



Northfield Hospital



**NORTHFIELD HOSPITAL & CLINICS  
NORTHFIELD, MINNESOTA  
PRESIDENT/CEO  
POSITION PROFILE**

**OVERVIEW**

Northfield Hospital & Clinics (NHC) is an integrated healthcare system owned by the City of Northfield that serves approximately 80,000 area residents who live in Rice, Dakota, Scott, and Goodhue counties. NHC's headquarters are located on a 60-acre medical campus in Northfield, Minnesota, a vibrant college town of 20,000 at the southern edge of the Minneapolis/St. Paul metropolitan area. It is anchored by Northfield Hospital, which was selected as a national Top 100 Hospital in 1999.

NHC offers a wide range of regional health care services. The organization's 590+ employees provide emergency care, including an ALS transport service and an emergency department with 24-hour physician staffing, acute inpatient and critical care, a birth center, a full complement of skilled surgeons, advanced diagnostic imaging, a skilled nursing facility, and a variety of outpatient services, including sleep studies, chemotherapy, home care, and hospice. Its Center for Sports Medicine & Rehabilitation (CSMR) is one of the largest and most comprehensive outpatient rehabilitation services in Greater Minnesota. The main CSMR facility is located in Northfield, and a branch of CSMR was opened in Lakeville, Minnesota, in 2008.

NHC also owns and operates a regional network of FamilyHealth primary care clinics. The first FamilyHealth Medical Clinic opened in Lonsdale in November 2005. FamilyHealth Medical Clinic—Farmington opened in January 2007, FamilyHealth Medical Clinic—Northfield opened in May 2007, and FamilyHealth Medical Clinic—Lakeville opened in December of 2007. In addition, NHC owns and operates a Women's Health Center co-located with the FamilyHealth Medical Clinic – Northfield, an orthopedic clinic in its Northfield CSMR facility, and an ophthalmology practice that is located in the privately owned River Valley Vision Center, also located in Northfield. Specialty medical practices are offered at these clinic sites through formal



partnership agreements. These include general surgery, orthopedics, urology, adult and pediatric cardiology, medical oncology, maternal-fetal medicine, nephrology and rheumatology.

### **NORTHFIELD HOSPITAL & CLINICS HISTORY**

**1905** — The International Organization of Odd Fellows, now Three Links Care Center, opened a 17-bed hospital in Northfield. It was described as the best facility of its kind west of Chicago.

**1910** — The Odd Fellows Hospital closed, and a hospital association raised funds to establish a hospital in a two-story frame house at the corner of Eighth Street and Water Street.

**1934** — Northfield Hospital became a city hospital.

**1938** — Northfield citizens approved money for a new hospital on West Second Street.

**1939** — The new hospital opened.

**1957** — Voters approved a \$275,000 bond issue for the first major addition to the hospital. The bond funds were combined with federal Hill-Burton grant money.

**1958** — Construction began in September on a two-story addition.

**1960** — Construction completed in early part of the year; total cost was \$616,000.

**1961** — Ground was broken on the skilled nursing facility. It was funded by a \$250,000 bequest from Minnie Dilley.

**1963** — H.O. Dilley Skilled Nursing Facility opened.

**1968** — \$250,000 bond issue approved for addition and remodeling. The project included a one-story addition for a new kitchen, laundry area, improved building systems, a second floor surgery wing, and the addition of a cardiac unit.

**1970** — Construction project completed.

**1983** — A \$5.8 million bond issue passed to fund a new emergency department, radiology department, laboratory, admitting office and lobby area and the remodeling of the surgery department, medical records, pharmacy and patient rooms.

**1986** — Ground broken on building project.

**1987** — Project completed and dedicated on May 21.

**1992** — Hospital began a \$4.5 million remodeling and expansion project for surgical space, diagnostic imaging, a dining room for the skilled nursing facility, and new construction of the Center for Sports Medicine and Rehabilitation at the intersection of Jefferson Parkway and Jefferson Road.

**September 13, 2001** — After five years of planning and site selection, ground was broken for a new hospital on land leased for 100 years from St. Olaf College at 2000 North Avenue. The \$34 million project was funded by revenue bonds and cash reserves.



**May 2003** — New hospital opened for business.

**October 2003** — Northfield Hospital purchased the Orthopedic and Fracture Clinic in Northfield.

**June 2005** — Northfield Hospital purchased the Women's Health Center from Cannon Valley Clinic — Faribault.

**August 2005** — The Women's Health Center moved into temporary quarters on the hospital campus.

**October 2005** — Occupational Health Center opened at 710 Division St. in Northfield.

**November 2005** — FamilyHealth Medical Clinic of Lonsdale opened.

**Fall 2006** — FamilyHealth Medical Clinic–Northfield opened in temporary quarters at 710 Division Street while a new permanent facility was being built at the hospital campus.

