Leadership Profile

Chief Executive Officer

Aspen Valley Hospital
Aspen, Colorado

May 2016

This Position Specification is intended to provide information about Aspen Valley Hospital and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

Aspen Valley Hospital (AVH) seeks to hire a new Chief Executive Officer (CEO) to lead the organization in achieving its next level of success.

AVH is a tax supported, community hospital that has won numerous awards for patient satisfaction, quality outcomes and financial stability. The hospital has a 5-star rating from CMS and was recently named Hospital of Choice in a national conference. It also has one of the highest Moody's ratings among the critical-access hospitals the service has rated. Although orthopaedics and sports medicine are a primary focus of AVH, a full range of services is offered in twenty-five different fields of medicine. These services include an emergency department with Level III trauma designation, immediate-response ambulance system, transfer relationships with tertiary centers by helicopter or fixed wing, Diagnostic Imaging department with CT scanning, MRI, 3D digital mammography equipment, nuclear medicine, state-of-the-art ultrasound, a digital connection to radiology subspecialists in Denver, 24-hour lab and blood bank, fully-supported surgery services (inpatient and ambulatory) and several outpatient specialty clinics. The hospital also owns and operates two urgent care clinics, one in Snowmass Village and one in Basalt.

This is a very exciting time in the history of AVH. Phases I and II of the hospital’s master facilities plan have been completed with a new birth center, inpatient care, intensive care unit, rehabilitation facilities, oncology/infusion center, medical office space, cafeteria and parking structure. AVH is now focused on Phases III and IV of the plan which addresses several key patient care areas. Phase III, with a new emergency department, imaging department, laboratory and surgical services will be completed later this year. Then, the final elements of Phase III will begin, along with Phase IV when funding is finalized.

In addition to these facility improvements AVH is partnering with three other local organizations (Pitkin County, the City of Aspen, and Aspen Skiing Company) in an initiative called Valley Health Alliance. The focus of this alliance is identifying and instituting health care best practices that lower health care costs, improve the health of these employee groups and continually enhances the quality of care. The ultimate goal of this alliance is a model that can be expanded in the market that AVH serves.

This is an outstanding opportunity for an executive to live and work in a world-class destination location. A cultural "outpost" famed for its embrace of the arts, Aspen is a small town with big city cultural appeal. Winter and summer calendars are full of events from world renowned organizations. Since the summer of 1949 the Aspen Music Festival & School has supplied classical music. The Aspen Ideas Festival is a world-renowned gathering of some of the brightest and most innovative minds in the world, the FOOD & WINE Classic in Aspen has become an iconic Aspen event, Jazz Aspen Snowmass continues to draw the biggest acts in the music world, the Aspen Art Museum is a globally recognized leader in contemporary art and the Aspen Santa Fe Ballet annually garners rave reviews.

The new AVH CEO will have the opportunity to partner with a high performing executive team and an enthusiastic Board of Directors to continue AVH’s legacy of health care services. AVH’s board is comprised of publicly elected officials representing a special taxing population of
18,000. Given the unique demographics of this population, the AVH CEO is a highly visible executive in the communities served by Aspen Valley Hospital. AVH seeks an accomplished leader that will energize and engage all key constituencies towards the continued success and future development of AVH. This leader will have excellent relationship skills and have demonstrated the ability to work collaboratively with a wide variety of key stakeholders.

**Aspen Valley Hospital Overview**

"Small enough to care, large enough to heal"

**Mission**

To deliver extraordinary healthcare in an environment of excellence, compassion, and trust.

**Vision**

To be the leader in fostering our community as the healthiest in the nation.

**Core Values**

- **Patient Centered** – We are passionate about patient care, creating positive impressions on a consistent basis and exceeding our patient’s expectations. We are vigilant about the little things that make a big difference.

- **Teamwork** – We work collaboratively and create synergy that enhances the experiences of all involved. We seek to maximize everyone's potential, commitment and creativity.

- **Respect for Others** – We honor and value our colleagues and customers. We talk to people and listen to their ideas.

- **Integrity** – We demonstrate character and conviction; the utmost honesty and ethical behavior.

- **Accountability** - We take personal pride and ownership in the quality of care and services provided to all internal and external customers.

**History**

Aspen Valley Hospital roots go back to the late 1880s’ mining town where sick or injured single working men, who comprised more than half of Aspen’s population, often died of neglect. The Citizens’ Hospital Committee of Pitkin County established the need for a fully-supported county hospital, and construction began by the summer of 1890.

