

# 2015 & 2016 - Korn Ferry Evaluations Summary Page

## Executive Summary – Richard Isaacs

Overall Ratings				
2015	Overall Fit to Future CEO Profile	Ready in More than 2 years	Ready in 1-2 years	Ready Now
2016	Overall Fit to Future CEO Profile	Ready in More than 2 years	Ready in 1-2 years	Ready Now
TPMG CEO Competencies (p. 5-6)				
Experience (p. 7)				
VOICES 360 (p. 8)				



Area(s) Showing Good Progress	Area(s) Showing Some Progress	Area(s) Showing Little to No Progress
<ul style="list-style-type: none"> <li><b>Developing vision and leading change:</b> Ratings and personal comments show improvement in his ability to drive cultural transformation and move the organization forward in the most efficient, high-quality, and cost-effective manner. In addition, recruitment and empowerment of talent is seen as his top strength.</li> <li><b>Financial acumen:</b> Is on the finance and audit committee. Developed a new way to evaluate Medicaid. This approach is gaining attention as a model for others.</li> </ul>	<ul style="list-style-type: none"> <li><b>Focused on key priorities:</b> Feedback suggests that he knows how to set goals and effectively create teams and cultures to carry them out. Is seen as able to prioritize without becoming overly caught up in details.</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
Conclusions and Recommendations		
<p>Richard is seen as a visionary leader who understands what is important to the bottom line, to the success of the organization, to the brand, and most importantly, to patients. He is seen as an innovative strategist whose mission is "to create a world class experience with every touch point..." Under his leadership, South Sacramento has been transformed from a tiny community hospital into a major tertiary care center with the first ever Kaiser Permanente trauma center. Over the past year, personal comments and competency ratings suggest that he has made improvements in all areas, the greatest showing up in developing others, achieving influence, leading change, composure, and team building. Recruitment and empowerment of talent is seen as his top strength. He is recognized for attracting and retaining some of the best talent in the country. He enjoys transformational leadership and can "make things happen" in uncertain and complex situations.</p>		

# 2016 - Korn Ferry Evaluation Summary Comments

**Richard Isaacs - From Korn Ferry Evaluation, 2016:**

**Conclusion and Recommendations:**

"Richard is seen as a visionary leader who understands what is important to the bottom line, to the success of the organization, to the brand, and most importantly, to patients. He is seen as an innovative strategist whose mission is "to create a world class experience with every touch point..." Under his leadership, South Sacramento has been transformed from a tiny community hospital into a major tertiary care center with the first ever Kaiser Permanente trauma center. Over the past year, personal comments and competency ratings suggest that he has made improvements in all areas, the greatest showing up in developing others, achieving influence, leading change, composure, and team building. Recruitment and empowerment of talent is seen as his top strength. He is recognized for attracting and retaining some of the best talent in the country. He enjoys transformational leadership and can "make things happen" in uncertain and complex situations.

August, 2016:

Korn Ferry OVERALL ASSESSMENT:

**"Ready Now" for TPMG CEO**

These are the competencies they identified and the summary from Korn Ferry:

- Strategic decision-making and planning: Vision
- Stamina, endurance, energy: Resilience
- Capacity to tolerate pressure; comfort with conflict: Composure
- Communicates effectively and inspires commitment
- Achieving influence
- Develops, mentors, and empowers talent
- Reads others' thoughts and feelings
- Drives to achieve most important results
- Focused and disciplined on key priorities; avoids distraction
- Leading change
- Strong character with integrity and courage
- Successfully employs variety of leadership styles
- Team building skills

Assessment Against Future CEO Experiences

**Strategic Decision Making and Planning: Vision**

Has high intellectual horsepower and can easily connect the tactical with the larger strategic vision. Creates a sense of purpose and helps others understand their roles in the larger organizational context. Comes across as highly inspirational. Has visionary capability. Can lead complex, innovative ideas from concept to implementation.

**Stamina, endurance, energy: Resilience**

Approaches issues with a positive, can-do attitude and persists through obstacles and setbacks to make things happen. Is resourceful and resilient in the face of adversity.

**Capacity to Tolerate Pressure; Comfort with Conflict: Composure**

Remains calm and productive under pressure or when leading others through difficult transitions. Is willing to take an unpopular stance for what he believes. Deals tactfully with resistance from others, but will not sacrifice his standards for the sake of relationships.

