



# ASPIRUS™

## LEADERSHIP PROFILE

Aspirus, Inc

**Chief Medical Officer-ANI**



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*Leaders Connecting Leaders*

## Table of Contents

The Opportunity	Page 1
Organization Overview	Page 2
Position Summary	Page 7
Candidate Qualifications	Page 10
The Community	Page 11
Procedure for Candidacy	Page 12

## The Opportunity

Aspirus Network, Inc. (ANI), is seeking an innovative, data driven and experienced physician leader to join as the Chief Medical Officer-ANI (CMO). ANI is the clinically integrated network of Aspirus, Inc., recently recognized by IBM Watson as a Top 15 Health System. Reporting to the Executive Director, of ANI, the CMO will be a strategic leader, providing the vision to guide and direct ANI's Clinical Integration Network (CIN), Accountable Care/Population Health, Value-Based Care and Quality initiatives.

This position will work collaboratively with the ANI team to yield optimal decision-making, alignment and efficiencies related to all ANI provider members, payors, management, and implementation strategies. This position will also work collaboratively with Aspirus System operations leaders to assure CIN, Accountable Care/Population Health, Payor and Quality strategies are implemented to yield optimal performance. The CMO will work closely with the ANI quality and reporting team along with the Director of Analytics and two analysts.

Aspirus is a non-profit, community-directed health system with more than 7,600 employees and net revenues exceeding \$1 billion. Aspirus serves people in North Central Wisconsin and Upper Michigan through an extensive hospital and clinic network, home health and hospice care, pharmacies, critical care, medical goods, nursing homes, a philanthropic and research foundation, and an affiliated physician network. Aspirus Network, Inc. (ANI) is a Clinically Integrated Network of leading primary and specialty care physicians, hospitals and allied health care professionals.

## Organization Overview

Aspirus Network Inc. (ANI) is a Clinically Integrated Network of leading primary and specialty care physicians, hospitals and allied health care professionals. Aspirus Network negotiates contracts on behalf of its members with employers and health plans. ANI works closely with Aspirus' health plan, Aspirus Arise, to help deliver direct access to high-value, personalized health care that aims to improve your health and well-being through all of your health care needs.

ANI aligns all elements of the care continuum to advance quality and improvement efforts that produce better clinical outcomes, enhanced patient experiences and controlled costs. Provider members of Aspirus Network have the opportunity to help identify and drive quality improvement initiatives, serve as advocates for healthier communities, and provide ongoing feedback on the network's strategic direction.

The mission of Aspirus Network is to align regional providers together to provide access to and coordination of, care and delivery of high value services with the best clinical outcomes for healthcare consumers and businesses. Its core values that inspire network participants to offer the best solutions for patients and businesses are: *cost competitive rates, comprehensive regional access, clinical excellence, service excellence and a culture of innovation.*

A Clinical Transformation Council has been established and is working collaboratively with the Aspirus Network Physician Leadership Committee in the development of an overarching organized system of care and new participating provider agreement.

### Aspirus, Inc.

Formed in 1982, Aspirus is a non-profit, community-directed health system with more than 7,600 employees and net revenues exceeding 1 billion. Aspirus serves people in North Central Wisconsin and Upper Michigan through an extensive hospital and clinic network, home health and hospice care, pharmacies, critical care, medical goods, nursing homes, a philanthropic and research foundation, and an affiliated physician network.

The System is anchored by Aspirus Wausau Hospital (AWH), which serves as a regional health resource and is an acute care Magnet facility with 325 available beds and staffed by 351 physicians in 44 specialties. Best known for its world-class cardiovascular program, AWH also provides leading-edge cancer, trauma, women's health, and spine and neurological care.

Also part of the System, Aspirus Network Inc. (ANI) is a Clinically Integrated Network, organized as their PHO and managed care contracting organization, aligning nearly 800 primary and specialty care physicians (621 employed/affiliated and 173 independent), eight hospitals, five ambulatory surgery centers, and other allied healthcare professionals.

