



Chief Executive Officer

Leadership Profile

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The Opportunity

Memorial Hospital and Manor (MHM) is seeking an inspirational, visible, results-oriented executive to serve as the organization's next Chief Executive Officer (CEO). This role is available due to the retirement of James Lambert, who has successfully served in this role since 2017. This is an exciting opportunity to serve at the helm of an organization that has been deeply rooted in its community for more than 60 years.

Located in Bainbridge, GA, MHM is an independent, not-for-profit, rural health system. MHM is comprised of its 80 bed community hospital; a 107-bed long-term care facility, 5 physician practices, and a 22-bed personal care facility. The health system is owned and operated by the Hospital Authority of the City of Bainbridge and Decatur County. With net patient revenues of approximately \$45 million, MHM is one of the largest employers in the area with more than 500 employees and 28 active medical staff. MHM's dedicated team of physicians, employees, and volunteers fulfill the motto, "Excellence in Service," through friendly, compassionate care. MHM's ongoing efforts of recruiting outstanding physicians and staff, improving facilities, procuring state-of-the-art equipment, and promoting a healthy community exemplify its commitment to quality.

Reporting directly to the Hospital Authority Board, the CEO is directly responsible for the strategy and operations of MHM. In partnership with the Board, the CEO will review and lead the execution and implementation of MHM's long term strategy and mission. The CEO will be joining at a pivotal time in MHM's history as the organization continues to further strengthen its financial position by reducing costs, improving operational performance, and identifying growth opportunities to better serve patients. It is vital that the CEO quickly assess market dynamics and identify opportunities to grow services, increase market share, and reduce patient outmigration. The CEO will serve as a champion for employee engagement and patient experience. This executive, along with the senior leadership team, will foster a culture focused on empowering and engaging staff at all levels and positioning MHM as a top employer in the community. The CEO will also ensure that MHM is viewed across the community as the first and best choice for healthcare by partnering with leadership to enhance programs and initiatives focused on quality, safety, and patient experience. The CEO must develop strong partnerships with physician leaders and medical staff to build trust and ensure alignment with organizational goals.

A major priority for the CEO will be to evaluate the physical infrastructure of MHM and develop a plan for the physical plant moving forward. This executive will need to perform a thorough analysis to determine the organization's infrastructure and capital needs, and ascertain the best solutions in regards to a major renovation and expansion project. To ensure the success of this capital project, the CEO will need to develop a financing plan and bolster support from both internal and external stakeholders, including senior leadership, board members, and city and county leaders. As the CEO, it is expected that this leader is active in the community serving as the face and voice of MHM building relationships with community leaders across the service area. The CEO will be charged with continuing to strengthen the brand of MHM.

This is an exceptional opportunity for a visionary and mission-driven leader. The CEO will convey an infectious enthusiasm for MHM's mission while holding staff accountable for performance. MHM requires a trusted and respected leader with a strong healthcare operations background and vision for the future of rural healthcare. The ideal candidate will have strong interpersonal skills and experience serving in a highly visible role. The CEO will have a track record of success achieving strong financial, operational and quality performance. The successful candidate will be an effective communicator and relationship builder and have extensive experience partnering with physicians.

Organization Overview

Memorial Hospital and Manor (MHM) is located in Decatur County in the Southwest Georgia town of Bainbridge, which is known historically as Georgia's First Inland Port City. MHM has served the healthcare needs of Decatur County and surrounding communities for over 60 years. The 80-bed community hospital and 107-bed long-term care facility, along with Willow Ridge, a 22-bed personal care facility, is owned and operated by the Hospital Authority of the City of Bainbridge and Decatur County. The health system also operates five physician practices.

History

Memorial Hospital was officially dedicated on Sunday, April 3, 1960, and opened its doors to receive patients the following day. The 80-bed hospital, located at 1500 East Shotwell St. in Bainbridge, GA, was built under the Hill-Burton Hospital Survey & Construction Act of 1946. The Hill-Burton Act initiated the concept of local, state, and federal cost sharing of healthcare facilities, and provided federal funds for construction and renovation of more than 9,000 medical facilities, particularly in lower income areas. While two-thirds of the money was provided by the Federal government and the State of Georgia, Memorial Hospital has always been operated by the Hospital Authority of the City of Bainbridge and Decatur County.

