

A decorative graphic on the left side of the page consists of a dark teal vertical bar with a series of thin, light blue lines that curve and flow across it, creating a sense of movement and depth.

Wisconsin Regional VP,
Strategy and Business
Development

LEADERSHIP PROFILE

March 2024

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WittKieffer

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The Opportunity

SSM Health seeks a dynamic, distinguished executive to serve as its next Wisconsin Regional VP, Strategy and Business Development (VP). This is a unique opportunity with one of the country's top integrated healthcare systems.

SSM Health has a rich history of serving its communities for the past 150 years. As a Catholic ministry, SSM Health is a nationally recognized integrated healthcare system with 23 hospitals, 40,000 employees, 11,600+ providers, 300 outpatient sites, 13 post-acute care facilities, 500,000+ covered lives through Dean Health Plan, and \$9 billion in operating revenue serving 58 communities across four states. SSM Health Wisconsin is one of SSM Health's largest divisions with seven hospitals, 705 licensed beds, 75 ambulatory sites, and Dean Health Plan.

Reporting to the Chief Strategy Officer of SSM Health, the VP will lead the development and implementation of strategies that improve the market positioning of SSM Health's Wisconsin Market. The VP will use data to analyze market dynamics and improve current business plans to achieve the goals of the organization, consistent with the mission and values of SSM Health. They will work closely with the SSM Health Wisconsin Region leadership to establish and influence others to achieve targets and metrics in alignment with strategic and operational goals and develop or expand successful new inpatient and/or outpatient service lines within the region.

Keys to success in this VP role will be the ability to facilitate healthy dialogue among the regional senior leadership team, work collaboratively and respectfully, but push the team to think differently about how SSM Wisconsin delivers services to the populations it serves. The VP will bring a minimum of 10 years of progressive strategic planning and strategy development experience in a complex healthcare organization. The next leader will demonstrate a developed track record of utilizing data to drive strategic decision-making and forming complex business plans in a competitive healthcare market. This leader will be expected to help the team focus and prioritize efforts, provide leadership in the measurement of results, and improve the level of discipline around strategic planning for the region.

Organization Overview

SSM Health

SSM Health is a Catholic, not-for-profit health system serving the comprehensive health needs of communities across the Midwest through a robust and fully integrated healthcare delivery system. Headquartered in St. Louis, the organization's 40,000 team members and 11,600 providers are committed to providing exceptional health care services and revealing God's healing presence to everyone they serve.

With care delivery sites in Illinois, Missouri, Oklahoma, and Wisconsin, SSM Health includes 23 hospitals, more than 300 physician offices and other outpatient and virtual care services, 13 post-acute facilities, comprehensive home care and hospice services, a pharmacy benefit company, a health insurance company, and an accountable care organization. SSM Health is one of the largest employers in every community it serves.

For 150 years, SSM Health has taken the time to connect, listen, and learn about communities and patients. Referred to as the Healing Power of Presence, SSM Health shares an enduring commitment to improve the lives of those in its care.

Accountable Care Organization (ACO)

SSM Health chose to participate in the Medicare Shared Savings Program (MSSP) in St. Louis as an ACO in 2014 and continues to participate today. Starting on January 1, 2020, SSM Health expanded its participation in the MSSP in Southern Illinois with its second ACO, working together to coordinate care with two critical access hospitals that serve Southern Illinois.

On January 1, 2022, SSM Health further expanded its participation in Wisconsin by launching its third ACO, working together to coordinate care with independent physicians.

Dean Health Plan

Dean Health Plan, based in Wisconsin, includes a network of more than 3,200 providers, 30 hospitals and more than 180 primary care sites. In December 2021, SSM Health entered into a joint venture with Medica to further strengthen health plan operations and spur additional growth. This joint venture is helping to drive innovation and quality of care, leveraging the organizations' complementary strengths, visions, and commitments to benefit the members and communities they serve. This partnership will add value to the healthcare experience through improved outcomes and lower costs for members.

Navitus

Navitus Health Solutions stands alone as the industry alternative to traditional models with a strong commitment to lowering prescription costs. Navitus offers a powerful solution which has proven to take the unnecessary costs out of pharmacy benefit management. It serves as an innovative pass-through company, returning all savings and rebates to its clients. This approach has helped plan sponsors of all types and sizes reduce their costs since 2003. Drawn to Navitus' value-based

consumer-centric model, Costco Wholesale Corp. purchased a minority interest in the organization in 2020.