The history of Aspirus dates back to the days when lumberjacks worked the timberlands of central Wisconsin. In 1886, Wausau's first hospital, a 25-bed "ticket hospital," opened and Aspirus was born. What started out as a 25-bed hospital in 1886 has grown into a world-class health system that includes eight partner hospitals, more than 50 community-based clinics, post-acute care services, including long-term care and senior living, and a robust physician network.

Financial performance of the Aspirus system continues to be strong, with solid operating margins and a

low long-term debt to capitalization ratio. The Aspirus Obligated Group has been assigned an A+ credit rating from Standard & Poor's and A1 from Moody's Investors Service. The Aspirus operating margin was 5.67% in the last fiscal year. In addition, Aspirus maintains a very strong balance sheet with Days Cash on Hand at 260 days.

### **Aspirus Mission, Vision & Values**

Aspirus, its member institutions and affiliates, have established their long-term "audacious goal": "To be a recognized national leader in the provision of high quality, cost effective, integrated and aligned healthcare services, and to provide those services in a manner that meets and/or exceeds the demands of the post-reform marketplace."

Aspirus and its affiliates will demonstrate and be recognized for superior:

- Adaptability
- Collaboration
- Consistency of care requiring a standardized IT platform
- Culture
- Efficiency
- Quality, service and accessibility
- Transparency

To attain these goals within the framework of healthcare delivery and payment reform, Aspirus is evaluating opportunities to increase system alignment and focus on population health and care management.

#### **Aspirus Mission:**

We heal people, promote health and strengthen communities.

#### **Aspirus Vision:**

Aspirus is a catalyst for creating healthy, thriving communities, trusted and engaged above all others.

#### **Aspirus Values:**

Compassion, Accountability, Collaboration, Foresight and Joy

### **System Member Organizations**

#### Aspirus Wausau Hospital

The fully-owned flagship hospital of the System, Aspirus Wausau Hospital (AWH) serves as a regional health resource for North Central Wisconsin and the Upper Peninsula of Michigan. AWH is an acute care Magnet facility with 325 available beds and staffed by 351 physicians in 44 specialties. AWH and its affiliates are using the EPIC EHR. Best known for its world-class cardiovascular program, AWH also provides leading edge cancer, trauma, women's health, and spine and neurological care. AWH monitors its market share, focusing on 13 counties located in North Central Wisconsin. These counties represent the primary and secondary service areas and account for 96% of all admissions.

AWH's open-heart surgery program is the second largest in Wisconsin, with 369 procedures performed in 2010 and 444 in 2012. The program also has the lowest average charge per discharge and the lowest length of stay. *Thomson Reuters* ranked AWH among the nation's 100 Top cardiovascular hospitals in 2001-2003 and 2006-2009.

AWH is evolving as a major regional cancer center; AWH is an Eastern Cooperative Oncology Group affiliate in cooperation with the University of Wisconsin, Department of Human Oncology. Investigational studies and protocols are conducted at AWH. AWH has expanded a number of outpatient-based programs in response to the needs of the greater Wausau area.

While the Aspirus Clinic employs approximately 240 physicians and 70 mid-level providers, there are still a number of independent small and medium-size group practices within the service area. The vast numbers of specialists are self-employed. In addition, the University of Wisconsin Family Medicine Residency program operates out of AWH with 15 full-time family medicine residents (five per year).

In addition to its regional clinical programs, AWH has successfully positioned itself as a low-cost provider within its peer group and service areas.

#### Aspirus Medford Hospital (Memorial Health Center)

Aspirus Medford Hospital is a 25-bed non-profit healthcare organization that serves Taylor, Price and Clark counties in North Central Wisconsin. Aspirus and Memorial Member Association are each 50% members of MHC as the result of an affiliation agreement dating back to February, 2001. MHC focuses on Taylor and Price counties, which account for 82% of their admissions.