Through the years, Memorial Hospital and Manor has expanded its facilities and services to meet the needs of a growing community. In 1972, Memorial Manor, a 67-bed Long Term Care Facility, was built adjacent to the Hospital, and in 1979, Manor II was completed, adding another 40 beds to the nursing home. An Intensive Care Unit was added in 1986, a new Level II Emergency Department was built in 1993, and three new building projects were completed in 1998, including the Kirbo Women's Center, Willow Ridge Personal Care Facility, and Memorial Medical Center. Renovation of patient rooms in the hospital and resident rooms in the Manor are an ongoing project at Memorial Hospital and Manor.

Under the leadership of the Hospital Authority of the City of Bainbridge and Decatur County, the facility continues to grow to meet the needs of Bainbridge and Decatur County and the surrounding communities with a dedicated team of physicians, employees, and volunteers fulfilling the motto, "Excellence in Service" through friendly, compassionate care.

Foundation

The Memorial Hospital Foundation was organized in 1989 with 14 members, as well as the Chairman of the Hospital Authority and the Chief of Staff serving as ex-officio members. The Memorial Hospital Foundation has donated over \$1.3 million to the hospital for equipment purchases and other capital improvements.

MHM Financials

	<u>2023</u>	<u>Restated 2022</u>
Operating revenues:		
Net patient service revenue (net of provision for bad debts of approximately \$3,300,000 in 2023 and \$12,100,000 in 2022)	\$ 45,968,261	\$ 45,887,189
County contributions for indigent care	1,084,491	1,245,982
Other revenue	1,643,205	2,063,933
	<u>48,695,957</u>	<u>49,197,104</u>
Total operating revenues		
Operating expenses:		
Salaries and wages	22,906,618	22,636,933
Employee health and welfare	6,424,239	6,264,257
Medical supplies and other	10,474,614	11,106,366
Professional fees	5,189,142	4,068,230
Purchased services	5,096,713	5,222,410
Depreciation and amortization	1,826,253	1,847,174
	<u>51,917,579</u>	<u>51,145,370</u>
Total operating expenses		
Operating loss	<u>(3,221,622)</u>	<u>(1,948,266)</u>
Nonoperating revenues (expenses):		
Interest expense	(318,211)	(348,156)
Rural hospital tax credit contributions	1,442,136	2,401,473
General contributions and other income	1,594,611	933,243
PPP loan forgiveness	-	4,280,162
CARES Act and ARPA funding	5,633,459	3,447,117
	<u>8,351,995</u>	<u>10,713,839</u>
Total nonoperating revenues		
Excess revenues before contributions	5,130,373	8,765,573
Capital contributions	73,893	55,215
Decatur County contributions from sales tax funds for capital expenditures	751,390	689,138
	<u>5,955,656</u>	<u>9,509,926</u>
Increase in net position		

Mission, Vision and Values

Memorial Hospital and Manor is committed to improving the quality of not only the health of our community, but the healthcare services provided to our community. We will continue to look for ways that we can educate, inform, and help our patients and their families. To help us achieve our goals, we have defined our mission, vision, and values as follows:

Mission: Our community, our hospital – where we deliver courteous, respectful, safe, and quality care to every patient, every time.

Vision: To fulfill our mission and ensure our long-term financial stability, we will be our community's provider of choice by delivering excellent patient service from caring and engaged employees committed to continuous improvement.

Values: Everyone at this small rural Georgia community hospital is committed to providing the best care for every patient, every time. We achieve this focus through our shared values of:

- **Accountability** is expected.
- **Integrity** is never compromised.
- **Trust** is earned.
- **Teamwork** is required.
- **Innovation** is supported.
- **Compassion** is necessary.
- **Excellence** is a commitment.

Position Summary

Reporting Relationships

The CEO reports directly to the Hospital Authority of the City of Bainbridge and Decatur County.