Aspen’s first hospital was finished in the fall of 1891. But the repeal of the Sherman Act and the demonetization of silver on November 4, 1893 devastated Aspen’s economy and the hospital subsequently struggled to remain open for the coming decades.
However, with the advent of skiing in the late '30s, and a vision for the community from industrialist Walter Paepcke, who was struck by the location’s beauty, the community began to thrive once again, bringing people to Aspen and patients to the hospital. By 1946, the hospital was renamed Pitkin County Hospital.

By 1957, it became clear that the 65-year old hospital needed to be replaced. Aspen’s second hospital began in stages, the first wing of which was complete in 1959. In 1961, the hospital’s administrator held a contest to rename Pitkin County Hospital. Aspen Valley Hospital was the winning name. The last phase of the hospital, a 25-bed facility with twice as many beds as its predecessor, was complete in early 1962.

The booming ski industry brought more and more visitors to Aspen and in 1973, the hospital Board recommended a new site be selected and ultimately acquired land at its current location, Castle Creek Road. The current hospital was dedicated on October 25, 1977.

Since the opening of the current hospital in 1977 AVH has come a long way to develop its outstanding reputation for personalized, quality care, service excellence, skilled and dedicated staff and physicians, state-of-the-art technology, and a progressive approach to medicine. Key to this progress was updating AVH’s physical plant to ensure it addresses today’s standards for privacy and comfort, and accommodates inpatients and outpatients equally well. During the last several years AVH has been very successful in positioning the organization to have state-of-the-art facilities:

- In November 2007 the AVH Board of Directors approved a Master Facilities Plan which included four phases. Phase I of this plan consisted of an expansion and renovation of the obstetrical department and was completed in September 2008 with proceeds from revenue bonds.

- Phase II of the hospital’s master facilities plan was completed in 2012

- The plan for the last two phases of the hospital expansion includes a two-story addition, expanded basement, service road, new entryway, additional medical office space, surgery services expansion, diagnostic imaging and emergency room. The new work totals about 83,000 square feet of hospital facilities. Additional information on Phase III-IV is in Appendix A.

In addition to these facilities improvements, AVH is involved in an innovative and progressive partnership with three other local employers (Pitkin County, the City of Aspen and Aspen Skiing Company) in the development of the Valley Health Alliance. In 2012 the idea for the alliance originated when AVH’s CEO and Pitkin County’s Manager decided to meet to share ideas on cost-saving tactics. These two executives then reached out to the other large local organizations that insure people in the valley and collectively created an alliance. The focus of this alliance is identifying and instituting health care best practices that lower health care costs, improves the health of these employee groups and continually enhances the quality of care. The ultimate goal of this alliance is a model that can be expanded in the market that AVH serves.
Aspen Valley Hospital Foundation

In August 2012 Aspen Valley Hospital formed its own fundraising entity solely focused on hospital needs. The new supporting organization, the Aspen Valley Hospital Foundation, oversees all charitable giving to the hospital for its expansion and renovation, as well as other future improvements and programs. The hospital has set a goal of $60 million in philanthropic contribution for its facilities upgrades, and over $36 million has been raised to date. The rest of the project is being funded with proceeds from general obligation bonds and hospital cash. As noted above, several generous donors have already stepped forward with sizeable donations, including the first lead gift from the Leonard and Evelyn H. Lauder Foundation. The new President of the Aspen Valley Hospital Foundation is Deborah Breen. The foundation board is comprised of community members and supporters of the hospital and the new foundation board works closely with AVH’s elected board.

For more information on Aspen Valley Hospital, please visit: www.avhaspen.org.

The Position

The Chief Executive Officer is responsible for the overall operations of AVH. The CEO ensures organizational integrity, the provision of high quality care, efficient operations, financial strength, and the development and implementation of a strategic plan that accomplishes the mission and vision of AVH.

It is expected that all duties and responsibilities of this position will be performed in a manner that reflects the values of Aspen Valley Hospital.

Duties and Responsibilities

Reporting to the Board of Directors, the CEO works collaboratively with the Board and hospital leadership offering direction to:

- Ensure AVH’s mission and vision are directly reflected in a meaningful and practical strategic plan that contains measurable goals, operational objectives and actionable plans.

- Ensure long-term financial and operational stability for AVH by developing and achieving budgetary, financial and operational goals consistent with AVH’s mission, vision, values and strategic goals and objectives.