**January 2007** — FamilyHealth Medical Clinic–Farmington opened.

**May 2007** — FamilyHealth Medical Clinic–Northfield and Women's Health Center of Northfield Hospital relocated to a new on-campus primary care clinic.

**December 2007** — FamilyHealth Medical Clinic opened in Lakeville.

**February 2008** — Center for Sports Medicine and Rehabilitation opened in Lakeville.

**January 2009** -- New organizational name of Northfield Hospital & Clinics adopted.

**July 2009** – Ground broken for \$2 million expansion/remodeling of CSMR in Northfield.

## **NORTHFIELD HOSPITAL SERVICES**

### **Acute Care**

Northfield Hospital has 27 private rooms dedicated to primary and secondary acute care inpatient services. The staff is dedicated to a patient-centered philosophy of care designed to create a respectful healing environment. Staff strives to help patients act as full partners in decisions about their care, with the promise to present information about the patient's medical condition and the choices for care and treatment.

### **Critical Care**

The 4-bed critical care unit provides care for patients with specialized medical needs. These patients may include trauma patients, cardiac patients, post-op patients, and patients with complex medical diagnoses. Staffing in this area is more intense to accommodate the needs of these patients.



## **First Touch Birth Center**

Three state-of-the-art birthing rooms and six post-partum rooms are dedicated to Northfield Hospital's obstetrical services. Expectant mothers may choose between family physicians and Ob/Gyn specialists who follow their patients from the earliest stages of pregnancy through birth and early parenting. Physicians and staff help to create an atmosphere and a plan of care that meet the specific needs and wishes of each patient and family, allowing them to focus on the remarkable experience of birth

The highly skilled nursing staff is committed to a patient-centered philosophy. In a safe, nurturing environment, they offer a broad range of services from childbirth education to lactation counseling and referral to an extensive community parenting network.

## **Surgery**

Northfield Hospital offers a broad range of surgical services, from tonsillectomies to total joint replacements. A full complement of skilled surgeons represent a variety of specialties, including orthopedics, general surgery, Ob/Gyn, ENT, urology, oral surgery, and ophthalmology. Surgery patients find comfortable and convenient preparation and recovery quarters in the 14-bed Same Day Surgery Center located adjacent to the operating rooms. A comfortable lounge for family and friends is also conveniently located near the operating rooms.

## **Emergency Department**

Physicians staff the emergency department 24 hours each day. All nurses are certified in trauma care. Ninety-seven percent of the emergency patients are being seen by a physician within an hour of arrival.

Northfield Hospital uses nationally recognized heart attack protocols that give patients timely access to fully equipped cardiac hospitals in the Twin Cities or Rochester. This puts patients from Northfield with certain critical symptoms in the express lane to the highly specialized procedures and care available at these cardiac centers.

## **Emergency Medical Services (EMS)**

Northfield Hospital's Emergency Medical Services provides 24-hour ACLS ambulance coverage for a 400 square mile service area, including Northfield and surrounding communities. Its paramedics and EMTs bring advanced emergency care to the scene of an accident or health



crisis. They are trained in establishing airways, administering medication for pain or to counteract allergic reactions, starting IVs, and doing sophisticated medical monitoring. EMS crews are under the direction of an Emergency Department physician at all times.

The EMS Department operates three ambulances, two of which are in service at all times. One covers the immediate Northfield area; the other is in service west of Interstate-35, 16 hours each day, and is on-call the other eight hours. Northfield Hospital recently received a Level IV Trauma Hospital designation from the Minnesota Department of Health (MDH).

### **Long-Term Care Center**

Northfield Hospital provides an attached 40-bed, skilled care facility where nurses and nursing assistants provide the highest level of nursing home care to meet the residents' needs in all phases of daily living. Physicians and nurse practitioners visit residents as needed and for regular evaluation. Socialization and interaction are encouraged through activities coordinated by a music therapist/activities director and other staff. Residents enjoy spacious, private rooms and meals that are served family-style in the attractive dining room with easy access to the outdoors.

The Long-Term Care Center received 31 out of a possible 35 “stars” in the latest Nursing Home Report Card released earlier this year by the Minnesota Department of Health (MDH), making it one of only four top ranked nursing homes in the state. This score included five out of a possible five stars for staff retention, the sparing use of temporary staffing, the high proportion of single rooms (100 percent), and scores on state inspections, and four out of five stars for outcomes on a number of state-mandated quality indicators and hours of direct care.