Community Health

Each year, SSM Health reinvests in communities through charity care, medical education, and research, as well as contributions to community health improvement services. Based on findings from Community Health Needs Assessments (CHNA) conducted in each of SSM Health's communities, we work together with government agencies, charitable foundations, and other local organizations to provide a safety net, helping people access preventative care, investing in critical services, and bringing hope to individuals in difficult times.

Diversity, Equity, Inclusion

SSM Health has a long history of championing social justice, diversity, equity, and inclusion for all. The organization's founding Sisters, the Franciscan Sisters of Mary, believed all people were created equal and in the image and likeness of God. They opened the nation's first Catholic integrated hospital for African Americans in 1933. The hospital welcomed African American patients and it offered African American physicians and nurses the opportunity to practice their profession.

Today, SSM Health continues on its journey to create a culture where employees, patients, and family members feel welcome, respected, included, and valued. The organization realizes that workforce diversity is essential to the success of its Mission and Vision.

SSM Health intentionally partners with diverse organizations, broadening its reach into the communities it serves to support and promote a more inclusive society. The system also seeks to attract and support people and suppliers from diverse backgrounds and cultures.

At SSM Health, diversity is an integral part of the organization's strategic goals, in alignment with its Mission, Vision, and Values.

Mission & Values

Our Mission: Through exceptional healthcare services, we reveal the healing presence of God.

Our Values: Inspired by the founding religious sisters, SSM Health values the sacredness and dignity of each person. Therefore, these five values are found to be consistent with SSM Health's heritage and ministry:

- **Compassion:** Reveal the healing presence of God through compassionate care focused on the fullness of the person.
- **Respect:** Respect life at all stages and promote the dignity and well-being of every person.
- **Excellence:** Provide exceptional care and service through employees and physicians dedicated to the Mission.
- **Stewardship:** Use financial, human, and natural resources responsibly and care for the environment.

- **Community:** Cultivate relationships that inspire service and promote justice in the organization and throughout the communities, with special concern for the poor and marginalized.

Our Vision: Peace, hope, and health for every person, family, and community, especially those most in need.

As a Catholic organization, SSM Health operates in alignment with the Ethical and Religious Directives for Catholic Health Care Services.

Fast Facts About SSM Health at a Glance

- **Community Benefit:** \$395 million in 2021
- **Team Members*:** 40,000
- **Providers on Medical Staff*:** 11,600+
- **Dean Health Plan members**:** 500,000+
- **Navitus members**:** 8.6 million across 50 states
- **Inpatient Admissions:** 163,826
- **Outpatient Visits:** 2 million
- **Completed Medical Group Appointments:** 5.7 million
- **Outpatient Surgeries:** 88,060
- **Virtual Visits:** Nearly 24,000 monthly
- **Home Care Visits:** 250,786
- **Total Assets:** \$10,644,445 ***
- **Community benefit ministry:** \$394,846,293 ***

Fast Facts reflect 2021 totals, unless otherwise noted.

** Values are approximate as of October 2022*

*** Values for Dean Health Plan (including WellFirst Health and Prevea360) and Navitus as of June 2022*

**** Audited financial data for the Fiscal Year 2021 (In thousands) Consolidation of owned entities*

SSM Health in Wisconsin



SSM Health in Wisconsin is a healthcare network that encompasses SSM Health facilities throughout southern Wisconsin with \$3.6 billion in total operating revenue. SSM Health in Wisconsin provides healthcare services at SSM Health Dean Medical Group, seven hospitals (listed below), and at two nursing homes, SSM Health St. Mary's Care Center, and SSM Health St. Clare Meadows.

Fast Facts About SSM Health Wisconsin

- **Operating Beds:** 705
- **Inpatient Admissions:** 30,868
- **Outpatient Visits:** 442,651
- **Emergency Visits:** 130,036
- **Babies Born:** 4,006
- **Home Care Visits:** 108,817
- **Outpatient Surgeries:** 16,815
- **Medical Group Appointments:** 2,437,411
- **Average Daily Census:** 358
- **Medicare Mix:** 50%
- **Commercial Mix:** 30%

SSM Health Dean Medical Group

SSM Health Dean Medical Group joined the SSM Health system in September 2013. Established in 1904 and based in Madison, Wisconsin SSM Health Dean Medical Group provides:

- Medical and health services through a network of locations throughout southern Wisconsin
- Health insurance services through Dean Health Plan
- Ancillary health services throughout the locations



The network consists of more than 60 clinics in south-central Wisconsin, SSM Health Davis Duehr Dean Eye Care, and insurance provider Dean Health Plan. Approximately 500 physicians provide primary, specialty and tertiary care in the clinics. The system serves more than 400,000 health plan members.