**Communicates Effectively and Inspires Commitment**

Demonstrates a great deal of personal commitment and comes across as energetic and outgoing. Has the ability to create a positive and engaging environment for others. Communicates effectively and transparently. Is comfortable interacting with people in both formal and informal settings.

**Achieving Influence**

Is a visible and influential member of the organization. Reads situations accurately and is socially astute. Navigates the political landscape comfortably. Adjusts his approach to suit the needs of his audience. Strives to make others feel valued.

**Develops, mentors, and empowers talent**

Reads people's strengths and limitations well and is a good judge of talent. Devotes time and effort to attract and retain the best talent. Is supportive and provides others with appropriate direction, guidance, and oversight.

**Reads others' thoughts and feelings**

Is generally attuned to what is happening in the moment and how others respond to his style. Develops close ties with team members to understand their needs and motives better.

**Drives to Achieve the Most Important Results**

Is comfortable and effective managing multiple priorities and separates trivial concerns from the most significant issues. Willingly delegates tactical tasks to others in order to focus on larger strategic matters. Is willing to go the extra mile to deliver beyond expectations.

**Focused and Disciplined on Key Priorities; Avoids Distraction**

Focuses on higher-level decision making and strategy development.

**Leading Change**

Thrives when managing in highly dynamic, ever-changing situations and environments. Is willing to take calculated risks and conveys clear and compelling change messages.

**Strong Character with Integrity and Courage**

Has the ability to stand alone and go against the grain for what he believes. Is sought after as a decision maker who conveys a great deal of confidence and quickly establishes credibility and respect in his interactions with others. Maintains open channels of communication and keeps people well informed of the issues at hand.

**Successfully employs a variety of leadership styles**

Adapts his style according to the circumstances. Combines a great deal of confidence and courage with a sense of humility and understanding of others' perspectives. Has strong communication and negotiation skills, which enable greater buy-in.

### **Team Building Skills**

Devotes time to team building and understands what it takes to build strong, self-sufficient teams. Is a good judge of talent, leveraging others' skills effectively. Empowers people to take responsibility for project outcomes and creates a sense of belonging in the team. When needed, he makes tough people calls to address underperformance issues.

### **Deep Operational Experience**

Since joining Kaiser in 1995, he has quickly achieved positions of increasing responsibility. Working in the Sacramento service area, he became chief by 2000 and was elected chair of the chief's group the same year. In 2005, he became PIC for South Sacramento. In this position, he reports many achievements including leading the effort to develop clinical expertise and building infrastructure. He also assisted with political challenges to attain trauma center status for the medical center. Previously, this had been a designation held only by UC Davis. This effort increased Kaiser's prominence and ability to serve patients.

He envisioned and led an effort to transform the Emergency Department. He created new methods using LEAN for mobilizing and positioning physicians and other professionals to provide appropriate and efficient care, as opposed to admitting patients unnecessarily. Additionally, his work as a pilot site for the EPIC conversion, "ework" in developing related tools for practice, and the development of the robotics and bariatric sports programs is impressive. His work appears to be more focused on clinical innovation and is significant for his area of responsibility. It appears that many of his advancements have received visibility, and they are being emulated in other areas of Kaiser Permanente (e.g., the iPhone model being rolled out to 7,500 physicians).

### **Prior role as Senior Leader**

Richard currently serves as PIC and chief of staff for the South Sacramento and Elk Grove Medical Center. His direct reports include 30 department chiefs, assistant chiefs for HR, legal, and others, and four med group administrators as his core team.

### **Experience interfacing with multiple internal and external stakeholder groups**

In his early work as PIC, he organized and led a group of internal stakeholders to develop a vision statement for South Sacramento. This became "Best place to receive health care / best place to work" and includes "four pillars" to guide this effort. This work helped them achieve the larger-scale successes mentioned above. He possesses passion for his work, which underscores his transformational ability to work with teams and accomplish major goals. He states that he has learned the power of teaming and creating a vision to change a culture and improve performance. In attaining trauma center status, he was part of the team working with the mayor and other legislators, including five county supervisors and other leaders.

### **Intimate knowledge and understanding of TPMG's culture and history**

Over the past 20 years, he has gained a thorough understanding of the organization and has become a part of its fabric and its delivery ability. Having led clinical innovations, he appears to be a strong leader representing the organization.