Direct Reports include the following:

- Chief Financial Officer
- Chief Nursing Officer
- Physician Services Director
- Administrator, Long Term Care
- Assistant Administrator for Clinical and Support Services
- Information Technology Director
- Human Resources Director
- Development Director
- Quality, Compliance and Risk Director

Responsibilities

- Inform and advise the Hospital Authority regarding current trends, challenges, and activities in healthcare to facilitate policy making.
- Develop short and long range administrative and organization plans to define responsibilities and business activities consistent with hospital goals and objectives.
- Partner with the Hospital Authority and senior leadership team in the development and execution of MHM's long-term strategic plan and vision.
- Ensure Memorial Hospital and Manor continues to strengthen its financial position. Continuing to position the organization to succeed in a lower reimbursement environment will be a key.
- Collaborate with senior leaders in translating the strategic plan and mission into a plan with meaningful targets and intermediate levels that are designed to integrate patient care and support services throughout the system. The CEO then ensures that performance is monitored, providing advice and assistance as needed to ensure the maximum level of achievement for all levels.
- Be accountable for fostering effective communications across MHM by assuring the organization's mission, goals, policies and procedures are understood and communicated to the staff and also that staff concerns and problems are received and addressed.
- Ensure long-term financial and operational stability for the hospital by developing and achieving budgetary, financial, and operational goals consistent with its mission, vision, values, and strategic goals.
- Provide direction to and mentor the senior management team; ensure the organization has a high-performing, dedicated group of leaders, and that all levels of management have the appropriate training and tools to further enhance a culture committed to high quality, patient-centered care, staff empowerment, and accountability.
- Enforce standard operating procedures for the medical staff and all areas of the organization and act as a liaison to the governing body for the medical, nursing, and other professional staff and all facility departments.
- Ensure that all policies and procedures are applied in a fair and consistent manner, in accordance with applicable laws and board policies.

- Ensure the hospital further strengthens its quality and patient safety performance metrics, sustaining an environment of high-quality patient care and service excellence.
- Oversee the recruitment and retention of physicians in needed areas of practice.
- Ensure the implementation of processes to measure, assess, and improve the performance of the hospital's governance, management, clinical and support processes.
- Provide oversight of financial operations to ensure implementation of the hospital's fiscal business plan. Reviews and approves all financial reports, budgets, and major expenditures, with appropriate reviews by the governing board.
- Provide leadership and direction for the management and growth strategies of MHM to ensure alignment with the changing healthcare needs of the community, achieve solid financial performance, and ensure the future fiscal viability of the organization.
- Create an environment of inclusivity and diversity across the organization; ensure that the organization is responsive to the diverse communities it serves.
- Actively engage and integrate with community, business and political leaders in the service area and develop good relationships with regulatory bodies, public leaders, and others; represent Memorial Hospital and Manor on external professional and/or civic organizations.

Goals and Objectives

Over the next 12-18 months, demonstrated progress should be made in the following areas:

- Establish personal and professional credibility, gain respect, and build trust and confidence within and outside of MHM. It is essential for the CEO to build strong trusting relationships and credibility. This will require the new CEO to be visible and engaging with senior leaders, medical staff, staff, board members, community leaders and public officials. As leader of one of the most notable employers in Bainbridge, the CEO will be a key leader in the community and must be comfortable with the visibility requirements as such. This will require a keen sense of community focus and visibility.
- Maintain and foster a culture of openness, collaboration, teamwork and mutual commitment to performance excellence. The CEO will be viewed by others as an engaging, inspirational leader who listens and seeks to engage others across all levels of the organization.
- Position the organization to thrive in an evolving market. This includes financial and operational excellence, superb community and physician relations and continued communication regarding future strategies. The CEO will strengthen MHM's financial position and ensure the long-term success of MHM.
- Continue to foster a culture of high quality, patient-centered care. The CEO will champion efforts that improve patient care, quality and customer service, ensuring MHM maintains rigorous quality improvement and patient safety processes. The CEO will be committed to further elevating the organization's commitment to its patients and community.
- Develop positive relationships and instill confidence and trust among the medical staff, leading to the continued development of partnership opportunities that align the interests and goals of operational leadership and physicians.
- Position the organization for success by enhancing community relationships and focusing on community health. The CEO must establish a high level of personal and professional visibility and engagement throughout the communities served by the hospital. It is critical that the new executive actively engage both inside of MHM and in the community and be perceived as a visible leader who will become part of the fabric of the community.
- Ensure a strong leadership team across the organization that works collaboratively and applies their diverse talents to achieve the goals of MHM.
- Strengthen brand awareness and growth opportunities. The CEO will gain an understanding of the service area's market dynamics and competitive environment. The CEO will leverage MHM's market strengths as appropriate while implementing the strategy for competitive growth.
- Identify opportunities for growth and service enhancement across MHM. Align provider recruitment with those opportunities.
- Sustain productive and collaborative relationships with the Hospital Authority Board, engaging regularly on issues of strategic importance.

