



**Chief Executive Officer  
Highlands ARH Regional Medical Center**

Leadership Profile

March 2024

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**WittKieffer**

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## The Opportunity

Highlands ARH Regional Medical Center seeks an experienced, engaged, inspirational, and mission-driven leader to serve as its next Chief Executive Officer (CEO). The organization is located in Prestonsburg, Kentucky. This is an outstanding opportunity for a relationship-driven servant leader, motivated to lead a strong healthcare organization committed to advancing health and wellness for the citizens of several communities in Floyd, Johnson, Martin and Magoffin counties in Kentucky with a combined population of over 90,000.

Highlands ARH Regional Medical Center is a 192-bed hospital and has a highly collegial, mission-oriented culture that is based on delivering compassionate, high-quality care and having personal connections with patients and their families, valuing employees, and investing in community care and wellness. This is an exceptional opportunity for a visionary executive to provide operational and strategic direction to Highlands ARH Regional Medical Center and shape how care is delivered throughout the region. Highlands ARH Regional Medical Center is a vital part of Appalachian Regional Healthcare (ARH), a \$1.4 billion, not-for-profit healthcare system operating 14 hospitals, as well as multi-specialty physician practices, home health agencies, home medical equipment stores, retail pharmacies, and medical spas. Highlands hospital is currently performing very well, producing an operating margin of over 13%.

Reporting to the Regional CEO, the Highlands ARH Regional Medical Center CEO will be an adaptable operator that will introduce and maximize programs in the community. He/she should also have experience building a strong organizational culture and workforce leading to a transparent, collaborative and trusting work environment. It is essential that candidates have a track record of successfully partnering with providers to expand access to primary care and other clinical services. Unimpeachable integrity, emotional maturity, sound judgment, superb listening skills, optimism, authenticity, and a sense of humor are therefore critical attributes for the CEO.

The CEO will serve as an effective, visible ambassador for Highlands ARH Regional Medical Center. This is an exceptional role for a healthcare executive to influence others to deliver exceptional patient care through inspiration, excellence, passion and data. This is an outstanding opportunity for a leader to ingrain themselves in a rural, geographically diverse community and have a major impact in the healthcare delivery provided.

## Organization Overview

### THE SYSTEM

#### ARH Mission, Vision, and Values

##### Mission

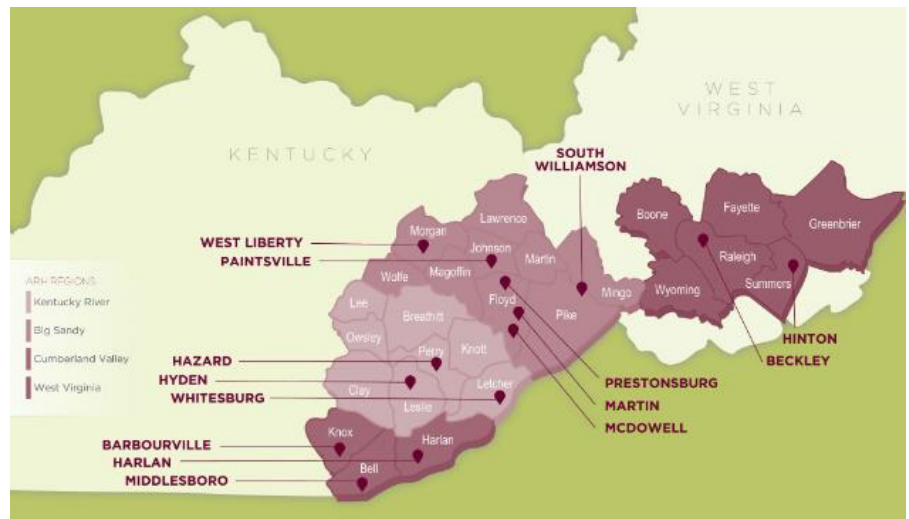
To improve health and promote well-being of all people in Central Appalachia in partnership with our communities.

##### Vision

ARH will be the premier destination for quality care, a driver of advancement and development, and a leader in health for the communities we serve.

