



**Position Specification**  
**Telluride Regional Medical Center (TRMC)**  
**Chief Executive Officer (CEO)**



Candor. Insight. Results.



**POSITION SPECIFICATION**

<b><u>POSITION TITLE:</u></b>	Chief Executive Officer
<b><u>REPORTING TO:</u></b>	Telluride Hospital District Board of Directors, Chair and the Personnel Committee
<b><u>LOCATION:</u></b>	Town of Telluride/Town of Mountain Village, Colorado
<b><u>THE ORGANIZATION:</u></b>	Telluride Regional Medical Center <a href="http://www.tellmed.org">http://www.tellmed.org</a> <a href="https://www.facebook.com/Telluride-Medical-Center-305630546125415/?fref=nf">https://www.facebook.com/Telluride-Medical-Center-305630546125415/?fref=nf</a> <a href="https://twitter.com/search?src=typd&amp;q=%40telluridemedicalcenter">https://twitter.com/search?src=typd&amp;q=%40telluridemedicalcenter</a> <a href="https://www.youtube.com/results?search_query=telluride+medical+center">https://www.youtube.com/results?search_query=telluride+medical+center</a>

Since 1978, Telluride Regional Medical Center (TRMC) has been providing the region with the highest quality, comprehensive primary care and exceptional emergency/trauma services. Currently, the center is the only 24-hour emergency, level five trauma care center in the region. It is the sole provider of primary care, six days a week, to both residents and visitors to the region. TRMC is governed by the Telluride Hospital District (THD) and an elected Board of Directors\*. THD includes communities in three zip codes in San Miguel County including Telluride (81435), Ophir (81426), and Placerville (81430) with a total population of approximately 5912. The district expects 26 percent population growth over the next ten years.

The TRMC is home to eight physicians, two physician’s assistants, and a family nurse practitioner. One physician role is open at this time. The entire medical center staff totals approximately 64 employees. The current facility is a 10,000-square-foot remodeled residential building, built in the 1960’s, situated on land THD does not own. The codes to which the current facility was built are now outdated. To bring the current building to code, the facility would require expansion to approximately 20,000 square feet, without any added patient care capacity or ability to plan for future growth.

Currently, TRMC has two exam rooms per provider for primary care. These exam rooms can be occupied for upwards of an hour for purposes other than actual direct contact with the provider. Patients often occupy exam rooms longer than national standards for two reasons: no dedicated space for imaging waiting, and no dedicated space for behavioral health consultations or interpretations. The space constraints along with increased patient volume create serious bottlenecks and scheduling problems. This situation has led to urgent care patients being turned away daily during the 2014-2015 ski season. The current facility has no room available to accommodate solutions for these constraints.

In 2014, TRMC accommodated 18,623 patient visits (including both primary care and emergency room visits), up 11% over the previous year. In 2015 primary care visits are up 21 percent and emergency department visits are up over 19 percent. A historical perspective on the facility's growth shows that in 1979, there were 5023 patient visits. In 1995, patient visits rose to 10,505. By 2006, the facility handled 13,204 patient visits. Today four to seven patients each day are treated in non-designated areas. Forecasts anticipate a 35 percent increase in primary care and emergency department visits over the next 10 years.

### **STRATEGIC INTENT**

An independent Health and Wellness initiative, conducted by the Telluride Foundation in 2013, concluded that the region's health care needs warrant a new facility and expanded services. This initiative also recommended that to secure the future of health care in the region, it is imperative that the new facility meet the medical needs of the community well into the future. Economics, quality of care, and growth require that the facility be robust enough to support the region for the next 50 years.

THD began planning for how to accommodate the current population and future population growth with a new, larger facility. Due to a scarcity of developable parcels of land, there was immense pressure to secure the future of healthcare for the region. After years of negotiations, vetting, evaluations, and studies; THD announced in November, 2014 that the future site for the new Telluride Regional Medical Center will be in Mountain Village. THD is in the pre-design phase. The estimated timeline to the opening of the new Telluride Regional Medical Center (TRMC) facility is four years from now or sooner depending on the timing and success of various components of the financing strategy.