### **Financial acumen**

He states that he works closely with the CFO on the local team. He has built accountability into the culture with his chiefs regarding the budget, which he watches closely. He reports having successful financial growth and performance over the last ten years. In addition, he developed and modeled a new way to evaluate Medicaid.

## **Knowledge and understanding of the external environment and competition**

He appears to understand the competitive environment and landscape. Sutter, their primary competitor, has now moved to emulate KP with their new health plan initiative. He understands the issues and situation.

## **Korn Ferry Rater Comments:**

### **Vision**

-Rich is probably the most visionary person in TPMG. His innovative thinking and vision are an asset that needs to be spread more widely throughout the organization. Optimism and energy are probably his two strongest assets.

-Rich is a visionary who delivers breakthrough results.

-Rich is able to see the future of our medical group's growth before anyone else. Everyone was saying we would lose members. Rich anticipated growth and built up several centers and expanded them: Surgery, GI, Hospital medicine, Primary care, among others. He was right - he lead through times of change and uncertainty and was the rock of stability when others were wavering in the organization.

-Always ahead of even the best visionaries.

-Rich is a visionary and innovative strategist. He excels at inspiring teams and physicians. He does not hesitate to apologize for issues and take responsibility for his actions.

-Leads the program in development of new innovative solutions and out of the box thinking.

-Everyone of the Chiefs at South Sac can be the chief of staff in my opinion. This is not by accident. Rich has attracted the best and coach and mentored them. Some of our greatest chiefs are seasoned physicians with various amounts of experienced time in our medical group. Some, like cardiology, bariatrics, sports medicine and ophthalmology were recruited from the outside due to their talent.

-Exceptional leadership development.

-100% focused and works on systems issues that allows people to reach peak performance.

-Rich excels at prioritizing what is important and doesn't get caught up in the vast wasteland of metrics that are sometimes regionally driven. He understands what is really important to our bottom line, our success as an organization, our brand, and, most importantly, our patients.

-Rich knows how to set goals and create the teams and cultures to carry them out effectively. This is clearly evident in the many successes of South Sacramento: First KP trauma center (Rich strategically developed and secured this designation). Operating room efficiency (Rich developed the model for cut-to-close and close-to-cut performance and operations). Robotic surgery program (Intuitive corporation leaders say that South Sac is the most productive and highest quality in the world!). ER Physician in triage program, GI colon cancer screening efficiencies and bariatric surgery program are just some other examples.

- Brought the most effective hospital model to our group.

-Innovation is key to him.

### **Leadership**

-Rich is a strong communicator. As a visionary strategist, he is more interested in the big picture. He is a good listener and is able to quickly discern the real "why" behind a conversation or conflict. He has strong emotional intelligence and picks up on nuances in communication. Rich encourages diverse points of view and empowers his team to push back and say what they are thinking. It always feels safe with Rich to tell him I don't agree and why. He actually appreciates that and encourages that dialogue.

-Positive, calms and visionary.

-Rich has the energy and stamina of several people. He is always optimistic and looking for the bright side and humor in every situation. He has dealt with some challenging situations and learned from them. It has been rewarding to help and watch him grow in his career. Resilience is his middle name.

-Rich won't ask anyone to do anything that he personally won't do. He empowers through communication. Rich always looks at feedback and adjusts as needed to be successful - no matter the purpose or task.

-Rich has strong emotional intelligence and self-awareness and adapts as necessary depending on the situation.

-Rich is the ultimate 'Joe Cool' under pressure. He is an appropriate risk taker, but not reckless. He has the ability to 'wait out the storm' when needed, but yet has the ability to 'strike when the fire is hot'.

-I've never seen Rich down or depressed. Not to say he isn't human, but he certainly doesn't allow what's going on with him to affect his relationships or leadership. He teaches us all that when you stop risking failure, you stop leading. He will tell you that failure is expected, so learn from it and let it empower you to be your best self.

-Always bounces back and both learns and grows from negative experiences.

-An amazing leader and motivator. Wants everyone to do their best and motivates others to follow.

-Rich is an uber extrovert with boundless energy and resilience. He derives his energy from being with people every waking moment.

-Rich is very good at looking at all sides of an issue and pushes back when appropriate to assure all viewpoints are taken into consideration.