### **Center for Sports Medicine and Rehabilitation**

The Center for Sports Medicine and Rehabilitation (CSMR) provides one of the largest and most comprehensive outpatient rehabilitation services in greater Minnesota. Its services include physical therapy, occupational therapy, pediatric rehabilitation, respiratory therapy, industrial rehab and injury prevention, hand therapy, speech and language therapy, sports medicine, and warm water pool therapy. The staff includes 15 physical therapists, 6 occupational therapists, a speech therapist, 4 physical therapy assistants, and 14 certified athletic trainers.



CSMR offers rehabilitation services in two convenient locations. Besides the fully equipped center in Northfield, CSMR has a separate facility adjacent to FamilyHealth Medical Clinic– Lakeville. The custom-built gym and rehabilitation center provides easy access for people who live in the Lakeville and Farmington areas. Athletic training services are also available.

## **THE CLINICS OF NORTHFIELD HOSPITAL & CLINICS**

### **FamilyHealth Medical Clinic – Northfield**

A comprehensive primary care medical clinic offering family medicine, internal medicine, pediatric, and selected specialty services. Most physician services are provided by Cannon Valley Clinic — Mayo Health System or Mayo Clinic, including specialty practices in adult and pediatric cardiology, medical oncology, ENT, maternal – fetal medicine, nephrology, and rheumatology. Services in general surgery are provided by Surgical Care Associates, P.A., which offers a full range of general surgery procedures, including vascular, colorectal, breast, and laparoscopic surgeries. Urology services are provided by Urology Associates, P.A., a Twin Cities-based group practice.

### **FamilyHealth Medical Clinic – Lonsdale**

A comprehensive primary care medical clinic offering family medicine, women’s health and general surgery. Most physician services are provided by Cannon Valley Clinic — Mayo Health System. General Surgery is provided by Surgical Care Associates, P.A. The clinic also includes optometry, ophthalmology, and retail eyewear services provided under a lease agreement.

### **FamilyHealth Medical Clinic – Farmington**

A comprehensive primary care medical clinic offering family medicine, pediatrics, internal medicine, women’s health, general surgery, and orthopedics. Most physician services are provided by Cannon Valley Clinic — Mayo Health System. General Surgery is provided by Surgical Care Associates, P.A. Orthopedics is provided by Orthopaedic & Fracture Clinic, P.A.

### **FamilyHealth Medical Clinic – Lakeville**

A comprehensive primary care medical clinic offering family medicine, pediatrics, internal medicine, women’s health, general surgery and orthopedics. Most physician services are provided by Cannon Valley Clinic — Mayo Health System. General Surgery is provided by Surgical Care Associates, P.A.; Orthopedics is provided by Orthopedic & Fracture Clinic, P.A.



### **Northfield Eye Physicians and Surgeons**

Services are provided by Northfield Eye Physicians and Surgeons, P.A., and include cataract and eye implant surgery, treatment of glaucoma, diabetic eye disease and macular degeneration, and eyelid surgery.

### **Orthopedic and Fracture Clinic of Northfield**

Services are provided by Orthopedic & Fracture Clinic, P.A. and include joint replacement, arthroscopic surgery, sports injuries, hand surgery, foot surgery, and microsurgery.

### **Women's Health Center of Northfield Hospital**

The women's health services team includes Ob/Gyn specialists provided by Cannon Valley Clinic — Mayo Health System. They see women of all ages in the clinic, and deliver babies and perform surgeries at Northfield Hospital. Their comprehensive care includes preventive healthcare, prenatal care, routine and high-risk obstetrics, a full range of gynecological services, cancer screening, sexual and contraceptive guidance, infertility counseling, urinary incontinence, well woman exams, and education.

### **THE ALLINA MEDICAL CLINIC OF NORTHFIELD**

In addition to its own clinics, NHC benefits from the opportunity to serve the providers and patients of the large Allina Medical Clinic of Northfield. The clinic is owned by Allina Hospitals & Clinics, which is one of the largest fully integrated healthcare systems in Minnesota. The medical staff of Northfield Hospital includes 28 physicians affiliated with AMC – Northfield, of which 24 are in the active category.