In addition to the Dean Medical Group, the Wisconsin market benefits from two additional physician practices, Monroe and Agnesian medical groups, both of which operate within their respective markets. Agnesian is made up of over 100 local, independent providers while Monroe has an employed provider model serving the patients in their community.

SSM Health St. Mary's Hospital - Madison



At SSM Health St. Mary's Hospital – Madison, staffed for 330 beds, the goal is to serve the community and play an active role in it. For the third consecutive year, U.S. News & World Report recognized SSM Health St. Mary's Hospital - Madison as one of the best hospitals in Wisconsin. From pediatrics to senior health, St. Mary's Hospital consistently offers the latest advances in medical services through individualized patient treatment.

SSM Health St. Mary's Hospital - Janesville



At SSM Health St. Mary's Hospital - Janesville, a 50-bed staffed hospital, the ministry offers talented specialists in women's health, cancer care, orthopedics, pediatrics, general surgery, rehabilitation services, sleep disorder, and many more medical services. The connection with SSM Health Dean Medical Group enables a seamless healthcare patient experience. The heritage of healing continues today with SSM Health's deep-rooted commitment to providing personal and compassionate care.

SSM Health St. Clare Hospital – Baraboo

SSM Health St. Clare Hospital – Baraboo is a community-focused hospital that builds upon SSM Health's tradition of committed and personalized care. With 43 staffed beds, the hospital offers an array of services including cancer care, general surgery, pediatrics, orthopedics, heart and vascular, women's health, and many other high-quality services in connection to the Dean Medical Group.



Monroe Clinic Hospital



Monroe Clinic Hospital is a state-of-the-art, 58-bed staffed facility built in 2012. The inpatient and intensive care departments are staffed by a team of nine hospitalists and average approximately 2,000 inpatient admissions per year. The Family Birth Center offers seven labor-delivery-recovery (LDR) suites, five medical/surgical rooms and its own operating room. Monroe Clinic averages 475 births per year.

Waupun Memorial Hospital

Waupun Memorial Hospital is a 25-bed hospital, which provides a full range of inpatient and outpatient services to Waupun and surrounding rural areas. The hospital was dedicated in 1951 as a tribute to veterans in both world wars and to serve the needs of the city of Waupun and its surrounding areas.



Ripon Medical Center



Located in Ripon, Wisconsin, Ripon Medical Center has been providing quality healthcare with a personalized approach for nearly 80 years. The facility features 18 private patient rooms — 15 medical/surgical and three Intensive Care Units (ICU). Surgical Services are available on the hospital's first floor and feature three surgical suites and one endoscopic procedure room.

St. Agnes Hospital

Founded by Mother Agnes Hazotte and the Congregation of Sisters of St. Agnes, St. Agnes Hospital treated its first patient in 1896. The hospital staffed for 127 beds, has grown into both an inpatient and outpatient facility providing innovative community and regional healthcare services to the greater Fond du Lac area.



For additional information please visit the appendix to this document and:

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

<https://www.ssmhealth.com/wisconsin>

Position Summary

Reporting Relationships

The Regional Vice President, Strategy & Business Development will be supported by a strong team and will report to Joan Bachleitner, the Chief Strategy Officer of SSM Health, and a dotted line report to Sue Anderson, Regional President of SSM Health Wisconsin.

Responsibilities

The successful Wisconsin Regional VP, Strategy and Business Development candidate will develop short and long-term strategic goals and plans ensuring alignment with broader organization priorities. The next VP will utilize metrics and organization vision to lead and direct strategic business development activities, including market research, annual strategic plans, ambulatory joint ventures, and rural health development.

The VP, Strategy & Business Development candidate will:

- Develop strategies to ensure effective market positioning in alignment with system and regional direction.
- Serve as a member of the leadership team providing strategic direction and alignment with system strategy on business development related issues for the market. Will support business development related issues and work effectively as a team member in a dynamic executive environment in a matrix organization.
- Enhance and develop relationships with community, employees, organizations, and groups as needed to create business development opportunities.
- Implement strategies to protect the organization's market share.
- Oversee the annual strategic, financial, and HR planning process.
- Ensure application of various strategic planning and quality improvement tools such as environmental scanning, risk assessment, portfolio analysis, capital planning competitive benchmarking, etc.
- Develop and provide consultation to identify or assess strategies to better meet consumer needs.
- Provide consultative services in the areas of strategic and service line development, planning, analytics, and satisfaction.
- Assume fiscal responsibility through budgetary planning and implementation. Participate in capital planning, forecasting, and evaluation of proposed facilities, technology, and equipment. Establish processes to ensure accurate implementation and maintenance of planning, business development and decision support systems.