-One of his biggest jobs is ensuring high quality care for our patients. I have seen Rich make very difficult decisions, including the termination of physicians and/or staff, for the safety of those we serve. Many of these are not without significant conflict. Rich is able to hold true to the core values of TPMG and execute based on these values.

-One of his greatest strengths is developing young talent. Recognizing obvious and not so obvious leaders. Mentoring and coaching them. Leading by example and helping when needed - any time during the day or night. Sending young and experienced leaders to classes and courses to learn. He does this all while taking personal pride in developing others.

-One of his greatest assets is leading change! He has a creative mind for ideas, yet also listens to others ideas as well. South Sacramento was a tiny community hospital and is now a major tertiary care center with the first ever Kaiser Permanente trauma center - that was not by accident - that was because of Rich's vision and ability to lead change on many levels.

-Often brings leaders together to develop new and more effective ways even in the face of opposition.

-A leader's leader.

-The classic example of Rich providing clear direction and accountability to achieve results is the executive leadership team he built at South Sac. Comprised of 19 different leaders from various specialties, including physician and nurse leaders with different backgrounds, together they have lead the change of a once small community hospital to a major tertiary center. When Rich took over as Chief of Staff 12 years ago, Rich had no executive leadership team at all. He delegates responsibility exceptionally well, yet is available to remove obstacles when needed.

-Rich is a dynamic leader who can lead in any situation - he assesses the landscape and adjusts his leadership style to be successful. He can be encouraging and sensitive but authoritative when needed. He is not afraid to make the tough decisions including financial, operations, hiring, and discipline when needed.

-Empowers leaders to do their best- and rewards performance. When things are tough, he comes to the trenches to be sure everyone is doing alright. Amazing leadership.

-Rich is an inspiring as a speaker.

-Rich can effectively juggle a lot of priorities and issues without becoming frazzled. His strong sense of humor is a strength that energizes all of us. We are able to have a lot of fun at work while still tackling tough issues and getting it done. His humor dispels tension at times and he definitely espouses that laughter is good medicine.

- One of the best at identifying and developing leadership talent.
- Rich is always thinking of new and better ways to approach everything and anything. He takes his time and assures he has all the right data, information and viewpoints before he makes a decision.
- When you go to Rich with an idea or a problem - and his chiefs do so very prepared - thinking through many scenarios, by the way. Invariably, Rich asks questions or proposes ideas that were not thought of, or maybe to hard/difficult to execute. In the latter, he always is encouraging and lends his support
- Rich likes to "win", and usually does. Some view this as being too brash and pushy, while those of us who work with him understand it is not really a push to "win", it is a push to do the right thing to move the organization forward in the most efficient, high quality, cost effective manner.
- Very strong communicator.

### **Collaboration**

- Rich meets regularly with all staff (500+ doctors) at our center to share visions, get buy-in and ask for feedback. Under his leadership South Sac went from a small community hospital to a major tertiary trauma center with world renowned physicians and multiple centers of excellence.
- Rich gets in the trenches with multiple specialties. He knows the details of the Emergency room. He knows the intricacies of colon cancer screening/colonoscopy for example. He knows surgery operating room efficiency. He understands the demands of primary care. He knows the stress of hospitalists. He knows all this, because he takes the time to learn it and be involved. He's not afraid to admit defeat and shows us all, by his support and example, how to learn from it when appropriate.
- Even in tough times, he can rally people behind him. He can be personable one on one, or engage an entire group.
- Rich has a way of making people feel valued. Throughout the year there are several of these value sessions: rotating intimate lunch once a month with 15-20 doctors, a yearly recognition dinner for those with high member satisfaction scores, a yearly celebration for physicians and spouses. Also throughout the year there are many wellness activities he lends his support to so that everyone can feel rejuvenated and empowered to be their best self.
- Rich will tell you that when you talk, you are repeating what you know... but when you listen, you can learn something you might not know. He is a dynamic speaker in large groups and can be very personable in small groups. He commands the stage in large groups and makes you feel like you're the only one in the room in small groups.
- Biggest talent- able to negotiate and win support. Able to see all sides of an issue.
- Rich is rigid on principle, but flexible on the approach to our core values. With this method, he is able to get support and buy in from team members. He is able to explain the 'why' and reasons for change. His negotiation skills are fantastic and able to be adjusted based on scenario from firm to compassion. He creates a culture of 'can do' attitude.
- Wins concessions while building the strengths and skills of others.
- Rich is the "Closer". He recognizes and recruits top talent. Those of us who have experienced his recruitment have personally learned that if Rich thinks you are talented and he wants you on his team you might as well accept that you will be joining his team as he always closes the deal. He is very persuasive, knows what he wants and goes after it until he succeeds. He leverages people's strengths and is able to steer and develop them accordingly.
- Amazing recruitment skills.
- I call Rich "the Closer" for a reason. He never settles for second best and only recruits top notch talent. He has been able to attract and retain some of the best, highly trained physicians in the country. Once you hire a few then more flock to work with the best. Recruitment and empowerment of talent is one of Rich's top strengths.