AMC – Northfield recently completed an expansion that doubled the size of its facility. The majority of its providers are in family practice, but it also offers pediatrics, internal medicine, sports medicine, urology, gastroenterology, cardiology, integrative medicine, allergy, audiology, office gynecology, sleep medicine, podiatry psychiatry and mental health services. As part of its expansion, the clinic developed extensive on-site imaging services, including MRI, CAT, mammography, nuclear medicine, and bone densitometry.



## **GOVERNANCE**

The Board of Directors is comprised of nine members who are appointed to three-year terms by the Mayor of Northfield with confirmation by the City Council. Directors may serve a maximum of three consecutive terms. The Board has total governance authority over the organization except that the City Council retains the power to construct any additional hospitals or additions to hospitals, convalescent homes or nursing homes, related medical facilities including medical clinics, or appurtenant structures and the power to levy and to impose taxes in the City of Northfield. In the course of its history, the organization has always been self-sustaining, and has never received tax support beyond some small contributions from the Area Ambulance Association.

## **MISSION, VALUES, AND PHILOSOPHY**

### **Mission**

To enhance the quality of human life through the provision of exceptional healthcare services and the promotion of health in the communities we serve.

### **Values**

**Integrity:** We will be honest, ethical and fair.

**Respect:** We will treat each other and those we serve with courtesy, honor and dignity, accepting and valuing each individual.

**Competence:** We will diligently maintain high standards by performing our duties safely, with expertise and good judgment. We will provide services based upon scientific knowledge to all who could benefit, and refrain from providing services to those not likely to benefit.

**Cooperation:** We will work together as a team, striving to achieve common goals.

**Communication:** We will be good listeners, as well as express clearly and concisely what is needed and expected.

**Stewardship:** We will work to reduce delays for those who receive and give care, and to avoid waste of equipment, supplies, ideas, and energy. We will seek to apply our financial resources for the maximum benefit of our community and our broader service area.

### **Philosophy**

Our philosophy is one of patient-centered care, which utilizes four principles:

- Creating a healing environment for each other and those we serve
- Focusing on making our work meaningful



- Developing a system of integrated care, and
- Providing excellent service that is efficient and cost effective.

**OPERATING AND FINANCIAL OVERVIEW (2008)**

Net Revenue	\$58.9M
Operating Income	(\$1.467M)
Total Income	\$.39M
Total Employees	597
FTEs	421
Acute Beds	37
ADC	16
ALOS	2.22
Acute Admissions	2,943
Acute Patient Days	6,462
Births	481
ER Visits	9,947
Surgical Cases	2,374
Outpatient Admissions	42,157
Medical Imaging Visits	26,293
Lab Procedures	146,454
Ambulance Transports	2,591
LTC Beds	40
LTC Occupancy	99.4%
LTC Resident Days	14,518
LTC Admissions	52
Active Medical Staff	54
Total Medical Staff	190
Primary Care	78
Specialists	112
Independent	183
Employed	7



## **THE COMMUNITY**

Northfield is located on the most southern border of the Twin Cities metropolitan area (Dakota/Rice counties) within 40 minutes of the international airport and less than 60 minutes from downtown Minneapolis/St. Paul. Rochester, home of the famed Mayo Clinic, is also only one hour away. State Highways 19 and 3 intersect in Northfield and connect the city with Interstate 35 on the west and U.S. Highway 52 on the east. The population of Northfield is approximately 20,000, which includes 5,000 college students.

Whether you enjoy arts, history or nature, you will find multiple outlets for your educational curiosities in Northfield. When you are ready to wine, dine, and relax, you'll find one-of-a-kind restaurants, live music, and theater. For generations, visitors to Northfield have found a vibrant community with many diverse opportunities to enjoy. Both St. Olaf and Carleton liberal arts colleges are based in Northfield, and their presence creates an active, open atmosphere few other small communities can offer. The public school system serves nearly 4000 students and is highly regarded for its academic achievements. The system includes a high school, a new middle school, three elementary schools and a kindergarten. High quality alternative educational settings include St. Dominic's Catholic School (kindergarten through 8th grade), Prairie Creek Community School (kindergarten through 5<sup>th</sup> grade), ARTech Charter School (6<sup>th</sup> grade through 12<sup>th</sup> grade) and a variety of pre-school options, including a Montessori school.

## **THE POSITION**

The President/Chief Executive Officer (CEO) of Northfield Hospital & Clinics (NHC) is expected to provide executive leadership, including vision, strategic direction, financial and operations management, and community relations, ensuring the provision of high-quality patient care to the residents of the communities served. The CEO assures that the organization is in compliance with all applicable laws and regulations and is expected to foster an environment that promotes open communication and coordination among all constituencies. Under the authority of the Board of Trustees, the CEO has overall administrative responsibility for managing the hospital's internal and external relationships to assure achievement of NHC's strategic and operating goals. The CEO is required to live in the Northfield Area (school district).



