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Personal and Confidential Specifications for President, Chief Executive Officer East Liverpool City Hospital East Liverpool, Ohio

The Organization:

East Liverpool City Hospital (www.elch.org) owes its existence to a group of women of the community "who saw the great need of a hospital." The turn of the 20th century was a boom time for East Liverpool, the center of the U.S. pottery industry. The city's many potteries turned out dinnerware by the millions of dozens, boasting "we set the tables of America"; yet surgeries were performed in doctor's offices and nursing care was provided in private homes.

The City Hospital Association was organized in 1896, by a group of the city's leading women. The association was chartered by the state that same year. Property at the present site was acquired in 1903.

Through funds raised by these concerned women, the first hospital building was erected at a cost of \$25,000. The hospital opened on January 1, 1905, with 52 beds in wards and 12 private rooms. Care was provided by student nurses in the hospital's Training School of Nursing under supervision of head nurses and a superintendent.

The first addition to the hospital was erected in 1911, followed by the West Wing in 1931. A major building program after World War II included the three-story North Wing in 1954; the four-story Metsch-Harker Building behind the hospital in 1964 for the nurse training program; and a one-story addition to pediatrics and the employee cafeteria in 1966.

The main hospital building was completed in 1977. A comprehensive \$9 million renovation and construction project improved access, utilization and facilities in the period 1990 to 1994.

In 2005, as it celebrated its 100th Anniversary, the hospital broke ground for its new North-East Addition. Investing more than \$18 million in capital funds, the hospital expanded its emergency room services with a modern facility that includes private patient rooms, trauma beds, dedicated lab and x-ray services, an ortho clinic, isolation rooms and decontamination capabilities. The new ER became fully functional in 2007.

The new addition supports a rooftop helipad used to help transport patients to advanced trauma or specialty care facilities. The new addition also houses 12 private patient rooms. Recent renovations made most of the rooms on the fourth and fifth floors into private patient rooms. The new rooms increase patient privacy and help improve infection control measures.

East Liverpool City Hospital is a progressive community health care provider with a reputation for quality care and fiscally sound operations. There are 154 licensed beds and about 620 employees. Gross revenue is approaching \$120 million; and there are a number of successful subsidiaries and affiliate organizations.

East Liverpool City Hospital is accredited by the Joint Commission.

The Hospital is located on the eastern border of Ohio, about one hour from Pittsburgh, approximately two hours from Cleveland, and about 45 minutes from Youngstown. The hospital's service area includes approximately 40,000 people in a fifteen mile radius. A glimpse of our medical staff directory of over 75 members clearly indicates a well-trained staff capable of providing diverse community-based care. The hospital has an up-to-date facility with newly renovated patient rooms and state-of-the-art equipment. The hospital spends an average of approximately \$2,500,000 on routine capital projects per year.

The hospital has a 24-hour Emergency Department and treats in excess of 30,000 patients per year. As a vital community resource, East Liverpool City Hospital has consciously made investments in equipment, technology and resources over many years to insure that its staff has the tools at hand to provide the highest quality care to our patients. Significant examples of these investments are:

- A Meditech Integrated Hospital Information System, the core of a soon-to-be electronic health record.
- High Bandwidth Fiber Optic Backbone throughout the campus for data and video processing (voice capable if necessary).
- A 64-slice CT scanner providing unsurpassed output quality for patient diagnosis.
- A 1.5 Telsa GE short-bore MRI that provides higher quality images than competing "open MRI's" in less than half of their scan time.
- A new Philips Picture Archiving and Communication System (PACS) coupled with Computed Radiography technology to virtually eliminate the use of radiographic film.
- A Pyxis Automated Medication Dispensing System throughout patient care units for control and accuracy of pharmaceutical distribution.
- Philips Intellivue Telemetry Monitoring capability for all Medical Surgical, ICU/CCU and Emergency Room beds.
- All private examination rooms in the Emergency Department.
- A BACNET-based Building Management and Control System for the entire campus.
- Over 3000 annual contact hours of Nursing Education provided to in-house staff for required certifications.

The demographics of the hospital show a lot of Medicare and Medicaid patients and many commercial managed care companies, with no one dominant insurer. Most of the managed care products are POS or PPO type products with very little to no HMO products being offered.

The Mission of the hospital ...

"We will provide to the people of the Tri-State area high quality, compassionate health care services within the available resources. Health care services will be provided to prevent illness, relieve suffering, aid in health restoration, and promote wellness. Health care education will be provided to the patient, the community, and other health providers. These services will be cost-effective so that they are affordable to the greatest number of people being served. We will provide necessary services to any person, without discrimination, within the financial limitations of the organization."

The Market:

The City of East Liverpool and Columbiana County

East Liverpool (www.eastliverpool.com)

East Liverpool, a community of about 13,000 citizens, is located along the Ohio River, situated about an hour west of Pittsburgh and two hours southeast of Cleveland.

East Liverpool offers the charms and comfort of small town life with easy access to larger cities.