- Identify innovative ways to collaborate with physicians for clinical, financial, operational and patient satisfaction excellence.

- Ensure an environment of accountability and continuous quality improvement including the identification of concrete performance measures across AVH’s clinical, financial, operational, patient experience, employee and physician satisfaction and community service functions. The CEO will use metrics to monitor and report regularly to the Board progress in achieving goals and objectives that fulfill the mission and vision of AVH.
• Cultivate relationships with internal and external constituents including, but not limited to, the physicians, employees, community leaders, public officials and other healthcare and business leaders that foster the collaborative partnerships needed to address health issues within AVH’s service area.

• Ensure the strength of the management team, developing teamwork, collaboration, and open, honest, and direct communication.

• Recognize the importance of the employee community and provide overall leadership and inspiration in fostering a collaborative and rewarding work environment.

• Engage in and model appropriate, ethical, professional and personal values and behavior, serving as an exemplary role model for the organization, and mirror the AVH mission, vision and values.

Goals and Objectives

The Chief Executive Officer is expected to accomplish several key objectives within the first 12 to 18 months. The following goals represent some of these challenges (not listed in order of priority):

• Re-engage all Valley Health Alliance key stakeholders on how to develop meaningful progress on the Valley Health Alliance’s mission. In collaboration with these key stakeholders, develop a strategy and timeline for deliverables that will give the Valley Health Alliance quick wins and new momentum in the market.

• Review the ambulatory strategy for AVH. Within 90 days propose an action plan that outlines how to prioritize key ambulatory opportunities that favorably position AVH in its market service area, especially as it relates to new entrants in the Roaring Fork Valley market.

• Develop a strong and collaborative working relationship with AVH board members. Partner with the board chair on board development strategies that create a high performing board.

• Build a strong partnership with the AVH Foundation President to continue the philanthropic support for the organization. Actively participate in all AVH capital campaign activities and ensure AVH reaches its fund development goals for Phases III-IV of the master facilities plan. The AVH CEO is a major player in the strategic asks for the capital campaign and will communicate the vision for AVH to a wide variety of audiences.

• Develop a physician alignment strategy and collaborate with AVH medical staff on steps that enhance relationships/partnerships with both employed and community based physicians.

• Ensure OrthoAspen is on a trajectory that meets or exceeds all financial and operational performance metrics.
• Evaluates the AVH senior leadership team bench strength/skill set and the AVH overall organizational structure relative to what is necessary to execute key strategic initiatives. Recommends to the Board an organizational structure that aligns with what is necessary for a high performing senior leadership team. Quickly develop strong rapport with the AVH executive team to ensure there is no loss of momentum with strategies/initiatives that are currently in place for AVH.

• Develop personal and professional credibility, gain respect and build trust internally and externally. The AVH CEO will be highly visible within AVH and will be active in community events and be viewed as an ambassador for the Roaring Fork Valley’s healthcare agenda.

• Further develop AVH’s operating culture so it is a “high reliability” organization.

• Develop strategies for new service lines and revenue sources. AVH’s growth strategies and continued financial success are contingent on the new CEO being entrepreneurial for “destination location” healthcare services. The CEO will work closely with AVH’s senior leadership team to develop and analyze business cases for new service lines and revenue and will review with the Board of Directors these proposals.

• Ensure the successful execution of Phases III-IV of the master facilities plan. Identify any obstacles and/or challenges to the execution of Phases III-IV of the master facilities plan and ensure there is the organizational focus to successfully achieve this capstone project - both in terms of projected timeline, cost and funding sources.

• Quickly assimilate into the Roaring Fork Valley market service area and, where applicable, have his/her spouse (or significant other) and family fully relocate to Aspen in a short period of time.

Appendix B outlines additional information on AVH’s 2016 strategic success factors.

**Candidate Qualifications**

Interviews with key stakeholders resulted in the following as education, experience and personal attributes for the *ideal* candidate.

**Education**

• A graduate degree in business administration, healthcare administration, law, medicine or a related field.

**Experience**

• Ten or more years of progressive executive healthcare experience and a successful track record of CEO leadership in a hospital. There is a strong preference for CEO experience in a hospital that is independent and operated without the oversight of a healthcare system corporate office.
• A healthcare employment history that is impeccable and characterized by consistent promotions/career progression within healthcare organizations that are nationally recognized as best-in-class.