Candidate Qualifications

Education/Certification

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

Knowledge and Work Experience

- Leadership experience in a hospital or health system with exemplary quality, growth, and sustained financial strength. The ideal candidate will have ten years of progressive senior leadership experience in a hospital or health system.
- Experience with healthcare operations and financial management.
- Track record of achieving strong financial, quality and operational performance. Proven track record in clinical quality, patient satisfaction, and financial performance.
- Demonstrated effective interpersonal skills, i.e. both written and oral communication, listening skills, consensus building and negotiating skills, ability to relate to all levels within the organization.
- Ability to influence key stakeholders throughout the organization; recommend, drive and implement change based on best practices in the healthcare industry.
- Track record of success partnering with medical staff.
- Ability to collaborate effectively with all levels of constituents, both internal and external to the organization, and demonstrated ability to lead and manage through influence.
- Experience developing relationships with boards and committees.
- Skilled in community relations and engaging stakeholders and community partners, locally and regionally. Strong track record of success navigating complex political and social landscapes with multiple constituencies and competing priorities. The ideal candidate will possess strong political acumen.
- Rural healthcare experience preferred.
- Experience working with boards

Leadership Skills and Competencies

- **Leadership.** Communicates the vision to others and can convince to execute; presents ideas with confidence, conviction, and sensitivity to the diverse interests of many. Visible and accessible to all levels of staff at MHM.
- **Integrity.** Engages in and models appropriate, ethical, professional and personal values and behavior, serving as an exemplary role model for the organization, and mirrors the mission and values of MHM.
- **Visionary and Strategic Skills.** Translates organizational vision into actionable strategy, including the development of organizational goals and objectives that can be measured and tracked to monitor organizational performance.
- **Servant Leadership.** Commits to doing what is right for the best interests of the organization.
- **Commitment to Diversity.** Manages and encourages diversity at every level within the organization.
- **Implementer of Strategic/Operational Plans.** Translates strategic plans and budget targets into operational actionable plans that guide resource allocation and the coordination and direction of personnel.

- **Consensus Builder.** Builds a sense of consensus among divergent groups and interests.
- **Financial Acumen.** Understands financial targets and works with the Chief Financial Officer to monitor operational and financial results and establish and manage capital allocations.
- **Community Oriented.** Builds strong and trusting relationships as a key leader in the community.
- **Patient and Respectful.** Interacts with staff at all levels within the organization and is a caring and approachable individual.
- **Motivator.** Empowers, inspires, motivates, and draws out the gifts and talents of others, but also ensures accountability.
- **Good Communicator.** Communicates effectively and listens at all levels of an organization, as well as within the community.
- **Politically Astute.** Orchestrates, optimizes and constructively balances the interests of several different constituencies.
- **Courage.** Leads change that may be difficult and potentially unpopular and demonstrates courage as a leader.
- **Follows Through.** Commits to doing what they say they will do, and at the same time has the strength and ability to say "no" when it is an appropriate answer.
- **Commitment to Improvement.** Pushes for incremental improvements and ensures improvement across all areas to include clinical, financial, operational, patient and family experience, employee and physician satisfaction and community service functions.

The Community

Bainbridge, Georgia

Bainbridge, Georgia, with a population of just over 15,000, is the perfect blend of past and present, where history seamlessly meets modern charm. The picturesque downtown, reminiscent of a scene from a Hallmark movie, showcases the town's rich heritage while embracing contemporary amenities. Surrounded by abundant natural resources and nestled along the scenic Flint River, Bainbridge offers a plethora of outdoor recreation opportunities, from boating and fishing to trails and even disc golf.