Building costs are estimated at \$32 million. The optimum financing strategy for the new TRMC is one that includes a combination of philanthropy, grants, THD reserve funds, and general obligation bonds. THD has hired a bond consultant and intends to bring a general obligation bond to ballot in November 2016. A philanthropic capital campaign is planned to raise between \$16 million and \$25 million toward the project. This goal is backed by a fundraising consultant's feasibility study of more than 600 people which was commissioned by the Telluride Medical Center Foundation (TMCF) to test a philanthropic goal for a new regional medical center in Mountain Village.

- 95 percent of respondents had a *positive* or *very positive* perception of TRMC
- 85 percent of respondents reacted *positively* or *very positively* to the plans for the new medical center.
- Of those interviewed in person, 58 percent stated that supporting the TRMC was either the *highest* or a *high* philanthropic priority.
- TMCF is meeting with prospective private investors in the coming months to discuss their support and will determine the philanthropic goal during 2016.

THD and TMCF are confident that the capital campaign will be successful due to the generosity and financial capacity of the community. TMCF plans to partner with the consulting firm used to perform the feasibility study throughout the capital campaign.

## **FINANCIAL DATA**

2016 Budgeted Revenue: \$9.2 million

2015 Gross Revenues: \$8+ million

2015 Profit: Approximately \$500,000

Current days' cash-on-hand: 70 days, due to a restriction that will be lifted in early 2016, this will change to approximately 104

A/R Days: 65, Primary Care: 35, Emergency Department: 70

Bad Debt: 4 percent of gross revenues, Primary Care: 4 percent, Emergency Department: 4 percent

## **ABOUT THE NEW TELLURIDE REGIONAL MEDICAL CENTER**

The plans for the new 40,000 square foot critical access hospital (CAH) facility will assure an updated, highly functional, environmentally sensitive design, that is easy to access and navigate with future expansion options. Additional primary/urgent care rooms, patient waiting areas, behavioral health offices, and space for visiting specialists are planned. Four overnight observation hospital beds will be added, as well as an up-to-date imaging department including an MRI, and two procedure/minor surgery rooms (primary care and emergency department). The planned facility will also have capacity for expanded services such as colonoscopy, mammogram, and bone density testing. The new facility will feature a helipad with direct access to the clinic. Parking capacity will be increased and the location allows for access to public transportation and pedestrian traffic. In addition, there are plans to open a satellite urgent care clinic in the City of Telluride.

## **REPORTS AND STUDIES**

TMC Strategic Plan: [http://media.wix.com/ugd/5cc194\\_daa9b11c5fd04112b3511dc9697d6aeb.pdf](http://media.wix.com/ugd/5cc194_daa9b11c5fd04112b3511dc9697d6aeb.pdf)

Mahlum Architects Phase One report:

[http://media.wix.com/ugd/5cc194\\_13c27ee9f5cc42db859cc31f80feb1e4.pdf](http://media.wix.com/ugd/5cc194_13c27ee9f5cc42db859cc31f80feb1e4.pdf)

Mountain Village Resolution Approving Heliport Conditional Use Permit:

[http://media.wix.com/ugd/5cc194\\_8da570af71e14e95a9f8ae2772d1693e.pdf](http://media.wix.com/ugd/5cc194_8da570af71e14e95a9f8ae2772d1693e.pdf)

Wetlands Permit Pending (resolution expected mid-January, 2016):

<http://www.spk.usace.army.mil/Media/RegulatoryPublicNotices/tabid/1035/Article/570805/spk-2014-01067-san-miguel-county-co.aspx>

## **IN THE MEDIA**

- Chairman of TMC, Larry Mallard and Mountain Village Mayor, Dan Jansen, present an update regarding the current facility, the need for a new facility, additional services to meet the demands of growing community, and findings from the recent Feasibility and Funding Summit. To watch the presentation, please visit: <http://livestream.com/t-ridetv/MedCtrforumMV>