• Experience in an organization where he/she reported directly to an elected and/or fiduciary board.

• Career history that includes senior leadership experience in an organization that has successfully developed destination location service lines and a network of ambulatory services that aligns physician partners.

• Experience in taking a healthcare organization's population health strategy from concept to reality.

Attributes

• Inspires confidence when working with governance and effectively “manages up” on issues critical to developing a high performing board and the organization's strategy. This executive must have a strong working knowledge of best practices for governance.

• A high energy leader that embraces a 24/7 approach to responsibility and leadership of a healthcare provider. An effective civic leader and highly recognized “ambassador” for healthcare within the organization's market service area.

• Entrepreneurial with a focus on the development and execution of service lines that have the potential to differentiate the organization as a destination location.

• An outstanding portfolio of healthcare executive level skills with a deep understanding of all aspects of physician recruitment/alignment, outreach strategies and service line development.

• A track record of successfully partnering with his/her organization's fundraising executive to cultivate positive relationships with existing and potential donors and achieve philanthropic goals.

• A highly collaborative executive that achieves results by working with a wide range of community and business leaders. Successful at engaging community, business and political leaders on developing practical solutions which tackle a community’s healthcare challenges.

• Excellent written and verbal communication skills with the ability to articulate the operational vision and translate complex issues into comprehensible and executable ideas and expectations. The CEO will continually represent the organization with key constituent groups and must be comfortable and effective at communicating with all audiences.

• Strong physician relations with the ability to build confidence, trust and support with the physician community. An uncompromising commitment to the value of medical staff involvement in decision-making and identification of solutions for future challenges. An
executive that accomplishes medical staff partnerships through relationship building and not leverage.

• Knows when to delegate responsibility but also the importance of being “at the table” with a full mastery of the details on the topic of discussion. An executive that is not afraid to roll-up his/her sleeves and become immersed in the details of a particular issue.

• Decisive with a sense of urgency and action-oriented style. Avoids at all costs delivering a “slow no,” especially in critical conversations with his/her executive team and physician partners.

• A “what you see is what you get” executive. An executive that has a confident, courageous and transparent approach to interpersonal relations.

• Extensive working knowledge of what it takes to become a “high reliability” healthcare organization coupled with being very conversant on the realities of day-to-day hospital operations.

• A patient centric philosophy and an unwavering commitment to the continual improvement of quality outcomes and patient safety.

• Strong fiscal acumen. While not AVH’s financial officer, the CEO must have the financial skills to understand AVH’s cost structure and provide direction to the organization. To deliver on AVH’s commitments to the community, it must perform well financially and the CEO must ultimately be the guardian of the fiscal health of the organization.

### The Community

The Roaring Fork Valley is arguably one of the country’s most scenic and serene locations, and one with the broadest array of recreational, social and cultural offerings to residents and visitors alike. As early as the 1930s, industrialist Walter Paepcke was struck by the beauty and magnificence of the Roaring Fork Valley, bought property in the area and began living his dream of an exclusive cultural and intellectual enclave. Paepcke’s dream of a setting where recreation, music, art and the humanities thrive was realized in the Aspen Idea – the complete person living in a community that nourished the mind, body and spirit of its citizens.

The community values include:

• Maintain a critical mass of local residents who call this place home.

• Nurture social and economic diversity by retaining a healthy balance among Aspenites, part-time homeowners, working families and visitors.

• Protect our environment and act as stewards of the land for future generations.

• Retain and enhance the quality of life of this special and unique mountain valley.
**Sports and Recreation**

Aspen’s pristine setting and natural beauty beckon outdoor enthusiasts of all types. Aspen’s four mountains attract downhill skiers of all abilities, and likewise, those who cross country ski, snowboard, snow-shoe, hike or simply like to stroll to view the scenic splendor. Each of Aspen’s spectacular seasons -- winter, spring, summer and fall -- is filled with a plethora of outdoor activities, each one carefully suited to the ability and interest of individual participants.

The City of Aspen Parks & Recreation department has a broad array of leisure and outdoor adventure experiences. Among the options are white water rafting, paragliding or taking in a hot air balloon ride. Visit them at [http://www.aspenrecreation.com](http://www.aspenrecreation.com) for additional information.