- Not only is Rich able to build teams within TPMG, he is able to build teams between and within TPMG and KFH. He frequently holds team building conferences. He also shows up to lend support for many teams such as the quality team, physician wellness team, surgery teams, hospital teams, primary care, etc.
- Rich has a keen sense of intuition and is very astute at reading people. He has strong emotional intelligence and is sensitive to individual and group dynamics
- Rich is able to read his audience and adapt. He is the consummate professional who is a master at building relationships that are genuine. He is able to view the other side or 'step in others shoes' when any controversies arise and find meaningful solutions.
- Rich is a creator and innovator and leverages people's strengths.

### **Character**

- Rich is revered by most as a great leader because of his integrity. He has been able to champion the support of nearly 500 of his physicians because he is a charismatic leader who is not afraid of challenges, supports those who work hard, accepts feedback and has transforming ideas.
- Works very hard and definitely shows consistency between words and actions.
- You can take Rich's word to the bank. He listens, gets educated on what needs to be done, adds his own spin/influence when appropriate and then gets behind it. South Sac has been so successful because of his commitment and integrity. He always says 'just do the right thing and you can't go wrong'. He is a man of his word.
- Others can learn from this strength.
- Does take responsibility for failures.
- Rich walks the walk and talks the talk.

# 2015 - Korn Ferry Evaluation Summary Comments

**Richard Isaacs - From Korn Ferry Evaluation, 2015:**

**Conclusion and Recommendations:**

"Rich is a highly tenacious and driven leader who focuses on driving initiatives that will stretch the organization to new levels. He enjoys thinking creatively and finding innovative solutions to complex problems and he inspires others to do the same. Skilled at both crafting and executing strategy, he shows visionary capability and the capacity to rally others behind his vision. He manages multiple priorities and works his objectives through diverse teams. He takes accountability for the toughest of business challenges and can overcome the largest obstacles to deliver beyond expectations."

June, 2015:

Korn Ferry OVERALL ASSESSMENT:

**"Ready Now" for TPMG CEO**

These are the competencies they identified and the summary from Korn Ferry:

- Focused and disciplined on key priorities, avoids distraction**
- Leading Change**
- Strong character with integrity and courage**
- Successfully employs a variety of leadership styles**
- Team building skills**
- Strategic decision making and planning: Vision**
- Stamina, endurance, energy: Resilience**
- Capacity to tolerate pressure; comfort with conflict: Composure**
- Communicates effectively and inspires commitment**
- Achieving influence**
- Develops, Mentors, and empowers talent**
- Reads others' thoughts and feelings**
- Drives to achieve most important results**

Assessment Against Future CEO Experiences

**Strategic Decision Making and Planning: Vision**

Rich has the intellectual horsepower and can easily connect the tactical with the larger, strategic vision. He creates a strong sense of purpose and helps others understand the larger organizational context. He comes across as highly inspirational.

**Stamina, endurance, energy: Resilience**

He approaches issues with a positive, can-do attitude and persists through obstacles and setbacks to make things happen. He is very resourceful and resilient in the face of adversity. As someone who enjoys variety, change, and multitasking, he is able to maintain focus with detail-oriented tasks and identifies and delegates to strong leaders to ensure success.

**Capacity to Tolerate Pressure; Comfort with Conflict: Composure**

Remains calm and productive under pressure or when leading others through difficult transitions. He is willing to take an unpopular stance for what he believes. Deals tactfully with resistant behaviors from others, but will not sacrifice his standards for the sake of relationships.