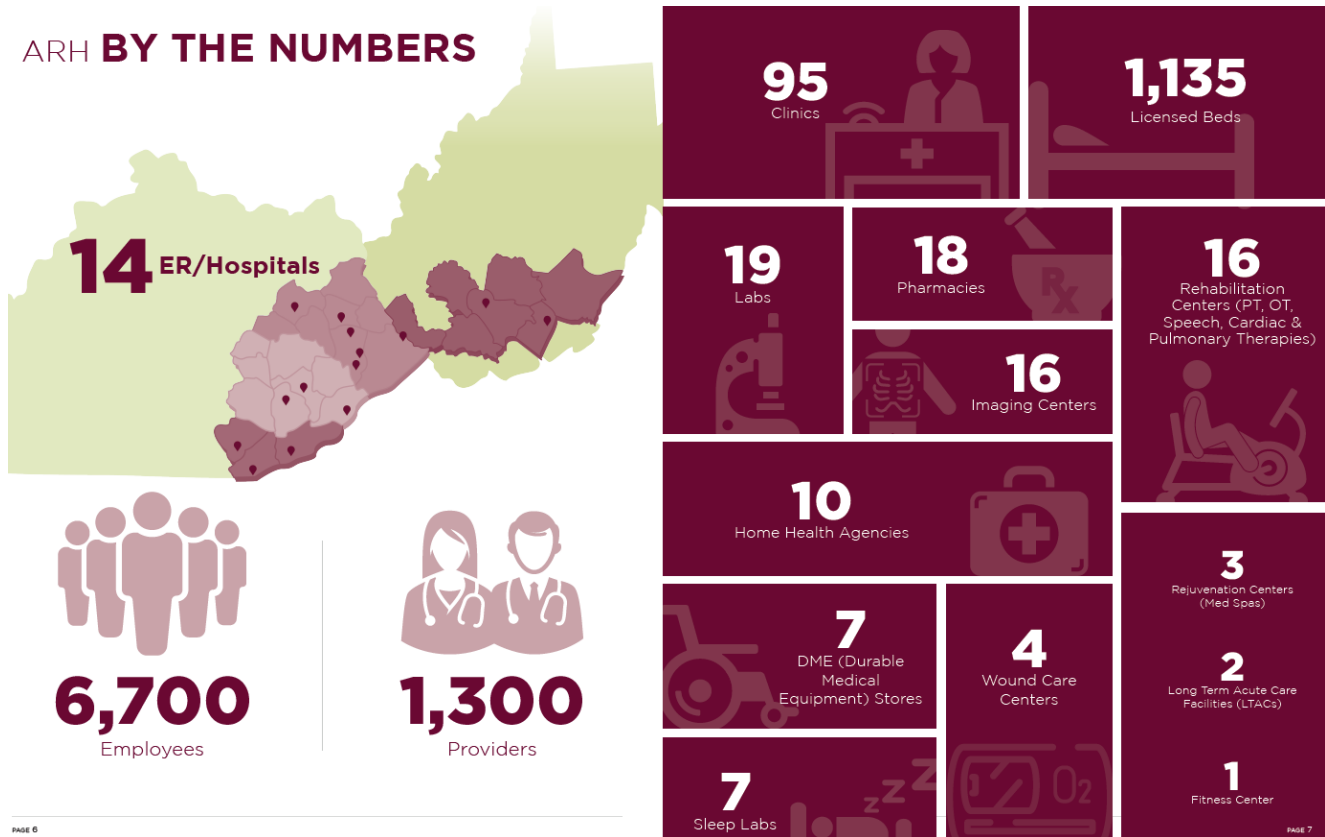
- Values
- Trust
- Innovation
- Collaboration
- Compassion
- Service

In 1956, the United Mine Workers of America (UMWA) and thousands of citizens in the coal communities dedicated the Miners Memorial Hospital Association's (MMHA) facilities. In the early 1960s, the Board of National Missions formed a new independent not-for-profit health system called Appalachian Regional Hospitals (ARH). In 1986, the name of the system officially changed to Appalachian Regional Healthcare. Evolving and constantly changing from their humble beginnings as “the miners’



hospitals,” ARH has emerged into a modern, highly integrated healthcare system that covers 14 hospitals in Kentucky and West Virginia. Generating approximately \$4 billion in gross revenues, ARH spent \$17 million on financial assistance and charity care last year and subsidized \$33 million in losses from treating Medicare and Medicaid patients. Not only is ARH a significant healthcare provider, but in several communities, ARH is the exclusive provider of healthcare services. The organization employs over 300 providers and 6,700 employees generating a total economic benefit of \$312 million into the local community supporting other businesses and jobs.

## ARH BY THE NUMBERS



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ARH is an evolving, community-based system providing high quality healthcare programs and services. ARH is accredited by DNV GL- Healthcare, which is an organization that develops standards of quality for healthcare entities. In 2023, ARH was named as one of America's Best-in-State Employers in Kentucky by Forbes. It is the largest provider of care and single largest employer in southeastern Kentucky and additionally the third-largest private employer in southern West Virginia. For more information regarding ARH's awards and recognition, please see below.