The hospital is accredited by the Joint Commission, and is a Critical Access, Level III Trauma Care Center. In addition to the hospital, the organization includes primary care clinic locations in Gilman, Medford, Phillips, Prentice, and Rib Lake; a specialists clinic; a retail pharmacy; two therapy centers; a public fitness center; Kidney Care (dialysis center); an outpatient surgery center that also provides chemotherapy and IV therapies five days a week; a continuum of Senior Care Services; and a satellite campus location for the Aspirus Heart & Vascular Institute, and the Aspirus Joint Replacement Center.

#### Aspirus Langlade Hospital

Aspirus Langlade Hospital is a critical access hospital, owned and operated by the Religious Hospitaliers of St. Joseph in a 65% - 45% affiliation agreement with Aspirus. With investment from Aspirus, a new state-of-the-art hospital has been constructed and occupied with the goal of providing local access to high quality healthcare. LH's service area consists of Langlade and Shawano counties in Wisconsin, which account for 86.3% of all admissions.

The hospital is accredited by the Joint Commission, and is a Critical Access, Level III Trauma Care Center. In addition to the hospital, the organization includes primary care clinics in Antigo, Echo, and Wittenberg/Birnamwood.

Aspirus Hospitals in Michigan comprise the Upper Peninsula Region totaling 67 aggregate beds.

#### Aspirus Keweenaw

Aspirus Keweenaw is a critical access hospital, located in Laurium, MI, serving residents in the

Keweenaw Peninsula. In addition, there are three clinics and a fast care providing services to residences in this part of the Upper Peninsula.

### Aspirus Ontonagon

Owned since November 2007, Aspirus Ontonagon currently operates a 25-bed critical access hospital, a 46-bed nursing home, rehabilitation and fitness center, and three clinics.

### Aspirus Ironwood Hospital

Established in 1923, Aspirus Ironwood Hospital serves people of the Gogebic-Iron Range in Upper Michigan and northern Wisconsin with high quality medical care and services. Aspirus Ironwood Hospital is a critical access hospital fully accredited by The Joint Commission.

### Aspirus Iron River Hospital

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

### Aspirus Riverview Hospital

Aspirus Riverview Hospital was organized by community leaders in 1912 to operate a local hospital and otherwise fill the health care needs of Wisconsin Rapids and South Wood County and the surrounding areas.

### Adult Living & Care Facilities

- Aspirus Care & Rehab (99 skilled nursing beds)
- Aspirus Cedar Lane Assisted Living Apartments (10 spacious, private apartments)
- Aspirus Country Gardens Assisted Living Complex (28 assisted living units)
- Aspirus Duroy Terrace Apartments (residential care apartment complex)
- Aspirus Long Term Care (46 skilled nursing beds)
- Aspirus Pleasant View – Skilled Nursing Home (PVNH) located in Phillips, WI (50 skilled nursing beds)
- Aspirus Primrose Corner – Adult Family Home
- Aspirus Regency House (community based residential facility)
- Aspirus Rosewood Terrace – Adult Family Home
- Pine Meadow – Apartment Complex (40 independent senior living units)
- Rosalia Gardens Antigo (community based residential facility)

### Aspirus Clinics

Aspirus has a network of more than 50 community-based clinics, 200 physicians and 70 mid-level providers who are committed to developing trusting, personal and caring relationships with their patients.

Aspirus Clinics provide high quality, accessible healthcare to a growing number of communities and

provides a continuum of excellent, comprehensive, cost-effective care for the entire family. The team of primary care providers – specialists in family medicine, OB/GYN, internal medicine, pediatrics and urgent care – has access to, and works closely with a highly skilled group of specialists to prevent, diagnose and treat illnesses and disease.

### Aspirus Arise

Aspirus Arise offers Wisconsinites a new choice a more cost effective choice for health care coverage. This local collaboration between a health insurer and a health care provider is the future of health care in Wisconsin. The Wausau-based company was formed out of a partnership between Aspirus and Arise Health Plan. WPS Health Plan, Inc. (d/b/a "Arise Health Plan"), based in De Pere, is a local Wisconsin health insurer dedicated to innovative approaches to health insurance, transparent interactions with customers, and making insurance easy to buy, own, and use. Arise offers comprehensive and affordable health plan options and personalized service to businesses and individuals.