Best known for its historic presence at the center of the American pottery industry, the East Liverpool area is still home to two major potteries: the [Hall China Company](#) and the [Homer Laughlin China Company](#) (located just across the river in Newell, West Virginia). In addition, other large employers include Mountaineer Racetrack, several coal and nuclear power generating facilities, and a very large YMCA organization.

Columbiana County (www.columbianacounty.org)

Columbiana County is located on the eastern edge of Ohio and is bounded on the east by the State of Pennsylvania, on the south by the Ohio River and Jefferson and Carroll Counties, on the west by Carroll and Stark Counties, and on the north by Mahoning County. The county is irregular in shape, has a total area of 534 square miles, and is composed of 18 townships. About 20 miles of the county border on the Ohio River.

The surface of the county is varied. The glacial boundary runs through Columbiana centrally from east to west and touches the City of Lisbon. The surface of the northern part of the county was therefore molded to some extent by glacial action, while the southern part belongs to the unglaciated plateau, the topography being decidedly hilly and rugged. The level land of this latter section is found along the main ridges and large streams, and it is here that the highest and lowest elevations of the county are found; the highest, 1,447 feet in Madison township, and the lowest, 652 feet along the Ohio River in Yellow Creek township.

The principal historic Indian tribes in Columbiana were the Wyandots, Mingoes, and Delawares,

Manufacturing in early Columbiana County was almost entirely for local consumption until about 1840, but there was a surprisingly large variety of industries.

The most distinctive industry is the potteries producing china dishes for home retail and foodservice use. Although some pottery was manufactured prior to 1839, it was in that year that James Bennett, an English potter, came to East Liverpool and found in the native clays, a material which he regarded as suitable for the manufacture of "yellow ware".

The major employers in the area, in addition to the potteries, include an oil refinery, a resort hotel and racetrack, several educational institutions, a federal minimum security prison, and numerous small manufacturing and retail establishments. In recent years, there have been several new/expanded employment situations in and around East Liverpool including Waste Technology, Inc., the Buckeye On Line School for Success, Pennsylvania Cyber Charter School, and the Lincoln Park Performing Arts Center.

Job Summary:

The President/Chief Executive Officer has ultimate responsibility and authority for providing strategic leadership for East Liverpool City Hospital by working with the Board of Trustees, physicians and the Executive Management Team to establish long-range goals, strategies, plans, and policies which are intended to meet the healthcare needs of our service area.

Reports to:

Board of Trustees: There are a total of 17 members of the Board of Trustees. The Board is self-perpetuating and elects 12 members from the Tri-County Care Association. These 12 elected members serve three consecutive three-year terms. The Board also includes the President, Chief Executive Officer of the hospital (continuously serving on the Board at the discretion of the Board); one of three vice presidents of the hospital (serving rotating one-year terms); the President and President-Elect of the Medical Staff (each serving one-year terms); and the President of the hospital auxiliary (serving continuous one-year terms).

Direct Reports:

- Vice President, Administration
- Vice President, Finance
- Vice President, Patient Services
- Director, Human Resources
- Assistant Administrator

There are several other direct reports to the President, Chief Executive Officer, but the above form the Operations Group, headed by the President, Chief Executive Officer, which serves as the senior management of the hospital.

Education:

Master's Degree in Health Services Administration, Business Administration, or Nursing Administration, while not required, would be viewed very favorably. A Fellow of the American College of Healthcare Executives is preferred.

Broad Experience:

- A solid relationship with the medical staff, both maintaining and improving relations
- People skills, applied in environments similar to East Liverpool City Hospital
- A strong perception of what health care will be in the future
- Evidence of vision and leadership for new initiatives
- Community minded and able to identify with our communities
- A seasoned, yet still growing and innovative, executive
- Broad strengths in Operations, Patient Services and Care, Marketing, and Finance
- An approachable, down-to-earth leadership style
- Goal oriented, accountable, decisive, and results oriented

Characteristics/Background Qualities:

- Hard-working, direct, with a strong work ethic
- A team person, someone who believes and practices a Team Building approach
- Recognizes that the ultimate success within a hospital will only be achieved with a strong partnership with the medical staff
- Understands the issues associated with successful physician relations
- Appreciates the culture of a small town and the role the hospital plays in the community
- Trustworthy and highly credible
- People skills successfully applied to a wide range of people and groups
- Strong communication skills, communicates naturally and honestly

Candidate Requirements: Experience, Interpersonal Skills, and Career Profile:

General Management/General Background

- Serving or having served in a health care organization that has meaningful parallels to East Liverpool City Hospital and communities comparable to those in Columbiana County and the Tri-State area
- All around management skills, as opposed to being single dimensional
- Leadership in moving a community health care organization forward with contemporary thinking and actions
- Extensive community hospital management skills and experiences, ideally having served as the President, Chief Executive Officer or as the top officer in Finance, Operations, or Patient Services in a community health care organization comparable in size to East Liverpool City Hospital
- An experienced, well educated, progressive executive who has developed plan(s) addressing difficult circumstances which, in turn, successfully moved his/her previous organization into the future
- Having a management and communication style that is collaborative in nature