## 2023 ARH System Statistics

- Treated 24,190 inpatients
- Treated 827,073 outpatients
- Provided care to 3,358 psychiatric patients
- Welcomed 1,692 babies into the world
- Provided emergency care to 161,652 people
- 31,204 discharges
- \$14,164,227 in active grants
- Spent \$34 million on capital projects

## ARH's 2021-2025 Strategic Plan

To achieve the organization's mission and vision, while staying true to their values, the strategic plan has four goals:

- Grow communities from within
  - Invest in the development and health of our people as the key pillars in our communities.
- Curate high-value services
  - Pursue innovative solutions and targeted growth to deliver on our communities to the community.
- Provide a distinguished service
  - Purposefully listen and incorporate feedback along with objective data to improve the way we deliver on our mission.
- Serve the greater good
  - Improve access to routine care, resources, and education as the thought leader and strategic partner.

More information may be found on the system by visiting: [www.arh.org](http://www.arh.org)

Highlands ARH Regional Medical Center is a 192-bed acute-care hospital with a 12-bed ICU that was established in 1972. In 2019, the hospital was acquired by ARH becoming the 13th hospital in the system. The hospital is fully accredited by DNV and home to Highlands Clinic, which is a specialty clinic offering 25 areas of specialty medicine. Highlands ARH was one of four ARH hospitals to be recognized by the American Heart Association "Get with The Guidelines" for demonstrating a commitment to following up to date, researched based guidelines for the treatment of stroke. The hospital has also received DNV certifications for Cancer Care and Chest Pain.

Highlands ARH Regional Medical Center offers a wide range of health services which include the following: behavioral health, heart and vascular care, labor and delivery, orthopedics, and oncology. For a full list of services, please see below.

# HIGHLANDS ARH REGIONAL MEDICAL CENTER

## SERVICES

- 24-Hour Emergency Care
- Behavioral Health
- Cardiac Rehabilitation
- Cardiology
- Cardiopulmonary
- Community Wellness & Support Services
- Endocrinology
- Family Medicine/Primary Care
- Gastroenterology
- Home Health
- Home Medical Equipment
- Imaging: *Bone Density, CT, Digital Mammography, MRI, PET, and Ultrasound*
- Internal Medicine
- Lab
- Nephrology
- Neurology (Teleneurology)
- Obstetrics & Gynecology
- Oncology/Hematology
- Ophthalmology
- Orthopedics
- Pediatrics
- Pharmacy
- Physical and Occupational Therapy
- Pulmonology
- Speech Therapy
- Surgical Services
- Wellness Center (Gym), open to public



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Prestonsburg, KY 41653  
**606.886.8511**

## Highlands ARH Regional Medical Center Statistics

- Total Staffed Beds: 88
- Total Discharges: 4,284
- Total Patient Days: 24,069
- Total Patient Revenue: \$524,882,000

## Position Summary

The CEO will serve as the strategic leader of Highlands ARH Regional Medical Center, ensuring the continuation of the commitment to the community, outstanding culture, and service quality of the organization. The CEO of Highlands ARH Regional Medical Center is responsible for overall performance including managing the organization's resources, finance, operations, marketing, quality improvement, compliance, information technology, and planning and performance measurements to ensure a safe, quality, community hospital. The CEO will lead, direct, plan and participate in the business operations, strategic and culture development. Additionally, the CEO will be a visible leader and an advocate for the rural community healthcare.

## Reporting Relationships

Reporting to the Regional Chief Executive Officer, direct reports include:

- Chief Nursing Officer (interim)
- Chief Operating Officer (vacant)

## Responsibilities

The successful Chief Executive Officer candidate:

- Provides and maintains effective communication with the community, medical staff, and all levels of management and staff to promote positive interpersonal relationships.
- Develops and implements the strategic plan.
- Reviews and recommends organizational changes in administrative policy to carry out the mission, vision and organizational goals.
- Works directly with system and local leadership teams to interpret policies and procedures, initiate necessary changes, and coordinates problem solving and decision-making processes.
- Assists in the preparation of the organization's annual operating and capital budget based upon analysis of budget estimates and recommendations, operating procedures, and cost and revenue projections. Reviews all requests for capital.
- Ensures efficient, economical, and quality performance to support and provide quality healthcare services. Provides for the identification, analysis, development and recommendation of operating policies, systems, programs and standards, and insures documentation, implementation and performance.
- Supervises direct reports through interviewing, selection, training and evaluating performance to provide for professional development and maximize contributions towards established goals. Provides for effective problem resolution within established guidelines. Consults with other senior leaders regarding disciplinary and/or separation procedures.
- Ensures that departments maintain compliance with requirements of accreditation and regulatory agencies.
- Develops implements and evaluates an effective and ongoing program to monitor, evaluate and improve and quality of healthcare services delivered.