- Participate in activities related to mergers, acquisitions, joint ventures, affiliations, and other related activities. Support the creation of expansion of health plan strategy.
- Oversee and direct market analysis and strategic analysis. Perform market research, financial analysis and revenue building activities. Develop, present, and implement business plans that enhance market share of centralized and decentralized services.
- Prepare and analyze business development and marketing strategies that engage physicians and employees. Develop and implement tools to communicate trends to senior leadership.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Be viewed as a highly seasoned, professional, and trusted leader within SSM Health Wisconsin Region by the senior leadership and management teams, providers and community. Establish a style that is visible, approachable, and team oriented.
- Lead the development and implementation of a regional strategic plan that clearly identifies the role that each entity within the region plays in the delivery of SSM's mission. Identify a strategy across the market for a complement of services both acute, post-acute, and ambulatory along the continuum of care.
- Partner with the regional senior leadership team and lead the execution and implementation of comprehensive capital projects throughout the region that have been identified by SSM, translating strategy into business plans and goals across operations, business lines, and facilities.
- Identify, refine, optimize, and execute strategies that capture what is unique and special to SSM Health Wisconsin Region while driving growth, innovation, and transformation across the region. Support the strategy of becoming a values-based leader within the market fully utilizing and growing necessary services.
- Secure stakeholder engagement and drive successful strategy development and translation into execution, growth-oriented business plans, and market insights to drive decision-making. Develop strategies and processes that will positively impact financials through service line growth, reduction of outmigration, and improved patient access across the Wisconsin region.
- Foster a culture of innovation that drives new market strategies throughout the region. Acknowledge and support a proactive focus on the competitive marketplace. Investigate opportunities such as market expansion, service-line development, alliances, and other market and growth strategies to optimize performance in terms of growth, quality, service, and cost.
- Lead, mentor and invest in the professional growth and development of direct reports.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, management or related field.

Knowledge and Work Experience

- Strategic executive with a minimum of ten years of progressively responsible involvement in strategic planning, business & network development, and physician integration experience. Healthcare experience is preferred, with non-health, service-oriented industry experience given consideration. Strong collaborative skills and prior success in matrixed environment.
- Experience in analyzing and implementing broad-reaching strategies that address issues of market growth in both the in-patient and outpatient settings.
- Experience in using market analytics and financial analysis and modeling to make strategic business decisions. Proven ability to analyze and interpret complex data, as well as the ability to research and prepare comprehensive reports.
- Proven balance between high-level strategic thinking with process orientation and attention to detail, as required in interactions with these high-level audiences.
- Proven track record as a "hands-on" and operationally astute executive that can drill down to the detail necessary to execute on strategic initiatives and business development opportunities.
- Experience overseeing business planning capabilities in developing market insights, including conducting competitor analysis, collecting market intelligence, and assessing partnership opportunities to support growth objectives.

Leadership Experience and Competencies

- At least five years of extensive leadership experience in a nationally recognized healthcare organization with exemplary quality, growth, and sustained financial strength. Proven track record of working within a matrix organizational structure.
- Models administrative and philosophical compatibility with the Mission and values of SSM Health. Demonstrates personal and professional values consistent with the values of SSM Health including a strong commitment to diversity, equity, inclusion, and social justice.
- Possesses a "systems perspective" and manages the whole organization to achieve success; looks at the organization as a whole and builds upon key organizational requirements, including strategic objectives and action plans.
- Possesses a thorough understanding of system strategy, operations, technology and ability to assess trends and implement best practices.