Physician Relations

- Functioned as a key contact to physicians and physician groups which positively impacted and influenced the hospital as well as continually building meaningful relationships and partnerships at multiple levels with physicians
- Managed physician relations with the underlying concepts of trust, respect, communications, and a willingness to listen and dialogue with physicians
- Worked with physicians to re-engage their support of the hospital and their cooperation with the Administration
- Worked successfully with hospital-employed physicians and independent physicians
- Developed and strengthened new lines of businesses/activities, ideally in partnership with physicians
- Understanding of the special and various business needs of physicians especially contemporary physician-hospital issues
- Understanding the need for a strong partnership between the hospital and the Medical Staff, and appreciating that the Medical Staff are key customers of the hospital
- Clearly and empathetically interact with physicians from the perspective of mutual respect

Community Relations

- Functioned as a key contact to various external constituencies (communities, civic organizations, and professional societies and organizations) which impact and influence the hospital as well as built meaningful government and community partnerships at multiple levels
- Able to demonstrate pro-active community involvement including leadership roles and bringing others into projects and initiatives that serve the community's and the hospital's interests
- Appreciates the special role our hospital plays in this community at this point in time
- Sees Community Relations as being an integral part of our overall Customer Service
- Able to clearly articulate the hospital's Mission, Vision, Core Values, expectations, accomplishments, and positions on various issues to the community in general and to specific constituencies
- A personality that fits well into our community and as the leader of our hospital

Operations Strengths

- Having identifiable revenue growth experiences, ideally in dealing with our strengths, opportunities, and in markets similar to ours
- Demonstrated successes in working with unionized employees, ideally multiple unions
- Understand unionized employee environments and the factors that lead to “win-win” conclusions
- Communicates regularly and successfully with unionized employees, not just at the time of negotiations
- Appreciating that some accomplishments are best recognized and achieved when the entire employee group participates in the efforts, a Team Builder
- Appreciating how team management is the most effective way in which East Liverpool City Hospital is to be led in the future
- Sets goals on a regular basis, is personally accountable for the accomplishment of his/her goals, and holds others accountable for their goals
- Understands how to motivate others to improve themselves and the workplace and to support changes with confidence
- Recognizes how to cut waste and reduce expenses while maintaining the departments’ performance integrity
- Knows the ways in which hospitals successfully deliver services and how hospitals successfully address the needs of patients, physicians, and employees
- Identified the need for and led specific improvements in programs, people, and processes - a strong orientation to accomplishments
- Developed people for managerial and key functional leadership roles through specific development, training, and education activities

Financial Strengths

- Views fiscal integrity as an unalterable standard, and has developed, implemented, and adhered to operating/capital budgets and forecasts
- Having solid Financial skills - able to translate financial results into Operational and other improvements
- Having developed, implemented, and adhered to operating budgets, forecasts, and capital budgets
- Possessing an ability to measure, analyze, and present an objective evaluation of Operational efforts, achievements, and shortcomings
- Understands the importance of technology, the significant and ever-increasing cost of technology, and the strategic applications and results of technology

Vision/Strategic Planning

- Led a strategic planning process overall for the hospital or in one of the following areas: Finance, Operations, Marketing, or Patient Services
- Ability to measure strategies and present an objective evaluation of achievements and shortcomings
- Demonstrating successes in implementing the Strategic Plan on an ongoing basis and sees that the strategic plan meets its intended purpose
- Able to clearly define and articulate where the hospital is heading in the future
- Knowledgeable about Health Care trends and contemporary Health Care issues, and able to appreciate what these trends and issues will likely mean to East Liverpool City Hospital and our communities

Major Issues:**General Management/General Background**

- Review, then report to the Board, the issues associated with declining market share followed by a plan(s) to offset this decline
- Successfully market the functions that the hospital does well, looking to capitalize on these strengths

Physician Relations

- Extensively review, research, and understand the current physician relations issues; then report to the Board on the plan to address these issues and successfully improve relations
- Develop a communications plan to regularly and effectively communicate the hospital's positions on various issues; utilize the Medical Executive Committee, general meetings with the medical staff, and meetings with individual physicians and groups
- Evaluate the current profile of the medical staff, then develop a recruitment, retention, and development plan to address voids and shortfalls in the staff profile, upcoming retirements, and special revenue needs
- Build and maintain a strong physician-hospital relationship while recruiting and retaining the appropriate physician base to meet the needs of our market and hospital

Community Relations

- Maintain the proper level of community, civic, and professional organization activities in order to successfully promote the hospital
- Update the image of East Liverpool City Hospital in our various communities and to our various constituencies

Operations Strengths

- Develop a Continuity Plan focused on the Operations Group vice presidents and the next level of management
- Address each department, then report on them to the Board with plans to maintain and improve the successful departments as well as to correct underperforming departments
- Conduct an in-house Joint Commission survey to insure we are survey-ready.
- Maintain and improve our quality standards and performance

Financial Strengths

- Continue to keep the hospital on sound financial footing.
- Create a process whereby all managers are made aware of several key financial metrics and communicate these metrics on a regular basis

Vision/Strategic Planning

- Determine the likely issues facing our hospital, given our market area with an aging population combined with increasing numbers of indigent people
- Look to what ancillary services the hospital can provide and report them to the Board with recommendations

Compensation:

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

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