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- Host Angela Pashayan interviews Larry Mallard and Kate Wadley about the plans to build a new medical center in Mountain Village. <https://www.youtube.com/watch?v=2eUTYJ-leHQ>
  - Telluride Regional Medical Center PSA Institute for Altitude Medicine PSA. <https://www.youtube.com/watch?v=uEcq8pFrSLs>
  - Telluride Regional Medical Center PSA Integrative Medicine. <https://www.youtube.com/watch?v=uEcq8pFrSLs>

#### **OTHER DATA**

- TMC Meeting Dates, Agendas, and Minutes: <http://www.tellmed.org/#!meetings--agendas/c1frd>
- TMC Financials: <http://www.tellmed.org/#!financials/cvg6>
- TMC Annual Reports: <http://www.tellmed.org/#!annual-reports/c1rvi>

\*Rosters for the Telluride Hospital District's Board of Directors and the members of the CEO search committee are included here on page 8.

#### **REPORTING RELATIONSHIPS:**

The Chief Executive Officer will report to the Chair of the Telluride Hospital District Board of Directors. At present the direct reports include the Medical Directors of Primary Care and Emergency and Trauma Services (two), a chief of staff, as well as five managers: Emergency Department Nursing, Primary Care Nursing, Radiology, Finance, IT, an HR Manager, and the Executive Director of Philanthropy (on an advisory basis as she reports to her board). In total, the staff consists of eight physicians including the Medical Directors of Primary Care and Emergency and Trauma Services, ten full-time and part-time nurses including the Nursing Practice Leader, a radiology team of six, led by a Radiology Supervisor. The total employee (FTE and PTE) population is 64. A current organizational chart is available. The CEO will have the autonomy to make changes to reporting relationships as necessary.

The CEO will develop relationships with nine visiting specialists from disciplines including orthopedics, urology, ophthalmology, midwifery, and mental health. Other external relationships of note include two pharmacies, the San Miguel Resource Center (domestic violence), two physical therapy providers, the Tri County Health Network, and both St. Mary's Hospital and the Marillac Clinic for the uninsured located in Grand Junction. In addition, the CEO will have interface with the Grand Junction Alcohol Rehab Unit, the Mercy Medical Center in Durango and other hospitals in Cortez and Montrose. Additional relationships requiring attention include: the local media, law enforcement, two town councils and two mayoral offices, Telluride Ski and Golf (specifically, the ski patrol), fire and EMS, Telluride Parks and Recreation, and the Commission for Community Assistance, Arts and Special Events (CCAASE). The CEO will initially partner with the bond consultant, the capital campaign strategic consulting firm, and the facilities consultant over the next four years of fundraising and build out.

### **SCOPE AND RESPONSIBILITIES:**

The new chief executive officer (CEO) of Telluride Regional Medical Center will face a rigorous environment of culture change, operations management improvements, planning for near-future growth, constituency, and fundraising challenges. Telluride/Mountain Village is a seasonal tourist area encompassing the ski season and the festival season in the summer. This seasonality impacts the demand for medical services. This is a time of transformation and change for TRMC. The CEO will manage a capital campaign to make the new TRMC a reality. In addition, the CEO will navigate cultural changes within the organization and a community of both supporters and detractors. Cultural changes at TRMC will occur because over the predicted period of four years or less until the new TRMC opens, space will continue to become even more constrained and contingency plans will need to be made and communicated. The community includes both supporters (those who see the need for a larger medical facility and want it now and for the next generations) and detractors (those who do not see a need, those get medical care elsewhere, and those who do not want TRMC to move from Telluride to Mountain Village).

This is a time of continuing unprecedented change as a result of healthcare reform and perplexing economic and social indicators. The CEO of Telluride Regional Medical Center must be capable of building bridges of understanding between various community contingencies and also challenge traditional thinking, both internally and externally, to address critical issues that will shape healthcare in Telluride Hospital District for the foreseeable future. This must be accomplished in a fiscally responsible manner, while maintaining a commitment to the highest quality healthcare outcomes.

