

The Leadership Journey

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President & CEO

Columbus Regional Health

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Agenda

- Introduction
- Columbus Regional Health
- Leadership
- Mentorship
- Wrap-up
- Q & A



Biography

Scott Hill joined Columbus Regional Health as Chief Operating Officer in October 2012. He was named President and Chief Executive Officer in July 2014. Previously, Mr. Hill was the CEO of LewisGale Hospital Montgomery, a Hospital Corporation of America (HCA) facility, in Blacksburg, Va. He was with HCA in CEO and other progressively responsible leadership roles for 12 years at several facilities, including Northern Virginia Community and Dominion Hospitals in Arlington and Falls Church, Va., and Henrico Doctors' Hospitals in Richmond, Va. He has also held positions with the HealthSouth Corporation in Richmond and was employed as an exercise physiologist at St. Francis Hospital in Columbus in the mid-1990s.

Mr. Hill received both his Bachelor of Science degree in Health Promotion and his Master of Education degree from Auburn University. He received a Master of Health Administration from Virginia Commonwealth University in Richmond, Va.



Columbus Regional Health
Simply Better Care™



Columbus Regional Health



Columbus Regional Health
Simply Better Care™

Mission, Vision and Values

Mission

- To promote the health and healing of our patients.

Vision

- To become nationally recognized for our clinical outcomes and world-famous service.

Values

- Attitude – We are positive.
- Commitment – We are current in our skills.
- Enthusiasm – We love what we do.
- Innovation – We passionately pursue improvement.
- Teamwork – Everything is possible through teamwork.



Our Network

- Northside Medical Center
- Midtown Medical Center
- John B. Amos Cancer Center
- Columbus Regional Medical Group
 - MyCare urgent Care (2)
- Family Medicine Residency Program
- Spring Harbor
- Columbus Diagnostic Centers
- Regional Rehabilitation
- Retail Pharmacy
- Columbus Regional Research Group



The Road Traveled February 2012 to Current

The period from February 2012 up to current 2017 has seen unprecedented change within Columbus Regional Health.

- **New Leadership, New Focus**
- **New Mission, Vision, and Values**
- **New Governance Model**
- **Cultural Transformation**
- **Unrelenting New Focus on:**
 - **Quality and Patient Safety**
 - **Ethics and Compliance**
 - **Patient Experience**
- **New Strategic Plan, Budget and Benchmarks to track performance**
- **New Approach with Physician Engagement and CRMG**
- **Consolidation and Transition of Doctors Hospital**
- **System conversion and Standardization**
 - **IT&S, Supply Chain, GPO, and Revenue Cycle**
- **Financial Transformation (\$25M, \$27.5M, \$19M, \$15.7M)**



Operating Performance – Key Financial Indicators FY 11 – FY 16

| (\$'s In millions) Indicator ¹ | FY 2011 Audited | FY 2012 Audited | FY 2013 Audited | FY 2014 Audited | FY 2015 Audited | FY 2016 Audited |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Net Patient Service Revenue | \$469.4 | \$428.2 | \$407.2 | \$362.4 | \$385.2 | \$393.6 |
| Other Operating Revenue | \$15.0 | \$16.1 | \$16.9 | \$53.1 | \$45.7 | \$41.7 |
| Total Operating Revenue | \$484.4 | \$444.3 | \$424.2 | \$415.6 | \$430.9 | \$435.3 |
| Total Operating Expenses | \$480.6 | \$438.0 | \$441.6 | \$464.9 | \$469.4 | \$426.2 |
| Op Expenses % Revenue | 99.2% | 98.6% | 104.1% | 111.9% | 108.9% | 97.9% |
| Earnings before Capital Costs | \$35.0 | \$40.2 | \$20.3 | (\$4.3) | \$9.4 | \$50.9 |
| EBDITA Margin | 7.2% | 9.0% | 4.8% | (1.0%) | 2.2% | 11.7% |
| Operating Income (Loss) | \$3.8 | \$6.2 | (\$17.5) | (\$49.4) | (\$38.5) | \$9.1 |
| Operating Margin | .8% | 1.4% | (4.1%) | (11.9%) | (8.9%) | 2.1 % |
| Net Income (After Tax & DC Operations) | \$8.2 | \$13.5 | \$4.7 | (\$61.6) | (\$59.1) | \$26.3 |
| Excess Margin | 1.7% | 2.7% | 1.1% | (14.9%) | (13.7%) | 6.1% |

Special Note:

- FY 2014 Non-Operating Income includes Goodwill Impairment of \$35.9M



Strategic Process Improvement (“SPI”) & Teaming Together for Tomorrow (“T3”)

- Columbus Regional was able to realize a total of \$46.7 million of savings from SPI, as well as an additional \$15.7 million of savings from the T3 project.

| SPI 1 and 2 Savings Results | | | |
|---|---------------|---------------|---------------|
| (\$'s in millions) | SPI1 | SPI2 | Total SPI 1&2 |
| Productivity Improvement and Benefits Reduction | \$12.2 | \$6.0 | \$18.2 |
| Supplies | \$5.9 | \$1.1 | \$7.0 |
| Purchased Services | \$2.2 | \$4.7 | \$6.9 |
| Maintenance and Utilities | \$2.7 | \$0.8 | \$3.5 |
| Professional Services | \$0.9 | \$3.5 | \$4.4 |
| Other Expenses | \$3.6 | \$3.1 | \$6.7 |
| Total | \$27.5 | \$19.2 | \$46.7 |

| Teaming Together for Tomorrow Results | |
|---|---------------|
| (\$'s in millions) | T3 |
| Net Patient Service Revenue Initiatives | \$7.1 |
| Salary and Benefit Initiatives | \$7.2 |
| Purchased Services | \$1.4 |
| Total | \$15.7 |



Leadership

Leadership (IE'-der-ship): n. the act of making a difference and achieving priority results through people.



Questions on Leadership

- Who is a model for leadership in your life?
- What causes that person to stand out for you?
- Which leadership competencies are strengths for you?
- Which leadership competencies do you need to prioritize in your development?



Leadership Competencies

Connecting...

- To self
- To people
- Voice & Touch



Leadership Competencies:

Finding your voice...

- Integrity in all things
- The servanthood of leadership
- Accountability for others
- The practice of equity
- Vulnerability



Leadership Competencies:

Listening...

- Desire
- Commitment
- Patience
- Active Process



Leadership Competencies:

My short list...

- Values – ACE-IT
- Courage
- Humble
- Flexibility
- Attitude
- Good Humor
- Lifetime Learner
- Clarity



Follower's Questions of a Leader

- What may I expect of you?
- Can I achieve my own goals by following you?
- Will I reach my potential by working with you?
- Can I entrust my future to you?
- Have you bothered to prepare yourself for leadership?
- Are you ready to be ruthlessly honest?
- Do you have the self-confidence and trust to let me do my job?
- What do you believe?



Mentorship

- **Building the Bench**
- **Succession Planning**
- **Fiduciary Duty**
 - **A duty of utmost good faith, trust, confidence, and candor owed by a fiduciary to a beneficiary**
 - A duty to act with the highest degree of honesty and loyalty towards another
 - A duty to act in the best interest of another
- **Leave it better than you found it**



Questions ?