### **Communicates Effectively and Inspires Commitment**

He demonstrates a great deal of personal commitment and is energetic and outgoing. He has the ability to create a positive and engaging environment for others. He communicates effectively and transparently, and is comfortable interacting with others in both formal and informal settings.

### **Achieving Influence**

He is a visible and influential member of the organization. He reads situations accurately and he is socially astute. He navigates the political landscape comfortably. He adjusts his approach to the needs of his audience.

### **Develops, mentors, and empowers talent**

He reads others' strengths and limitations well and is a good judge of talent. He devotes time and effort to both attract and retain the best talent. He has created models to ensure that we recruit the best physicians and supports and grows them to excel. He is supportive and provides appropriate direction, guidance, and oversight to others.

### **Reads others' thoughts and feelings**

Generally attuned to what is happening in the moment and how others respond to his style. He develops close ties with team members to better understand their needs and motives.

### **Drives to Achieve the Most Important Results**

He is comfortable and effective managing multiple priorities at once and able to separate the trivial from the most significant issues. Willing to delegate tactical tasks to others in order to focus on larger, strategic matters. Bottom-line oriented with a very high need for achievement. He is willing to go the extra mile to deliver above and beyond expectations.

### **Focused and Disciplined on Key Priorities; Avoids Distraction**

He is focused on higher-level decision making and strategy development. He becomes personally involved in execution of plans, and delegates to strong leaders.

### **Leading Change**

He thrives when managing in highly dynamic, ever-changing situations and environments. He is willing to take calculated risks and able to convey a clear and compelling change message.

### **Strong Character with Integrity and Courage**

He is able to stand alone and go against the grain for what he believes. He is a sought-after decision maker who conveys a great deal of confidence and quickly establishes credibility and respect in his interactions with others. He maintains open channels of communication and keeps others well-informed of the issues at hand.

### **Successfully employs a variety of leadership styles**

He is able to adapt his style according to the circumstances. He combines a great deal of confidence and courage with a sense of humility and understanding of others' perspectives. Strong communication and negotiation skills, which enable greater buy-in.

### **Team Building Skills**

Devotes time to building teams and understands what it takes to build strong, self-sufficient teams. A good judge of talent who leverages others' skills effectively. He empowers others to take responsibility for project outcomes and creates a sense of belonging to the team. He is willing to make tough people calls when needed to address underperformance issues.

### **Deep Operational Experience**

Since joining Kaiser Permanente in 1995, Rich has achieved larger positions of responsibility quickly. Working in the Sacramento service area, he became chief of the department by 2000, selected Chair of the Chiefs group in 2000, and Physician in Chief in South Sacramento in 2005. In this position, he has achieved large achievements for his area, including leading the effort to build the clinical expertise and infrastructure to assist with the political challenges and attain a trauma center status for the medical center, which had previously been a designation held only by UC Davis for their area. This effort increased Kaiser Permanente's prominence and ability to care for their own patients.

He also envisioned and led an effort to transform the Emergency Department, creating new methods using LEAN for mobilizing and positioning physicians and other professionals to provide care appropriately and efficiently, as opposed to admitting patients to the hospital unnecessarily. Additionally, his work as a pilot site for the EPIC conversion, digital EMR work, Toolbar, and other digital tools to enhance practice, and the development of their strong robotic and bariatric surgical programs are very impressive.

He also developed Kaiser Permanente's first Sports Medicine program which provided the venue to internalize care for all members and extreme athletes, and ultimately resulted in their program being selected to care for the professional athlete and the Sacramento Kings. Also, his chief of Sports Medicine is now the physician liaison for the entire NBA.

His work is focused on clinical innovation, and is significant for his area of responsibility. Many of his advancements have received visibility and are being emulated in other areas of Kaiser Permanente, such as the iPhone model being rolled out to 9000 physicians.

### **Prior role as Senior Leader**

Richard currently serves as Physician-in-Chief and Chief-of-Staff for the South Sacramento and Elk Grove medical centers. He states his direct reports include over 30 department chiefs, assistant physician in chiefs for human resources, medical legal, and others. Also, five Medical Group Administrators and Chief Financial Officer makes up his core group.