#### ***Specific Responsibilities:***

- Oversee all day-to-day operations of TRMC and related provider practices by being accountable for planning, organizing, and directing TRMC to ensure quality patient care is provided and the financial integrity of the medical center is maintained.
- Continually monitor the impact of the organization's strategy: moving quickly to expand successful programs; abort unsuccessful ones and identify and develop new opportunities.
- Position the organization to effectively and efficiently meet the requirements, challenges and opportunities of all regulatory mandates. Ensure compliance with applicable laws and regulations. Establish a forward-thinking strategy for reimbursement. Challenge traditional thinking, both internally and externally, in this time of unprecedented change as a result of healthcare reform and troubling economic and social indicators. Effectively communicate these new strategies, policies and procedures in a collaborative manner with THD and the medical staff. Maintain standards required by Medicare and Medicaid.
- Create an environment and culture that enables TRMC to fulfill its mission by meeting or exceeding its goals, conveying the mission and vision to all staff, holding staff accountable for their performance, motivating staff to improve performance where possible; and being responsible for the measurement, assessment, and continuous improvement of the organization's performance in the areas of healthcare outcomes, operational administration, and other projects including fundraising and build-out oversight.

- Prioritize resources, assessing capital and human resources necessary to compete successfully and make tough decisions where or when necessary.
- Develop strong senior leadership that is accountable to deliver on results and meet well defined financial, growth and performance metrics.
- Focus on expanding clear and open lines of communications, both internally and externally, leading through uncertainty and change.
- Represent the organization to the greater Telluride/Mountain Village regional community and the media; including active participation with the business community and with the philanthropic community.
- Act as public spokesperson during the upcoming bond election. Present the new facility plan in a manner that creates excitement and motivates voters.
- Focus on overseeing the successful implementation of a capital campaign while prudently reducing expenses where possible.
- Focus on interim strategies designed to ensure capacity for care until the new facility is completed.
- Once construction is underway, work collaboratively with the facilities consultant to assure build-out is on-budget and on-time.
- Facilitate continued cultural change and drive operational excellence, a winning environment, accountability and passion for service. Foster a collaborative, engaged and inclusive work environment.

**KEY SELECTION CRITERIA:**

- A CEO, COO, or CFO with significant P&L experience in a successful medical center, clinic, urgent care, or hospital facility.
- A consumer-centric leadership approach to healthcare.
- Has built powerful teams, willing to engage in the creation of a clear vision, strategic direction and actionable plans to move the organization forward.
- A proven track record of leading and managing an organization successfully through a time of significant change, resulting in growth.
- Experienced, visible, and comfortable in building favorable relationships with external constituents. Fundamentally believes in partnership relationships and an integrated approach to health management. Experience being a passionate advocate for local, consumer-focused health care and seeks out opportunities to build the brand in the public arena.
- Utilizes effective process management to identify opportunities for reducing costs, improving productivity and enhancing performance.
- Establishes relationships with the board of directors. Builds on the strengths of the board and brings best practices to governance.

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**LEADERSHIP ATTRIBUTES:**

- Requires a visionary leader with strategic thinking skills, financial acumen, health care industry experience and high standards.
- Demonstrated ability to navigate and manage multiple layers of relationships within a small, somewhat isolated region for the betterment of the TRMC.
- Exhibit skills of flexibility and nimbleness to respond to the changing environment, leading the board and employees with courage and conviction, through ambiguous territory.
- Critical Access Hospital (CAH) leadership experience strongly preferred.
- Proven leader (although, not necessarily a CEO yet), strong work ethic, strategist/visionary, strong interpersonal skills and team builder.

**EDUCATION:**

Master's degree in Hospital Administration or Business Administration strongly preferred and will set apart the more desirable candidates.

**COMPENSATION AND RELOCATION PACKAGES:**

The organization provides a competitive compensation package including bonus potential. A full range of employee benefits will be offered to the successful candidate. Industry standard relocation expenses are reimbursable and will be tailored to the successful candidate's needs.

Additionally, many lifestyle perquisites are offered including the ability to ski over one's lunch hour and the opportunity to live and work in a low-key, peaceful community where health and physical activity are priorities.

