

# LOUIS THOMAS MASTERSON & COMPANY

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## Personal and Confidential Specifications for Director of Information Technology H. B. Magruder Memorial Hospital Port Clinton, Ohio

### The Organization:

Since 1940, H. B. Magruder Memorial Hospital ([www.magruderhospital.com](http://www.magruderhospital.com)) has served area residents and visitors. Through the generosity of former Port Clintonite Howard B. Magruder, the hospital was originally constructed and still receives financial support today from the H. B. Magruder Trust. Having kept pace with changing times, Magruder offers quality, cost effective care through Inpatient Medical/Surgical and Intensive Coronary Care Units, within our modern Emergency Department, and through a wide variety of Outpatient treatment and testing modalities.

Magruder is a Critical Access Hospital.

Some of our recent statistics are as follows:

Average daily census	11.96
Number of Emergency Department visits	14,851
Outpatient visits	62,844
Employees	360
Employed physicians	11
Active medical staff	27
Net Operating Revenue	\$41,158,805

### The Area:

In 1824, DeWitt Clinton, famous New York statesman, proposed the building of a canal from the mouth of the Portage River in Sandusky County, Ohio, to the Ohio River at Cincinnati.

In 1827 Ezekiel Smith Haines, stepson of General Lytle, bought 1212 acres for four thousand dollars. This ultimately became the village of Port Clinton ([www.portclinton.com](http://www.portclinton.com)).

Mr. Haines named this town Port Clinton. Since many details of Mr. Haines' plan for the town and for himself were connected with the development of the proposed canal, it is reasonable to think he wished to honor DeWitt Clinton, who was known as "the Father of the Erie Canal" and whose death occurred in February, 1828, four months before the platting of the town was completed.



Port Clinton is becoming one of Ohio's most distinctive lakeshore communities by providing the vision, leadership and performance standards which allow for managed growth and development.

It is the mission of the City of Port Clinton to enhance a high quality of life for the people who live and work in the community. The City of Port Clinton keeps its promise to the community by providing the highest possible level of service and accountability. Port Clinton prides itself on providing quality and innovative services.

The new Downtown Revitalization program which began in March, 1999 includes landscaped boulevards, new sidewalks, trees, lighting, pavilions, and streets.

In the business arena, Port Clinton is engaged in a variety of programs designed to attract and retain quality companies for the community. The Port Clinton Industrial Park has been designed to be ready for immediate occupancy. A comprehensive strategic capital improvement program is in place to ensure managed growth into the twenty-first century.

### **Job Summary:**

The Director of Information Technology is responsible for the development, implementation, maintenance, and on-going improvement of all Hospital Information Systems and related processes. The Director serves as an advisor to Senior Management on issues related to Information Systems and ensures that all Information System users receive proper support and training.

The Director of Information Technology also oversees the activities of the IT Associates including installation, upgrades, maintenance, training and development, and recruitment. Through regular contact with other management, physicians, associates, and various other constituencies, the Director of Information Technology provides information and reports on various projects and initiatives.

### **Reports to:**

President, Chief Executive Officer

### **Direct Reports:**

Lead IT Specialist  
IT Specialist (2)  
Network Administrator

### **Hospital Systems:**

Hospital Information System:	Siemens MS4
Pharmacy System:	Quadramed
Lab System:	Orchard (recent upgrade)
Dictation System/Transcription:	Dolbey
ED System:	Allscripts Healthmatics
Radiology System:	Siemens MS4 / e-Med (PACS)
Ambulatory EMR:	e-MDs
Network:	Cisco
Servers/Workstations:	Dell

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**Experience:**

- Leadership experience exemplified by solid communications, an excellent track record, and significant installation and upgrade projects
- Five to seven years in Health Care, ideally with community hospitals, including several years at a manager or director level
- Appreciate the differences and advantages associated with working in an organization the size of H. B. Magruder Memorial Hospital
- A solid career within the Information Technology function
- Having established strong, professional relationships with all internal consistencies

In addition, we expect our next Director of Information Technology to have a team leadership style orientation. We also expect him/her to be open, honest, and approachable. We prefer someone who has worked in a comparably sized organization or who appreciates the issues that organizations our size face in terms of resource limits.