### **Market Overview**

Within the primary service area of the Aspirus system, is their flagship hospital, Aspirus Wausau Hospital (AWH 325 acute care beds); the only acute care competition of any size is Ascension St. Clare's Hospital in Weston, WI, which has 66 staff beds and a third of the inpatient discharges. Secondary service area competition is from Marshfield Medical Center in Marshfield, WI.

Financial performance of the Aspirus system continues to be strong, with solid operating margins and a low, long-term debt to capitalization ratio.

# Position Summary

## Reporting Relationships

Direct report to ANI Executive Director with matrix reporting to Aspirus System CMO

## Responsibilities

- Develops and maintains physician relationships that promote a culture of trust, collaboration, and transparency embedded in the principles of the Aspirus Compact
- Assures provider performance incentives are aligned with payor value-based contract strategies and provider compensation models
- Defines levels of physician engagement, alignment and involvement in CIN and its relationship to commercial and government payor value-based contract arrangements
- Serves as a representative voice of physicians across ANI, Aspirus System and broader organizations to promote ANI clinical strategies and interventions designed to efficiently produce the optimal value proposition
- With direction from, and in collaboration with, the Executive Director leads and directs CIN development, alignment, and implementation
- Leads and directs ANI Physician Leadership Committee (PLC) - PLC oversees the implementation of the Clinical Value Program (CVP)
- Leads and directs clinical business informatics reporting, internal or external tool, for tracking, evaluating, communicating, and improving CVP performance; interacts with Aspirus IT leadership team to assure optimal functionality and connectivity
- Leads and directs best practice clinical benchmark analytics of CVP performance to identify opportunities for recognition and improvement
- Facilitates transparent communication to ANI individual providers on CVP metric performance and provides support and remediation efforts with a provider to achieve optimal performance
- Leads and directs continuous improvement and transparency efforts to achieve the best clinical quality outcomes and improves quality metrics, in collaboration with system medical directors, by analyzing and monitoring internal data and various external benchmark data sources, e.g., WCHQ, WHIO, and other clinical report cards
- Leads and directs continuous improvement and transparency efforts to achieve the best patient satisfaction metrics with inventions when necessary designed to produce optimal performance

- Leads and directs collaboration with system medical directors with standardization of care by selecting evidence-based practice guidelines where applicable
- Facilitates transparent communication of ANI's strategic clinical direction to ANI providers, practice administrators, and system leaders
- Supports Aspirus System Quality & Patient Council to ensure alignment with PLC strategies
- Leads and directs, with Aspirus System CMO, the development, management and implementation of Accountable Care/Population Health strategies that influence care management efforts with the goal to be a well-managed, clinically integrated system of care capable of delivering Accountable Care
- Leads and directs Accountable Care informatics reporting that support ANI and Aspirus System needs for actionable and meaningful clinical and financial reporting capabilities related to per member per month costs of a defined patient population
- Leads and directs an annual care management improvement plan that demonstrates an improvement in ANI efficiencies and improves quality outcomes for a defined population
- Leads and directs development of patient registries for Aspirus System care management team to create directional care management intervention plans for a defined patient population
- Leads and directs utilization improvement and clinical care redirection from variances of unnecessary care based on defined set of key clinical performance indicators
- Leads and directs further development of care management capabilities in collaboration with system medical directors and executive leadership with the goal to deliver such capabilities to payors and external purchasers
- Facilitates transparent communication of Accountable Care/Population Health strategies to ANI providers, practice administrators, and system leaders
- Leads and directs ANI Credentialing Committee to ensure the highest standards of provider participation/eligibility and credentialing payor requirements are met
- Develops and fosters strong, positive working relationships with existing and future payors to maximize opportunities to promote ANI's clinical quality outcomes value proposition
- Provides clinical knowledge that supports payor negotiations and network management to achieve transition from volume-based to value-based reimbursement strategies
- Collaborates with payor clinical leaders to assure alignment of payor quality initiatives with CVP quality metrics
- Participates in development of payor value-based reimbursement strategies
- Participates in development and implementation of payor value-based distribution model that aligns with System provider compensation model