**CONTACT INFORMATION:**

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**Telluride Hospital District Board of Directors:**

Larry Mallard, Chair

- Appointed, Term Expiration Year: 2016, Board member since 2011

Davis Fansler

- Appointed, Term Year Expiration: May 2016, Board member 2015

Richard Betts

- Appointed, Term Year Expiration: May 2016, Board member 2015

Carol Kammer, Secretary

- Appointed, Term Year Expiration: 2018, Board member since 2010

Richard Cornelius

- Appointed, Term Expiration Year: 2018, Board member since 2014

**Telluride Hospital District CEO Search Committee:**

- Larry Mallard, Board Director
- Carol Kammer, Board Director
- Andrew Karow, Former Board Director
- Sharon Grundy, MD, Medical Director of Primary Care
- Diana Koelliker, MD, Medical Director of Emergency Services & Telluride EMS Director
- Lynn Borup, CEO, Tri-County Health Network

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## **COMMUNITY PROFILE**

### Telluride Colorado Mountain Village, Colorado

Telluride, a former Victorian mining town in Colorado's Rocky Mountains, is set in a box canyon amid forested peaks at the base of Telluride Ski & Golf Resort. The city is one mile in length and is extremely walkable. Gondola lifts are also a mode of transportation and easily connect Telluride with Mountain Village. The city has a population of approximately 2409. It is the county seat and most populous town in San Miguel County, located on the San Miguel River in the western San Juan Mountains. Telluride is especially well known for its ski season as well as an extensive festival schedule during the summer. Telluride also enjoys a vibrant and well-known arts culture attracting artists from all over the world. Telluride is 330 miles from Denver, 320 miles from Albuquerque, NM and 175 miles from Colorado Springs, CO. Ninety-six percent of adults are high school graduates, and 54 percent hold a bachelor's degree or graduate degree. The median value of owner-occupied housing units is \$448,000. As with any desirable living location, real estate costs escalate dramatically from the median. Rental rates for a two bedroom unit average approximately \$2000 per month. The mean travel time to work is 13.6 minutes. Elevation is 8750 feet.

<http://www.telluride-co.gov/>  
<http://www.telluride-co.gov/DocumentCenter/View/3456>  
<http://www.telluridearts.org/#destination>  
<http://instagram.com/tellurideski>  
<https://www.youtube.com/watch?v=oSvladFJy7c>

Mountain Village is just southwest of Telluride and is home to the renowned Telluride Ski & Golf Resort. It is known for its peaceful nature and exciting ski slopes. The city has a population of approximately 1387. Elevation is 9540 feet. Other nearby cities include: Moab, Utah; Durango, Colorado; Aspen, Colorado; Farmington, New Mexico; and Grand Junction Colorado.

<https://townofmountainvillage.com/>  
<https://www.facebook.com/search/112108762139717/photos-in>

#### **Other cities and towns to consider for relocation:**

Ophir, Colorado - [https://en.wikipedia.org/wiki/Ophir,\\_Colorado](https://en.wikipedia.org/wiki/Ophir,_Colorado)  
Placerville, Colorado - [https://en.wikipedia.org/wiki/Placerville,\\_Colorado](https://en.wikipedia.org/wiki/Placerville,_Colorado)  
Ridgeway, Colorado - [https://en.wikipedia.org/wiki/Ridgeway,\\_Colorado](https://en.wikipedia.org/wiki/Ridgeway,_Colorado)

#### **Media Mentions:**

Best Small Cities in the U.S.: Readers' Choice Awards 2015 – Conde Nast Traveler  
<http://www.cntraveler.com/galleries/2015-10-08/top-small-cities-in-the-us-readers-choice-awards/10>

Best Ski Towns in the West

<http://www.sunset.com/travel/outdoor-adventure/best-ski-towns/ski-telluride>

Forbes Magazine, Why You Should Visit Telluride Now

<http://www.forbes.com/sites/forbestravelguide/2015/03/11/why-you-should-visit-telluride-right-now/>

**Weather:**

<http://www.usclimatedata.com/climate/telluride/colorado/united-states/usco0378>

**San Miguel County Profile and Demographics:**

<http://www.sanmiguelcounty.org/DocumentCenter/View/425>