**Arts and Entertainment**

Aspen Valley offers the pleasures of attending a concert, an art exhibit, the theatre, ballet, and a lecture by one of the foremost political leaders in the world – all in a single day. The Aspen Community has been home to internationally known organizations such as the Aspen Music Festival and School, the Aspen Institute, and the Aspen Center for Physics for more than 50 years. More recently, they’ve been joined by the Aspen Santa Fe Ballet, Aspen Theatre in the Park, the Aspen Art Museum, Aspen Filmfest, Aspen Writers’ Foundation, Wheeler Opera House, and many more to provide residents and guests with a cultural experience second to none. At last count, Aspen Valley offered more than 500 performances, lectures, classes, films and exhibits on the summer calendar.

**Professional Services**

When asked to describe Aspen, so many will start with the glorious setting, move on to all the special things to do here, and finish up with the wonder of living in a small town that has such a cosmopolitan feel. But underlying all these compelling factors about the place is a business community - a collection of remarkably diverse and colorful shops and services, run by hard-working people who feel privileged to live and work in this remarkable setting.

Among the vast array of services available is exclusive shopping in Aspen’s central business district where you can find everything from Italian-crafted stilettos, antler chandeliers, Western-wear shops, beauty bars, kids wear, toys, games, and an abundance of biking, tennis, golf, skiing, fishing and hiking gear.

Many professionals live and work in Aspen-area businesses including physicians, dentists/orthodontists, lawyers, accountants and consultants, among others, as well as service-oriented professionals involved in businesses related to technology, real estate, home building financial services, wedding and event planning, insurance, manufacturing and wholesale sales.

**Schools**

Both public and private school options are available in Aspen, each offering outstanding academic programs for children, as well as rich cultural, social and emotional activities and programs that support the development of the whole child. Aspen’s small town warmth, mixed with a myriad of recreational, community development and cultural programs, round out this location as ideal for young and older children and their families. At Aspen High School,
students have the opportunity to take International Baccalaureate course work and exams. The graduates of the high school are consistently accepted at many of the top tier universities/colleges in the United States and abroad.

For more information regarding Aspen and Pitkin County please visit the following website: www.aspenpitkin.com.

**Procedure for Candidacy**

Email resume or nominations to AVHCEO@wittkieffer.com

Dave Conner  
Senior Partner  
Witt/Kieffer  
Denver, Colorado

davec@wittkieffer.com
**Search Process Timeline and Key Milestones**

The following is an overview of the search process with an estimate for the timeline for key milestones. This is a very dynamic period of time for recruiting CEOs for acute care hospitals. There are several factors that could lengthen or shorten the timeline for this search. As a result, the proposed dates for completing key milestones are not cast in stone and may be adjusted as circumstances warrant. In all aspects of this search the applicable provisions of law will be followed and legal counsel consulted when necessary to resolve any questions.

<table>
<thead>
<tr>
<th>Start-up Activities</th>
<th>Witt/Kieffer meets Aspen Valley Hospital key stakeholders to update position specification for Aspen Valley Hospital CEO search and obtain additional information on the ideal leader profile</th>
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<tbody>
<tr>
<td><strong>Targeted Date for completing search start-up meetings:</strong></td>
<td><strong>April 27, 2016</strong></td>
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<tr>
<td>Approve Position Specification and Recruitment Strategy</td>
<td>Witt/Kieffer submits updated position specification/job description and suggested recruitment strategy, seeks input/approval from the AVH Board.</td>
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<tr>
<td><strong>Targeted Date for Draft of Position Specification:</strong></td>
<td><strong>May 5</strong></td>
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<tr>
<td><strong>Targeted Date for Approval of Position Specification:</strong></td>
<td><strong>May Aspen Valley Hospital Board meeting</strong></td>
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<tr>
<td>Recruitment and Candidate Evaluation</td>
<td>Aggressive national recruitment targets potential candidates; behavioral interviews, credential checks, preliminary references are conducted for qualified candidates</td>
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<tr>
<td><strong>Targeted Timeframe:</strong></td>
<td><strong>Approx. 90 days, May 9- August 8</strong></td>
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<tr>
<td>Cut-off Date for Applications*</td>
<td>Based on submitted applications and Witt/Kieffer interviews with prospective candidates a slate of candidates will be finalized for purposes of the paper presentation of candidate’s resumes/CVs.</td>
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<tr>
<td><strong>Targeted Date:</strong></td>
<td><strong>August 8</strong></td>
</tr>
<tr>
<td>Paper Presentation of Prospective Candidates</td>
<td>Witt/Kieffer meets with the Board’s Search Committee to do a “paper review” of prospective candidates and select approximately 4-6 candidates for first round interviews.</td>
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<tr>
<td><strong>Targeted Date:</strong></td>
<td><strong>August 22 (2 weeks from cut-off)</strong></td>
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<tr>
<td>First Round Interviews</td>
<td>First round candidate interviews with the Board’s Search Committee and possibly some key stakeholders. <strong>Targeted Timeframe:</strong> <strong>Second full week of September</strong></td>
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<tr>
<td></td>
<td>After the completion of first round interviews Witt/Kieffer holds a debriefing session with the Board’s Search Committee to select candidates for second round interviews.</td>
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| **Second Round Interviews/ Finalist Interviews** | Assuming four or more candidates are progressing then second round interviews will be scheduled with Aspen Valley Hospital key stakeholders, including AVH Board, AVH Executive Team members, and key medical staff representatives.  
**Targeted Timeframe: September 19-30**  
If three or fewer finalists are progressing to second round interviews:  
- Open Meeting Act “posting” of the names of the finalists is completed prior to the start of second round/finalist candidate interviews;  
- 14 day period officially begins which triggers earliest possible date for Aspen Valley Hospital employment offer, employing, and/or appointing the position to one of the finalists. |
|---|---|
| **Finalist Selection** | Public Meeting for discussion and board vote on candidate of choice.  
**Targeted Timeframe: Mid October**  
Negotiations on employment terms with candidate of choice (per 14 day notice provision). |
| **Week 19: Search Conclusion** | Candidate accepts offer; appointment announced; Witt/Kieffer supports smooth transition  
**Targeted Timeframe: Mid November** |