- May attend ANI Board meetings as administrative staff member
- Works effectively with ANI Board of Directors, ANI Team, Aspirus executive leaders, and BU CMO's/System Medical Directors
- Responsible for understanding federal compliance standards as a clinically integrated network
- Ensures climate of collaboration and fosters an environment of teamwork
- Leads, manages and coaches the ANI quality and reporting team, as applicable (including performance appraisals, time management and project direction)
- Provides direction to Credentialing Services and Health Resource Team
- Maintains department specific accountabilities as determined, maintained, and housed within each unit's Scope of Service

# Candidate Qualifications

## Education/Certification

- Knowledge of healthcare standards and practices normally acquired through completion of a Doctor of Medicine Degree (M.D. or D.O.) required
- Board certification in a clinical specialty

## Knowledge and Work Experience

- Minimum of 10 years professional clinical practice experience preferred
- A minimum of 3 years of healthcare management/quality/population health leadership experience preferred

## Leadership Skills and Competencies

- Is, or becomes, licensed by the State of Wisconsin to practice medicine
- Demonstrates strong leadership capabilities with proven ability to make tough decisions yet be influential
- Demonstrates strong leadership capabilities with proven ability to energize staff
- Possesses excellent interpersonal skills, including written and verbal communication skills
- Possesses excellent internal management skills evidenced by exercising a high degree of initiative, judgment, discretion, organization, and time management
- Possesses a strong interest to grow knowledge base and understanding of the managed care environment/conditions/trends, value-based payor contracts, health insurance industry, provider networks and associated legal issues
- Possesses a strong understanding of finance and health care reimbursement
- Possesses strong analytical and presentation skills
- Functions under pressure and is an expert at managing multiple priorities
- Annual competencies as required by Aspirus and/or various regulatory agencies based on entity and/or job position

## The Community

### Wausau, Wisconsin

Located in the middle of North Central Wisconsin, Aspirus is the largest employer in Marathon County. The Wausau area is the county seat and includes the communities of Wausau, Rib Mountain, Schofield, Rothschild, Mosinee, Kronenwetter and Weston. Surrounded by woods, lakes and hills, the Wausau area enjoys the fortunate combination of big-city amenities with the look and feel of the great Northwoods and small-town hospitality. Four seasons of outdoor recreation includes a downhill ski facility within the city limits, cross country ski trails, five public golf courses and two country clubs, numerous parks, lakes and rivers. The community also enjoys a thriving arts community, which includes a nationally recognized art museum, entertaining festivals and events, diverse shopping and dining.

The community has an excellent K-12 educational system with high school graduation rates at 96%. Post high school educational opportunities are available through a Technical College, two private Colleges and a two-year campus of the University of Wisconsin located in Wausau.

There is a strong and diverse economic base in Marathon County.

Wausau sits at the junction of interstate 39 running North/South and highway 29 running East/West, making transportation to major metropolitan areas easy and convenient. The community is served by American Eagle, Delta Connection, and United Airlines regional carriers from Central Wisconsin Airport.

For more information, contact Wausau/Central Wisconsin Convention & Visitors Bureau: 715-355-8788, 888-WI-VISIT, (948-4748), [www.visitwausau.com](http://www.visitwausau.com)

## Procedure for Candidacy

Please direct all nominations and resumes to Hillary Ross or Scott Dethloff, preferably via e-mail, to [sdethloff@wittkieffer.com](mailto:sdethloff@wittkieffer.com). Information that cannot be sent electronically may be forwarded to:

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