- Serves as an active, respected, visible, and dedicated community leader and healthcare thought leader.
- Demonstrates a successful track record of developing trusting physician and other clinical relationships, engaging leaders in future plans and collaborating on clinical quality, service and program growth.
- Builds partnerships and works collaboratively with others (individuals and organizations) to meet shared goals. A calculated risk taker who is open to developing collaborative partnerships.
- Creatively re-engineers and constructs new ways of doing things; needs to be future-oriented and, while understanding tradition, is capable of making changes sensitively but unwaveringly; is a leader who respects the important, positive aspects of organizational culture while managing the organization's capacity for change.
- Demonstrates a deep commitment to value-based care, population health, and serving the most vulnerable.
- Develops and implements effective operational and financial systems and controls. Understands and appreciates fiscal planning and management; while not the CFO, the regional vice president will ensure that the region appropriately leverages its assets to actualize its strategies.
- Possesses a proven track record in the areas of clinical quality, patient experience and financial performance. Believes in exceptional patient care, education, research, and service to the community.
- Anticipates future possibilities and translates them into breakthrough strategies for the organization.
- Makes timely decisions based on values, goals, facts, and good judgment; uses decision tools effectively and at appropriate times; shows a good sense of timing related to decision-making.
- Engages clearly and convincingly with others; is an active listener who seeks input and encourages the dynamic exchange of ideas.
- Balances the needs of multiple stakeholders, both internally and externally; appreciates the complex nature of organizations and recognizes the interplay of individual and collective interests.

The Community

Madison, Wisconsin



Madison is a community of contrasts and balance. The city offers the friendly ease of living in America's heartland, with the sophisticated lifestyle of a larger city. Home to both the state capital and the University of Wisconsin, the city serves twin roles as a government center and college town.

Consistently ranked among the most livable cities in America, Madison surrounds a pair of lakes - Lake Mendota and Lake Monona. The Monona Terrace, originally envisioned and designed by Frank Lloyd Wright as the "Dream Civic Center," a curvilinear gathering place that would link the shore of Lake Monona with the state capitol, is now regarded as one of the nation's most distinguished destinations, and an iconic feature of the city skyline. Designed by Cesar Pelli with the vision to provide "Extraordinary Experiences for All," the Overture Center for the Arts has a culturally significant impact throughout Madison and features seven state-of-the-art performance spaces and four galleries while providing free or low-cost admission for community and education programs, improving quality of life through the arts. Furthermore, Madison is recognized as one of America's greenest cities as well as a hub for technology innovation, from entrepreneurial incubators to major corporate headquarters.

Madison is ideally located in Dane County in south-central Wisconsin. Milwaukee and Chicago are drivable in less than 2.5 hours, and the airport offers 19 non-stop flights throughout the United States with service by Delta, American, United, Frontier and other airlines.



Top Ranking in Best Places to Live

According to U.S. News, Madison ranks as the #12 Best Place to Live, based on quality of life, job market, value of living here and people’s desire to live here. And Sperlings has ranked Madison in the top 10 cities for relocation. Economic engines such as healthcare, information technology and manufacturing enhance Madison’s quality of life and complement the highly educated and civically engaged culture that comes with being the state capital and home to the University of Wisconsin.

Living in the Heart of Madison

Madison is a well-planned city that’s easy to get around. The vibrant, clean and safe downtown district and city neighborhoods include a wide variety of options near the SSM Health St. Mary’s Hospital main campus. City living offers convenient access to entertainment, lakes and trails, and retail, restaurant and service businesses.



Labeled as Madison’s “first suburb,” many University of Wisconsin faculty call the Monroe Street neighborhood home, and their influence keeps the shops and restaurants quaint and friendly. The creative Atwood Avenue neighborhood has transformed into a hip community where front porch conversations and a friendly vibe will feel right at home. Williamson-Marquette neighborhood, affectionately known as “Willy Street,” continues to preserve its eclectic heritage of Victorian and Queen Anne style houses, newer condos and two flats. Warm, welcoming, and innovative, this neighborhood is a diverse mix of international graduate students, young families and long-time Madison natives.

Art and Architecture

Within a few blocks of Madison’s iconic State Street, you’ll find the Chazen Museum of Art which houses the second-largest art collection in the state. Further east, the Madison Contemporary Art Museum’s broad array of mediums reflects the diversity of modern artists and approaches. The nearby Olbrich Botanical Gardens graces the lakeshore with the living art of 16 acres of outdoor gardens.

Food, Festivals, and Family Fun



Madison is ranked #5 in Livability’s list of best food cities for its collection of renowned chefs, top restaurants, and food cooperatives that take advantage of locally grown foods. Major annual events like the Art Fair on the Square and the Great Taste of the Midwest celebrate Madison’s thriving art and craft beer scenes.