**Candidate Requirements: Experience:**

- Leadership in the Information Technology function, at some level, to include project planning and management, associate scheduling and managing, and involvement with budgets and expenditures
- Having prepared work schedules, made job assignments, oversaw maintenance of equipment, and managed associates
- Successfully communicated to Hospital management utilizing formal and informal approaches
- Understood and appreciated new technologies and evaluated them such that this experience can be applied to our singular needs
- Vendor contract negotiation participation: hardware, software, maintenance contracts, outsourcing, etc
- Monitored and reported on vendor contracts on an on-going basis
- Significant project responsibilities to include installations, upgrades, and bringing on line various hardware and software, all the while living within budget and agreed upon timetables
- Having played a major role in planning, coordinating, and administering a key organization-wide IT initiative
- Having trained and supervised training focused on technology optimization, both general and site-specific training
- Specific background in Associate development and training programs
- Prepared budgets: annual operating, project, capital, etc.
- Understood requirements for record-keeping and reporting unique to IT
- Community hospital management skills and experiences, ideally having served in one or more community health care organizations comparable in size to Magruder

**Candidate Requirements: Interpersonal Skills:**

- Demonstrated Leadership in properly communicating when IT was impacting the financial planning of the organization
- Able to communicate issues and positions in such a manner that all understand and support the issues and positions with confidence
- A strong working relationship with Hospital management so that IT properly reflects and addresses the needs of the organization
- Effectively monitored vendor contracts on an on-going basis.
- A strong presence in attracting other IT professionals to the organization
- Trained and developed department staff and others
- Participated as a member of an organization's or department's leadership team
- Served as a liaison with off-site providers of computer services and support services
- Monitored and managed changes impacting the IT function and the organization
- Assisted departments within an organization in evaluating and selecting hardware and software choices
- Addressed the issues of enhanced performance and increased costs (cost-benefit analysis)
- Having successfully demonstrated the ability to manage within the IT function in a community health care organization
- Presented to various internal constituencies
- Provided advice and counsel to departments on various IT issues - technical and expense related
- Knowledgeable and comfortable in adhering to various regulatory and professional standards

**Candidate Requirements: Career Profile:**

- Having provided or coordinated support for system users
- Provided communication to Senior Leadership and department management on the status of various IT projects
- Motivated staff to achieve individual objectives while simultaneously addressing team or organization objectives
- Having educated Hospital employees on enhancing the performance of various IT systems
- Comfortable and confident in the administrative aspects of IT, including documentation, policies, procedures, and standards
- Capable of serving as an advisor to various individuals and groups within Magruder on IT issues
- Knowledgeable about IT trends and issues, and able to appreciate what these trends and issues will mean to our hospital, our competition, and our market
- Understands the importance of technology and its applications to the future of Health Care
- Understands the issues (advantages and limitations) of a community hospital, and further appreciates how to maximize available resources
- Comfortable in a small department environment and understands the importance of simultaneously being hands-on and the department leader

**Characteristics/Background Qualities:**

- A good technician, a good leader, and a good communicator
- A strong team player: someone who appreciates the supportive role of IT to our Mission
- Appreciates the importance of planning since so many decisions are long term and interrelated
- Someone who understands that some of his/her “customers” don’t always know the questions to ask
- Acts consistently and in a structured way when making recommendations and decisions
- Conveys technical information in layman’s terms and is sensitive to the audiences

**Major Issues:**

- IT Operations - improve the Project Management process and operation
- IT Operations - provide overall Leadership on an ongoing basis to the IT area
- IT Planning - integrate IT into all facility expansions and new construction in a timely manner
- IT Operations - review all IT requests keeping the broad picture in mind and recognize that resources are limited
- IT Planning - contribute to the finalization of the Strategic Plan, then begin implementing it

**Immediate Objectives:**

Consistent with the Major Issues stated above:

- IT Operations - improve the Project Management process and operation: ongoing
- IT Operations - provide overall Leadership on an ongoing basis to the IT area: begin immediately and continue
- IT Operations - review all IT requests keeping a broad picture in mind and recognizing that resources are limited: begin immediately and continue
- IT Planning - provide input to the consultant contracted to provide a Strategic Plan: depending on where the Plan stands when the new Director is hired, participate in the finalization of the Plan according to the established timetable
- IT Planning - contribute to the finalization of the Strategic Plan, then begin implementing it: depending on where the Plan stands when the new Director is hired, participate in the finalization of the Plan according to the established timetable

**Education:**

Bachelor's Degree in an appropriate field of study required, with a preference for Computer Sciences. Experience in lieu of formal education is acceptable under certain circumstances.

**Compensation:**

An attractive package consisting of base salary and other, appropriate benefits.

**Contact:**

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Please refer to 0028 in all correspondence.