## **AREAS OF FIRST-YEAR EMPHASIS**

- Create a smooth transition as CEO, and develop open, collaborative, trusting relationships with the Board of Trustees, Mayor, City Council, NHC management, medical staff, and employees, inspiring confidence and accountability.
- Review and become familiar with the strategic plan, work with the Board, medical staff, NHC leaders and the community, and providing leadership to ensure NHC accomplishes the identified goals and objectives.
- Develop a keen understanding of the clinic operations to establish a plan for growth and to improve integration, management, operating, and financial performance.
- Quickly establish a positive relationship with the Mayo System, and an understanding of the current business agreement.
- Build a positive, collaborative working relationship with the Allina physicians, as well as the local and system leaders of Allina Hospitals and Clinics.
- Prepare NHC to successfully respond to healthcare reform.
- Provide leadership to ensure access to capital for continued expansion of the facilities to support growing the services.
- Position NHC to successfully respond to future labor shortages.
- Actively participate in the cultivation of community partnerships and strong lines of communication, enhancing the image of NHC in the community.
- Identify opportunities for growth and incorporating plans for continued success into the strategic planning process.
- Look for ways to continue to develop NHC into a significant regional provider of healthcare services.
- Facilitate open communication and collaboration with medical staff leadership and medical staff members, resulting in positive physician satisfaction and working relationships.
- Address the continued improvement and refinement of operational performance, clinical quality, and financial performance, including consistent positive operating margins.
- Work with the medical staff and Board to assess the current and projected demand for additional physicians, recommending and facilitating recruitment, as appropriate.
- Evaluate the organizational structure and leadership to ensure that the right people are in the right place at the right time.
- Lead the Board education and Board development activities, including Board involvement in the strategic planning process for the future.



## **THE IDEAL CANDIDATE**

The next President/Chief Executive Officer for Northfield Hospital & Clinics (NHC) will be an experienced healthcare leader who:

- Demonstrates excellent communication, listening, and relationship-building skills.
- Demonstrates compassion, integrity, and a commitment to working with the Board, medical staff, employees, and community leaders.
- Demonstrates the ability to provide direction, establish clear, measurable goals and objectives, and hold management and staff accountable for consistent, positive outcomes.
- Has a demonstrated track record of engaging and empowering staff to positively impact morale and retention, and supports staff development.
- Has a track record of identifying, developing, and retaining top talent to support succession planning.
- Has a Master's degree in healthcare administration, business, or a related field. Candidates with a Bachelor's degree, and extensive healthcare experience and accomplishments will be considered. Qualification to hold a license in Minnesota as a nursing home administrator is preferred.
- Demonstrates the ability to effectively delegate authority and accountability.
- Demonstrates a professional and personal style committed to being visible and available, and a willingness to engage with staff, physicians, patients, residents, families, and the community.
- Has a track record of working with the Board and medical staff in developing a vision and successful strategies.
- Demonstrates an understanding of rural and urban healthcare.
- Has acute care hospital CEO experience; however, if without CEO experience, has at least five years of proven results in a COO, CFO, CNO, or similar role within a like-sized or larger community hospital.
- Has recent experience working with, and knowledge of, multi-specialty physician clinic operations.
- Has a focus on quality of care and experience implementing and leading a service excellence program/culture.
- Demonstrates the ability to consciously develop organizational culture and serve as a role model.
- Demonstrates leadership competencies that include excellent business development and business skills, decisiveness, problem solving and reasoning skills, and political savvy, with



the ability to negotiate between differing viewpoints and achieve common understanding, if not consensus, among various key constituencies.

- Is knowledgeable about current healthcare trends and changes at the state and federal levels, including the concepts of medical homes and bundled payment systems.

To be successful, this executive must understand the importance of his/her involvement in the community and the desire to make a difference, while effectively representing the hospital.

An interpersonal/leadership style based upon a genuine and sincere respect for others, delegation, and open and honest communication with the community, Board of Trustees, management, medical staff, and employees is essential. This CEO must have a commitment to patient-centered care. This executive will have excellent interpersonal skills, a sense of humor, and the ability to communicate with people at all levels. The candidate should have a track record of building a culture of quality, value, and respect for the contribution of employees and physicians in meeting the needs of the communities served by NHC. Additionally, candidates should demonstrate a healthy balance between personal, business, and community demands.

This opportunity presented by:  
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