- Develops, implements and evaluates innovative programs to promote the recruitment, retention, development and continuing education of staff and medical staff.
- Participates in various committees and is responsible for the communication and coordination of appropriate activities and information as it relates to medical staff, the organization, and the community.
- Attends and serves on professional and civic service organizations as a hospital representative. Meets with members of the community as required to promote good community relations.
- Plans and controls feedback and reporting communication channels that encourage timely and effective communication within the organization.
- Provides and maintains effective communication with the community, medical staff, leadership team, and staff promoting positive interpersonal relationships.
- Pursues professional growth through educational opportunities, professional reading, and seeking learning opportunities.
- Assures cost and time efficiency of the hospital by maintaining maximum productivity and cost effectiveness.
- Abides by the philosophy, mission, and objectives of Highlands ARH Regional Medical Center and follows organization policies and procedures.
- Actively participates in Highlands ARH Regional Medical Center programs based upon safety, continuous quality improvement, and infection control.
- Maintains confidentiality of all information pertaining to customers, patients, residents, employees, physicians, and their affairs.
- Demonstrates a positive image of Highlands ARH Regional Medical Center by applying effective human relations skills with customers, patients, visitors, other employees, and physicians.

## Goals and Objectives

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

- Establish personal and professional credibility based on trust, collaboration and mutual support; be viewed as highly engaged, effective and visible. Critical to the success of the organization will be the CEO's ability to foster strong, integral, and symbiotic relationships with the physicians, leadership team, employees, and the community.
- Identify opportunities to further engage providers of Highlands ARH Regional Medical Center to ensure alignment of goals and increased provider satisfaction. Further strengthen a culture of trust and transparency with the provider community. Focus on provider recruitment for key service lines, such as orthopedics, interventional cardiology, and gastroenterology.
- Foster a culture of inclusion and collaboration so all parties are working together to provide the highest-quality, most cost-effective care. The CEO must empower employees at all levels of the organization to be innovative and action oriented.

- Continue to build, develop, lead, mentor and invest in the professional growth and development of the Senior Leadership Team.
- Develop and recommend to the Board operational, business, and tactical plans for fulfilling the strategic goals and objectives. The CEO will ensure the sound and sustainable financial operation of Highlands ARH Regional Medical Center through the development and execution of annual budgets and long-range financial, operational, and human resources plans, all in response to the needs of the community.
- Communicate the hospital's strategy to key internal and external constituents in a clear and compelling manner, tying strategic imperatives to the advancement of Highlands ARH Regional Medical Center's mission. Identify and refine strategies that will support growth and innovation in the programs and services provided through actionable objectives, deliverables and execution.
- Continue to invest in the campus infrastructure and growth of programs and services such adding NICU services, catheterization laboratory and replacement of central plant. Increase market share in the community.
- Identify opportunities for operational efficiencies in the operating room and emergency department to improve throughput.
- Engage providers and staff around the use of dashboards/KPIs to monitor access, quality and safety, patient experience, productivity, financial and related performance metrics to enhance overall patient care and organizational success.
- Establish a visible presence in the community through effective communications, good listening skills, and a style that is visible and approachable.
- Engage in health care policy-related issues at the local, state, regional, and national levels that will help to further enhance the mission of the institution in serving the health care needs of the local community.
- Become actively involved in the organization's philanthropy efforts, as well as build awareness around fundraising efforts in the community.

## Candidate Qualifications

### Education/Certification

- An undergraduate degree is required, and an advanced degree in healthcare administration, business, or a related field is strongly preferred.

### Knowledge and Work Experience

- **Nonprofit Healthcare Services Experience** - Experience with a community-focused healthcare delivery organization. Experience working effectively with board of directors, clinicians, hospitals leaders, and payors. Understanding of the interface between medical care, public health and social justice. Experience working in a matrixed environment is preferred.
- **Stakeholder Relations** - Experience developing high trust and positive relationships, communicating with, and influencing internal and external stakeholders at the highest levels of organizations. Experience working in a rural community, unionized healthcare environment, and with behavioral health populations is preferred.
- **Strategy and Planning** - Experience leading corporate strategy and planning in the short-, medium-, and long-term. Creates and executes competitive and sustainable strategies based on a deep understanding of the market.
- **Team Leadership and Development** - Experience building, motivating and developing high-performing teams, with a track record of attracting and leading top talent.
- **Alignment of Board & Leadership Team** - Experience aligning the board and leadership team around a shared vision and strategic priorities for Highlands ARH Regional Medical Center with board meetings focused on strategic deliberations.