Southwest Georgia is home to many picturesque regions and captivating communities, but none so enchanting as Bainbridge and Decatur County. Generations of Southerners have witnessed the evolution of this magnificent landscape rich with Indian lore, scarred by battle, and blessed with beautifully preserved monuments that honor these life changes.

History of Bainbridge, Georgia



With its deep agricultural roots and extensive waterways, Decatur County was formed by the Georgia Legislature in 1823 and named for Commodore Stephen Decatur, a naval hero during the War of 1812. Even before that, in 1765, the present site of Bainbridge was an Indian village known as Pucknawhitla. As early as 1778, it became known as Burgess Town, when a trader named James Burgess established a trading post there. Later a federal outpost, it was called Fort Hughes from 1817-1824. After the Seminoles were defeated in battle in late 1824, Fort Hughes was named Bainbridge for Commodore William Bainbridge, Commander of "Old Ironsides" during the War of 1812.

Land for a county seat was purchased in 1826, and the city itself was incorporated in 1829.

An early inhabitant of Decatur County stated, "The Chattahoochee and Flint Rivers, together with their product, the Apalachicola River to the Gulf of Mexico, made the equivalent of a pretty big ready-made highway system." Archaeologists digging along the lake and its tributaries have uncovered several prehistoric fossils, dating back 15,000 years, as well as artifacts from the Civil War and turn-of-the-century riverboat excursions.

Source: Explore Georgia via Tourism Economics, LLC.

For more information on Bainbridge, GA please visit:

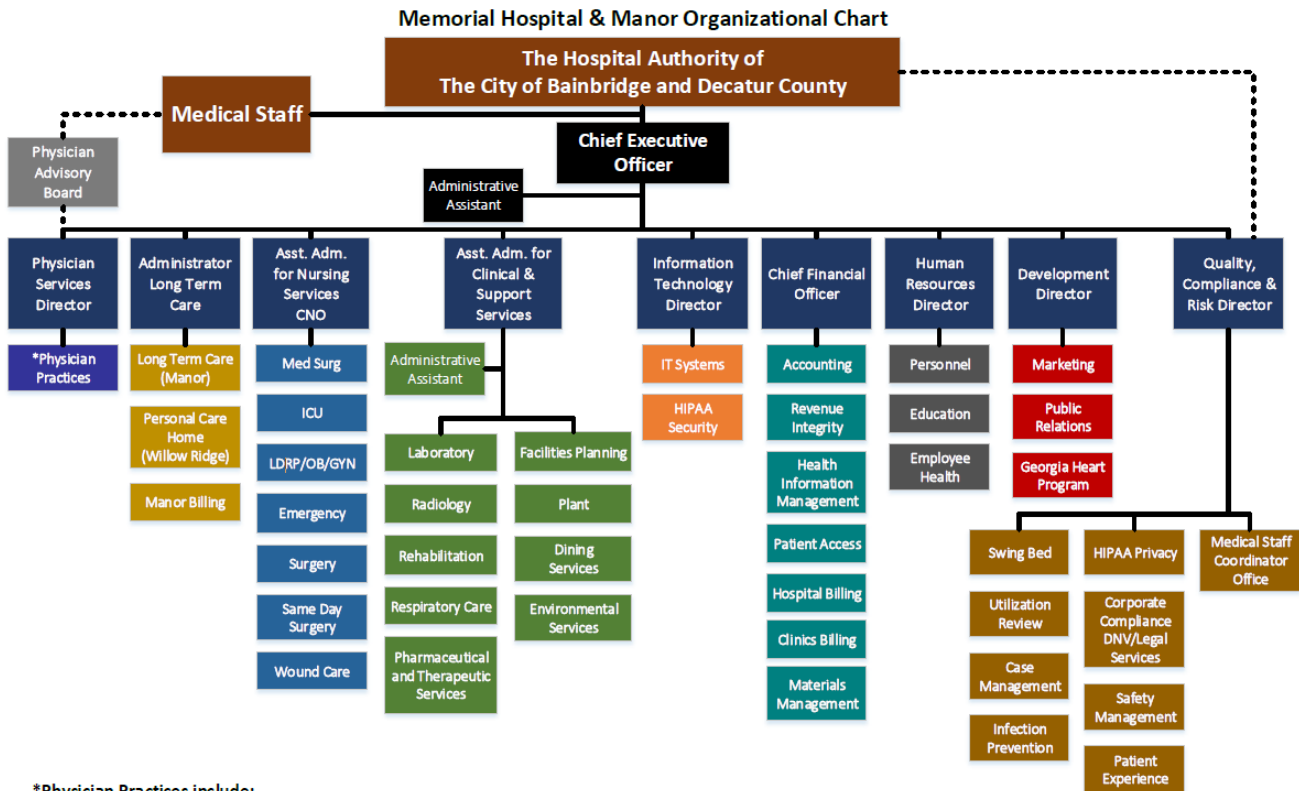
<https://www.downtownbainbridgega.com/>

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

<https://www.decalurcountyga.gov/>

<https://www.boe.dcboe.com/>

MHM Organizational Chart



***Physician Practices include:**

- Magnolia Women's Center
- Amelia Medical Plaza
- Memorial Surgical Associates
- Memorial Pediatrics
- Memorial Eye Care

Approved by the Hospital Authority of the City of Bainbridge and Decatur County on 04/16/2024



Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest. Review of applications has begun and will continue until the position is filled.

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting Memorial Hospital and Manor with this recruitment, preferably via e-mail, to slind@wittkieffer.com.

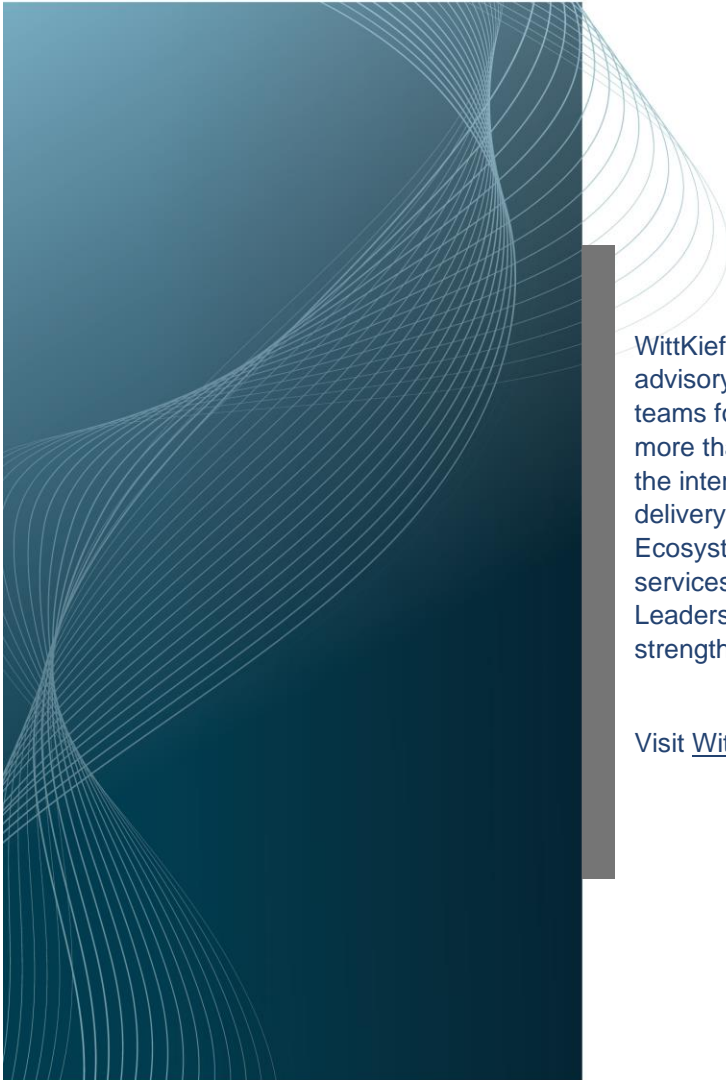
Please direct all nominations and applications to Keshia Harris and Stacy Lind through the WittKieffer Candidate Portal by [here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

<p>Keshia Harris Consultant (678) 302-1555</p>	<p>Stacy Lind Senior Associate (630) 575-6131</p>
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Memorial Hospital and Manor 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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