Active Lifestyles

Madison’s 200 miles of hiking and biking trails contribute to the city’s reputation as one of the greenest and most active in the nation. In addition, UW’s arboretum is recognized worldwide, and Madison has 11 beaches with all forms of water recreation. Not to mention Golf is a three-season sport with dozens of courses in and around Madison. When winter arrives, the trails transform for snowshoeing, and cross-country skiing. It’s easy to see that Madison offers something for everyone.



Procedure for Candidacy

Please direct all nominations and resumes to the WittKieffer consultants supporting this search: Donna Padilla, Jim King and Luke Morris through the office of Taeler Kaufmann, via email to tkaufmann@wittkieffer.com. Application materials and inquiries can also be sent through WittKieffer's Candidate Portal, which can be accessed [here](#).

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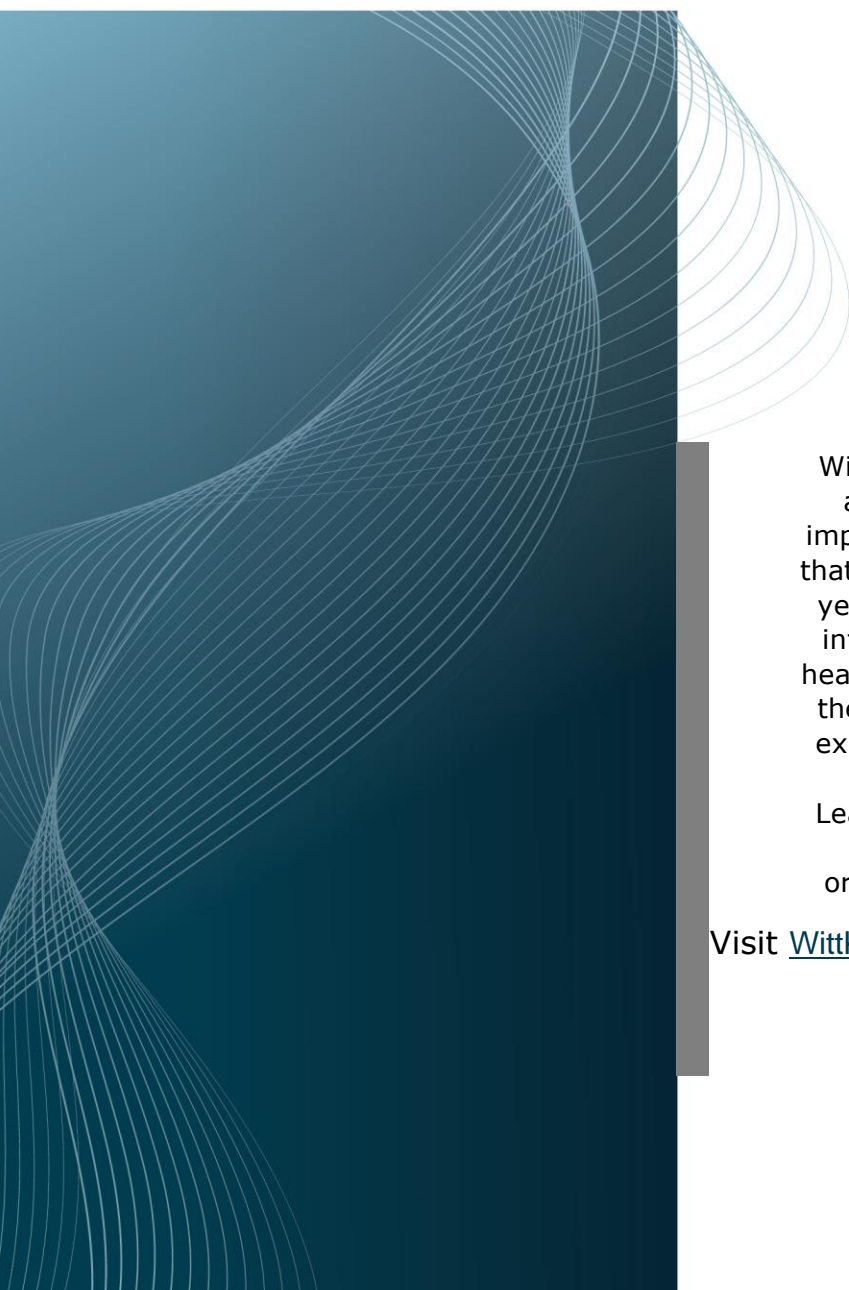
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SSM Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected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

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from SSM 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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Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

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