* Due to the dynamic nature of the healthcare CEO market the AVH CEO Search Committee reserves the right to accept resumes of exceptional candidates after the stated cutoff date for applications.
Appendix A:  Master Facilities Plan Phase III & IV

Phases III and IV address important areas for patient care including the emergency department, surgery, diagnostic imaging, the lab, specialty clinics, and registration/admissions. Funding sources include philanthropy and hospital resources. A $60 million capital campaign is underway, spearheaded by the Aspen Valley Hospital Foundation. This funding allocation also includes tax-supported general obligation bonds.

Front Entry Upon Completion of All Phases

With the completion of Phases III and IV, AVH will be able to:

- Place the helipad on top of the building, enhancing safety for both the flight crew and those on the ground, as well as minimize patient exposure to weather conditions;
- Better accommodate emergency admissions by ambulance, including patients in need of hazardous material decontamination, and in the event of a mass casualty event;
- Better serve ambulatory emergency patients with a separate, easily identifiable entrance;
- Provide privacy and comfort to patients in one of their greatest times of need, during an emergency visit to the hospital;
- Enhance patient safety with sufficient space to accommodate multiple pieces of equipment and numerous staff representing various specialties during emergencies and surgeries;
- Provide appropriate space for all diagnostic imaging modalities - many of which are new technologies added after the existing hospital was constructed in 1977;
- Ensure departmental adjacencies for maximum patient care and efficiency;
- Eliminate inappropriate interactions among patients and the general public;
- Provide quiet, private space for families dealing with loss;
- Offer appropriate medical office space to essential specialists from Glenwood Springs and Denver who consult with patients in Aspen on a regular basis;
- Register patients and discuss payment and billing in a private setting;
- Accommodate additional local medical practices, thus providing a complete health campus addressing a full spectrum of care - prevention, wellness, early detection, diagnosis, and treatment.
Appendix B: Strategic Success Factors

Aspen Valley Hospital

Strategic Success Factors
2016

Our Mission
To deliver extraordinary healthcare in an environment of excellence, compassion and trust.

Our Vision
To be the leader in fostering our community as the healthiest in the nation.

High Reliability Organization
Processes and facilities that promote access and ensure quality, safety, and service.

Human Resources
A healthy environment where employees, volunteers, and medical staff are highly engaged and valued.

Physicians
Physician partnerships to strengthen the scope of clinical services.

Partnerships/Alliances
Collaboration with organizations that help fulfill our mission and vision.

Community Engagement
Enhance community image and perceptions about hospital services and capabilities.

Finance
Sufficient financial strength to provide the resources needed to support our mission.

The Patient

Aspen Valley Hospital
Small enough to care. Large enough to heal.

WITT / KIEFFER
Leaders Connecting Leaders