### **Experience interfacing with multiple internal and external stakeholder groups**

In his early work as a physician in chief, he organized and led a group of internal stakeholders to develop a vision statement for South Sacramento, which became, "the best place to receive healthcare/best place to work" and included "four pillars quote that guide the effort. This work help them achieve the larger scale successes mentioned above. He possesses passion for his work, which came through in our discussion and underscores his transformational ability to work with teams and accomplish major efforts. He states he learned of the power of teaming and creating a vision to changing the culture and improving performance.

In attaining trauma center status, he led the team that worked with the mayor and other key legislators, including the five county supervisors and other leaders to make it happen.

### **Intimate knowledge and understanding of TPMG's culture and history**

Over the past 20 years, Rich has gained a thorough understanding of TPMG and he has become a part of the fabric of the organization and its delivery ability, having led the many clinical innovations that he has. He is a strong leader representing the organization.

### **Financial acumen**

He works closely with the CFO and MOC on the local team, and he has built financial accountability into the culture with his Chiefs and Directors regarding the budget, which he provides leadership over. He has had very successful financial growth and performance over the past 11 years, and has delivered the most financial and operational efficiency, compared to his peers.

### **Knowledge and understanding of the external environment and competition**

He understands the competitive environment and landscape, with Sutter and UCD being their primary competitors. Sutter has moved to now emulate KP with their new health plan initiative. He is seen as a strong KP leader in the community.

### **Korn Ferry Rater Comments:**

- Is a high-energy, innovative thinker. People always ask if he is coming to meetings, because he fills the room with energy and optimism.
- Is great at recruiting. Recruits top talent and invest his time in this. Probably the best at getting involved in recruiting the right physicians to join and then mentoring them to success.
- Is an uber-extrovert. Always likes to be with people, out there socializing, having fun. Sets a fun and enjoyable culture for others.
- Has developed great relationships with multiple medical schools.
- Very inspirational and supportive of others.
- Connects-has an ability to figure out what people want and helps them achieve it, so they come to his side. Has very high EQ; Connects with different types of people and motivates them.
- Analyzed increased workloads, talked to departments, understood, listen, and motivated them. Listens, explains situations, brings it to their terms in a way that defines what it means to them.
- Develops a great deal of loyalty among his people. Others can't steal them away.
- Delegates and nurtures others' departments. Let's them go when they're ready and holds them accountable. Not afraid to fire chief.
- Connects with different stakeholders and tries to make everything work for them. Is the only one not afraid of unions. Great negotiator. With his relationships, he was able to lead significant culture changes with trauma and tertiary care, professional appearance, and a culture of service. His Share the Caring (Disney Institute work) has been foundational and he was able to engage union leadership to support each initiative.
- Thinks differently, in an intuitive and strategic way. It's all about ideas versus the spreadsheet.
- Always questions why we are doing something.
- Likes to do things differently and prefers to ask for forgiveness rather than permission
- Innovative. Willing to buck the trend periodically. Six alternatively and has a vision for the future
- Great at setting and communicating strategy.
- Inspires people to innovate and come up with new ideas. Supports a lot of innovation, takes risks when he sees potential; then the whole region adopts it.
- Vision: he thinks big, yet keeps things in perspective. Has defined a clear strategy: best medical center in the area. He got Disney to analyze the hospital, then deployed on their strategic recommendations.
- Everything he does is deployed toward achieving the strategy. He has brought the organization a long way.
- Very fast with decisions. Responds quickly. High quality and no waffling. They all turn out well. Gets everything aligned. Consults with others when he needs to. Given the politics, takes his time to make sure he is making a sound decision, all things considered.
- Makes quality decisions, even when in a difficult position. Is not everyone's best friend but does it in an effective way.
- Pushes back and challenges people to do more with less. Focuses on efficiency and innovation and many times this helps the entire center to improve in key areas.

- Once people gain his attention, things get done. What he sets his mind to try and pilot have become implemented in the region. He innervates, tries different things. Hold others accountable.
- Execution/facility has improved tremendously
- Brought in trauma center, which was a huge battle. Interface with political factions and brought staff up to par. Worked in multiple areas to win the designation and bring the organization up to speed. Increased capacity, decreased time to serve patients. Competed with multiple other entities in the area.
- Can handle multiple projects at the same time; huge projects. Great capacity and energy/works 24 hours. He knows what's going on in all areas.
- Is very involved, has his finger on every pulse. Knows what is going on all of the time and keeps tabs.
- Changed incentives and culture so lower performing areas started performing well.