

Norman Stephens, FACHE

Chief Executive Officer at Vista Health System

Summary

Accomplished and innovative hospital Chief Executive Officer who consistently provides inspirational leadership that transforms low performing hospitals into top performers. Strong track record of consistent promotion to progressively more complex organizations with a focus on developing joint ventures between non-profit health systems and a for-profit company. Led two extremely successful physician/hospital syndications and built two replacement hospitals. Collaborative, compassionate leader that successfully integrates diverse physician teams with medical staffs. Areas of strength and expertise include:

- Strategic Planning
 - Evaluating Transition Plans
 - Revamping Hospital Operations
 - Physician Relations
 - New Service Line Development
 - Leading New Hospital Construction Projects
 - Employee Engagement
 - Continuous Quality Improvements
 - Developing Community/Foundation Boards
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Experience

Chief Executive Officer at Vista Health System

May 2017 - Present

Providing Interim Leadership for a two hospital system with an extensive network of outpatient services including Vista Physician Group and Lindenhurst Surgery Center.

President and Chief Executive Officer at CHI St. Luke's Health The Vintage Hospital

December 2012 - September 2016 (3 years 10 months)

Provide day-to-day leadership for eight direct reports with 517 FTEs.

Restored orthopedics to the hospital through the recruitment of a local orthopedic group. The orthopedic program now represents the hospital's largest service line by volume.

Initiated otolaryngology surgical services through the recruitment of a local ENT group.

Expanded women's services, tripling the volume of patient's served. Moved patient satisfaction scores into the 90th percentile as measured on HealthStream.

Initiated new open heart surgery program in 2016.

Achieved Det Norske Veritas (DNV) ISO 9001-2008 certification with a near perfect survey.

Drove hospital composite quality score from the bottom of the system to second from the top.

Successfully resolved a physician syndication, converting the hospital to faith-based, not-for-profit status.

Integrated SLHVH with Baylor College of Medicine (BCM) following the joint venture partnership of CHI St. Luke's Health System and BCM.

Improved employee engagement scores through visibility and proactive communication, driving the scores from 38th to the 61st percentile with an employee response rate of 84% – during a year of ownership change.

Led a successful implementation of EPIC electronic health record for the hospital and attestation to meaningful use.

In 2013, hospital was honored with "Houston Best of the Northwest" award and "Best Hospital and Best Workplace."

President and Chief Executive Officer at Portneuf Medical Center

June 2009 - December 2012 (3 years 7 months)

Re-recruited by the founders of Triad Hospitals, Inc. to oversee this new joint venture partnership after the formation of LHP Hospital Group. Guided the integration of this 60 year old county hospital into the LHP culture by working closely with three local boards and the Physician Round Table. Consolidated the organization to a single campus, significantly improving patient safety, increasing efficiency and dramatically reducing operating costs.

Supervised the construction of a new \$220M, 187-bed replacement hospital that was completed ahead of schedule and under-budget.

Oversaw the construction and opening of the new Portneuf Cancer Center.

Negotiated the purchase of the physician owned Rocky Mountain Surgery Center, leading to the syndication of a new hospital with 64 physician partners.

Successfully recruited 38 physicians in a three year period.

Negotiated the purchase of Idaho Medical Imaging from an independent radiology group, thereby restoring outpatient imaging services back to the hospital.

Developed Portneuf Medical Practices comprised of the employed physicians and various outpatient clinics affiliated with PMC. Grew practice from three physicians to 61 licensed providers, representing 15 specialties between 2008 and 2012.

Positioned PMC as a market leader with 13 critical access hospitals through the Hospital Cooperative.

Developed a very successful robotic surgery program.

Restored Level 2 trauma services and outsourced the flight program, saving \$2.4M annually.

Increased EBITDA from negative \$4.5M in 2008 to \$44M in 2012 (annualized), with margins increasing from negative 4.3% in 2008 to positive 19% in 2012.

Led a successful implementation of McKesson Paragon electronic health record and attestation to meaningful use.

Chief Executive Officer

July 2004 - June 2009 (5 years)

Promoted by Triad Hospitals, Inc. after three years at Pampa Regional Medical Center to lead this new joint venture. Guided this 70-year old, not-for-profit hospital through the integration into Triad Hospitals, Inc., working with three local boards and the Physician Leadership Group. Led the successful physician syndication of the hospital. Increased the medical staff by 33% between 2004 and 2008. Won "Outstanding CEO Achievement Award," Fourth Division, in 2007.

Supervised the construction of an award winning replacement hospital, ahead of schedule and under-budget.

Directed the development and construction of a new class A medical office building on the hospital campus. This building was an off balance sheet partnership with the physicians, and an independent developer.

Oversaw the development and construction of a new ambulatory surgery center that was incorporated into the joint venture partnership between the physicians and the Mat-Su Health Foundation.

Resolved all transitional issues with an existing labor union.

Negotiated the sale of the old hospital building to the State of Alaska, returning unanticipated value to the company while saving the State of Alaska over \$10M from their previous capital expansion plan.

Increased EBITDA from \$12M in 2004 to \$46M in 2008, with margins increasing from 17.3% in 2004 to 31.4% in 2008.

Honored with "HealthStream Research 2007 Excellence through Insight Award" for the highest perception of patient quality.

Chief Executive Officer

July 2001 - July 2004 (3 years 1 month)

Promoted to CEO of PRMC from Lutheran Health Network. Provided day to day leadership for this community hospital that offered primary medical services that included an emergency room, ob/gyn, orthopedics, general surgery, behavioral health and inpatient rehabilitation services.

Increased the medical staff by 39% in two years.

Improved physician satisfaction with the hospital to 100%, with the medical staff scoring "administrator's responsiveness in addressing issues important to patient care" at 100% positive.

Hospital employees rated "administration communicating a clear vision" at 90%, with overall satisfaction scores of 93% positive.

Chief Executive Officer, Rehabilitation Hospital of Fort Wayne

February 1995 - January 2001 (6 years)

Served as Administrator of the hospital skilled nursing unit.

Won CMS "President's Award for Most Improved Hospital" in 1996.

Education

California State University-Hayward, California

Master of Public Administration (MPA), Healthcare Administration, 1989 - 1992

Loma Linda University

Bachelor of Science, Physical Therapy, 1973 - 1977

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