### Leadership Skills and Competencies

- An experienced leader committed to the delivery of high-quality healthcare services, along with increased patient satisfaction and physician and employee engagement. Must be committed to realizing the organization's mission through the active involvement of the physicians and the employees.
- As an outstanding proactive communicator, the CEO will also be one who is a great listener, open to feedback, able to build consensus and not be defensive when challenged or questioned. Utilizes emotional intelligence when responding to situations. He/she does what they say they will do.
- An experienced healthcare executive who will have a genuine, sincere commitment to Highlands ARH Regional Medical Center. This competitive individual will have a successful track record in a similar sized or larger hospital/health system.
- The CEO will be a strategic and modern leader who is able to see and articulate the future of the organization. Works with the Board, the medical staff and others to develop tactics to realize the strategic plan and then manage the organization to accomplish those strategies and tactics.
- Current on healthcare issues and trends, is financially and business savvy with strong negotiation skills. Has the ability to assess risk, both medical and financial. Pays attention to details.

- One who builds sustainable relationships with all stakeholders. The CEO will have an inclusive style, be very approachable and visible to all of the stakeholders including, but not limited to, the Medical Staff, the Leadership Team, the employees and the community.
- A collaborator who has a track record of working closely with physicians to advance strategic initiatives and build volume and new services. The new CEO will seek out opportunities to work consistently and collaboratively with all physicians of the medical staff. This individual will have especially strong physician relationship and alignment experience and competencies. He/she will carry through with commitments.
- The individual will have, and set, high standards of honesty and integrity. His/her values will align with the values of Highlands ARH Regional Medical Center. The individual will be one who lives up to the standards of the organization and is proud of the organization he/she leads. Will be visible throughout the hospital and viewed as a role model.
- This diplomatic, passionate executive, who is goal/outcome/results-oriented, will also be very effective in leading, developing, mentoring and empowering others. He/she will have an outgoing, enthusiastic personality, will be high-energy and self-confident. A sense of humor will be helpful.
- This leader will have a confident style that expects execution and embraces an approach in which risk taking is permitted, failure is accepted, and accountability is expected. The CEO will have a style that empowers, motivates others, and draws out their gifts and talents.

## The Community

### Prestonsburg, Kentucky

Prestonsburg, a small city located in Eastern Kentucky with a population of 3,868 people, is called "The Star City of Eastern Kentucky." The city is situated along a stretch of U.S. 23 known as the Country Music and due to its rich music heritage. Some of the biggest country music celebrities like Wynona and Naomi Judd, Billy Ray Cyrus, and Patty Loveless are all from the Big Sandy Valley. In 2023, Prestonsburg was ranked #38 of 175 best places to retire in Kentucky and #115 of 232 places with the lowest cost of living in Kentucky.



Prestonsburg is a safe and affordable place to live with an abundance of things to do. Crime in Prestonsburg is significantly lower than the U.S. average. There are 13 schools serving approximately 6,000 students in Floyd County and range from several elementary schools, one middle school, and three high schools. Big Sandy Community and Technical College is a public community college. Morehead State University's campus in Prestonsburg, has partnered with Big Sandy Community and Technical College to offer bachelor's and master's degrees.



For nature enthusiasts, Prestonsburg is in the process of developing more than 40 miles of trails for hiking, mountain biking and horseback riding. The [Sugarcamp Mountain Trail System](#) is 20 miles of trails that begin on a mountaintop and descend into [Jenny Wiley State Resort Park](#). [Stonecrest Golf Course](#) has a championship layout and is located on 700 acres of land with a stunning view of a mountain range.

The Mountain Arts Center is a 1,044-seat theater that contains an art gallery and a state-of-the-art recording studio. Artists such as Chris Stapleton and Dwight Yoakam have performed at the Arts Center. [The East Kentucky Science Center and Varia Planetarium](#) are the hub for Science, Technology, Engineering, and Mathematics education in Eastern Kentucky. There are a host of dining options in Prestonsburg to include bars, grills, coffees and bakeries and family style cuisines. An array of local boutiques offer a vibrant shopping experience conveniently located in downtown Prestonsburg.

For more information about Prestonsburg, Kentucky, please visit: <https://prestonsburgcity.org/>

## Procedure for Candidacy

Please direct all nominations and inquiries to the WittKieffer consultants assisting Highlands ARH Regional Medical Center with this recruitment, preferably via email, to Angela Raphael at [araphael@wittkieffer.com](mailto:araphael@wittkieffer.com).

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*Highlands ARH Regional Medical Center 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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