically about financial implications and alternatives as they relate to business planning and strategies.

***Drives Results***

Consistently achieves desired results, even under challenging circumstances; leads and drives high performance (quality/safety, satisfaction, financial, operations, etc.), change and innovation through effective accountability for all employees.

***Understands the Customers/Consumer***

Understands and plans for the evolving needs of patients, staff, payers and care providers/physicians.

***Collaborates and Integrates***

Builds partnerships and works collaboratively with others (individuals and organizations) to meet shared goals. Values strong physician and staff engagement and involvement in the development of shared goals.

***Advocates Effectively***

Builds both formal and informal relationship networks, internally and externally; adeptly advocates and represents Denver Health's interests in the business, philanthropic and political communities.

***Builds Strong Teams***

Demonstrates a track record and passion for developing organizational capacity through the attraction, engagement and development of top talent; builds teams that effectively apply their diverse skills and perspectives to achieve desired goals.

***Models Servant Leadership***

Serves others first; encourages individuals' growth and development, so that they and the organization can reach full potential.

***Acts with Courage***

Confronts difficult issues, saying what needs to be said and taking action when needed.

***Instills Trust***

Gains the confidence and trust of others through honesty, integrity, authenticity and consistency of actions; acts in ways that others experience as forthright, genuine and authentic.

## The Community

CEO will have the opportunity to live and work in a world-class market that has something for everybody.

The city and county of Denver is the largest city and the capital of Colorado. Metro Denver has a population of 2.7 million people, with a growth rate that has consistently outpaced the national rate every decade since the 1930s.

The region continued to grow steadily during the past decade, averaging two percent population growth each year from 1997 to 2007. By 2030, Metro Denver's population is anticipated to increase by nearly 50 percent to almost 3.9 million, with 800,000 new jobs being created. Denver has one of the nation's strongest metropolitan economies and has the largest percentage of college graduates of any major metropolitan area in the United States.



Scratch the veneer of the new-West look of urban Denver and you'll get a glimpse of the Old West, too. Sitting at 5,280 feet above sea level and framed by the Rocky Mountains, the Mile High City is a study in contrasts. Cowboy-hat-wearing ambassadors greet travelers at the city's state-of-the-art airport. The golden dome of the state capitol overlooks downtown, where renovated historic buildings and architecturally striking modern structures stand side by side. Classic steak houses sit comfortably next to innovative eateries, with bold, young chefs creating culinary masterpieces. Denver is one of only two cities in America with eight professional sports teams. Upscale hotels, a booming arts and culture roster, family attractions, professional sports, the region's premier shopping areas, 850 miles of paved off-road biking trails and quick access to some of Colorado's major ski resorts and national parks keep visitors coming back again and again.

More information about Denver can be found at:

<http://www.denvergov.org/>, <http://www.denver.org/>

## Procedure for Candidacy

Nominations, expressions of interest should be submitted electronically to Dave Conner, Tony Barbato, or Kerry Quealy at Witt/Kieffer, preferably via email, to [DenverHealthCEO@wittkieffer.com](mailto:DenverHealthCEO@wittkieffer.com) or phone: 630.575.6159. All discussions about this search will be handled in strict confidence.

*Denver Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*



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Discover Thought Leadership at [www.wittkieffer.com](http://www.wittkieffer.com)

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Denver Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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**WITT / KIEFFER**

*Leaders Connecting Leaders*

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.

**Denver Health CEO Search  
Search Timeline, Milestones and Deadlines**

	<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>TARGETED COMPLETION DATE</b>
<b>Search Preparation and Initiation</b>	<u>Inaugural meeting with Denver Health Board of Directors</u>  Baseline discussion of timeline, search process, and role/charter for CEO Search Committee.	Denver Health Board of Directors & Witt/Kieffer	July 26
<b>CEO Search Committee Chair Briefing</b>	Conference Call with Hubert Farbes, Jr.  Overview of draft of charter for search committee, timeline and next steps for key stakeholder meetings	Witt/Kieffer and CEO Search Committee Chair	August 5
<b>Key Stakeholder Meetings</b>	Witt/Kieffer meetings with Denver Health key stakeholders for development of ideal applicant profile	Witt/Kieffer	August 8-12
<b>Market Research and Outreach</b>	Sourcing begins for prospective applicants and/or nominations	Witt/Kieffer	August 19
<b>Search Committee Debrief</b>	Debrief meeting with CEO Search Committee on key themes from key stakeholder meetings	Search Committee & Witt/Kieffer	August 23
<b>CEO Leadership Profile</b>	Final draft of CEO Leadership Profile that will be submitted to Board of Directors	Witt/Kieffer & Search Committee	September 16
<b>Denver Health Board of Directors Open Session Meeting</b>	Approval of legal requirements for the Denver Health CEO search and Denver Health CEO Leadership Profile in open session	Denver Health Board of Directors	September 22
<b>Deadline for Applications</b>	All materials requested from applicant are received by Witt/Kieffer	Witt/Kieffer	October 31
<b>Paper Presentation of Applicants</b>	“Paper presentation” of internal and external applicant profiles to Search Committee with selection of applicants of interest for first round interviews	Witt/Kieffer & Search Committee	November 18
<b>First Round Interviews &amp; Search Committee Debrief</b>	1 <sup>st</sup> round interviews with Search Committee	Search Committee	November 29 and 30
	Search Committee deliberations to select applicants for second round interviews	Witt/Kieffer & Search Committee	November 30

<b>Leadership Assessment</b>	Applicants selected for second round take Witt/Kieffer leadership assessment	Witt/Kieffer	December 1- 6
	Assessment report presented to Search Committee prior to finalist interviews	Witt/Kieffer and Denver Health CEO Search Committee	December 8
<b>Interviews &amp; Search Committee Debrief</b>	2 <sup>nd</sup> round applicant interviews with cohort groups and additional key stakeholders.	Denver Health	December 12 - 22
	Ranked "short list" of applicants finalized by Search Committee and recommendations forwarded to the Denver Health Board of Directors	Denver Health CEO Search Committee	January 9, 2017
<b>Open Forum Posting Requirement Trigger Date</b>	Open Meeting Act "posting" of the applicant name(s) completed prior to the start of applicant interview with Denver Health Board of Directors	Denver Health General Counsel	Late January/Early February 2017
<b>Board of Directors Applicant Interviews</b>	Applicant of choice is identified by Board of Directors	Denver Health Board of Directors	Late February 2017
<b>Employment Offer for Applicant of Choice</b>	Employment offer is presented to applicant of choice  Offer is negotiated and accepted by applicant of choice	Designated representative(s) from Denver Health Board Executive Committee	Early March 2017