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Personal and Confidential Specifications for President Trinity Hospital Twin City Dennison, Ohio

The Organization:

Trinity Hospital Twin City, a 25-bed, not-for-profit 501(c) 3, Catholic, Critical Access Hospital is located in Dennison, Ohio. Trinity Hospital Twin City was formed on May 9, 2011 when Twin City Hospital was purchased by Sylvania Franciscan Health of Sylvania, Ohio.

The predecessor hospital to Trinity Hospital Twin City, Twin City Hospital, declared bankruptcy in October, 2010 seeking reorganization under a Chapter 11 filing.

Sylvania Franciscan Health, formerly Franciscan Services Corporation, is the sponsored health and human services ministry of the Sisters of St. Francis of Sylvania Ohio. Established in 1984, Sylvania Franciscan Health's member organizations are located in Ohio, Texas and Kentucky and include six hospitals, seven long-term care facilities, four assisted living facilities, independent senior housing, a counseling center, and a long-term shelter for victims of domestic violence.

Trinity Hospital Twin City has a full-range of services including 24-hour emergency care, full-service laboratory, imaging/radiology, cardiopulmonary and surgery. The Hospital is equipped with the latest in digital state-of-the-art healthcare technology to meet patient needs. More than 210 caring and experienced hospital professionals are employed at Trinity Hospital Twin City.

The Area:

Dennison, Ohio

The confluence of coal and railroads drove the development of Dennison, Ohio. Dennison is conveniently located at the midpoint between Pittsburgh and Columbus - 100 miles from each. At the time of the development, locomotives needed water every 100 miles, so Dennison was a natural refilling location. Also, the Dennison Coal Company had mines south of town.

In 1864, the Pittsburgh, Cincinnati & St. Louis Railway decided to locate the country's largest railroad shops and yards in Dennison. Dennison Land Company laid out the town in 1865. Demand for passenger service led to construction of a station in 1873. Thousands moved to the area for jobs in the roundhouses, turntables and foundries. At its peak, 3,000 people worked in the rail yards. The village incorporated in 1873, and was named for Ohio governor William Dennison.

During World War I, the Red Cross operated a canteen from a boxcar in Dennison. Canteen volunteers prepared coffee and sandwiches for troops traveling through by train. During World War II, the Dennison Canteen operated initially in a gas station on Center and Fifth Street. It later moved to the depot restaurant and was dubbed "Dreamsville".

Passenger train service stopped in 1968. Freight trains still roll through, but they no longer stop in Dennison. The last freight train stop in Dennison was in 1982.

Living in the Dennison area allows a lifestyle that combines the best of several approaches - small city atmosphere, available and attractive housing, and proximity to Cleveland, Pittsburgh, and Columbus attractions.

<http://www.city-data.com/city/Dennison-Ohio.html>

Tuscarawas County

New Philadelphia is the county seat of Tuscarawas County.

Tuscarawas County (2000 census 90,914) is located in East-Central Ohio. The area has many historic attractions and the industry base is diverse and interesting. The Chamber (www.tuschamber.com) has nearly six hundred businesses as members. The Chamber provides benefits and services relevant to business needs and works in cooperation with other economic development entities in Tuscarawas County to attract new industry.

Businesses range from tourism related shops to heavy equipment manufacturing.

Tuscarawas County (<http://web.tusco.net/tuscgen/TuscHistoryFinney.htm>) lives on with the same strengths displayed by early settlers. The cities of Dover and New Philadelphia and the communities of Dennison, Uhrichsville, Strasburg and Newcomerstown flourish with business and industry.

Communities like Goshen, Tuscarawas, Port Washington, Midvale, Stone Creek and Mineral City present picturesque, small town environments. Towns like Bolivar, built near the sites of the old Indian village of Tuscarawi and Fort Laurens, a fort of the Revolutionary War period, still thrive.

Although the mission settlement of Gnadenhutten is gone, the village of Gnadenhutten, plotted in 1824, still remains, preserving elements of the mission in a museum. Many of the original buildings of Zoar are fully restored and visitors are welcomed. The log buildings of Schoenbrunn are partially restored and preserved as a state park and memorial.

The area also has a sizeable Amish population, and provides another dimension to living in Tuscarawas County, specifically Sugarcreek. (<http://www.experience-ohio-amish-country.com/Tuscarawas-County.html>). Sugarcreek was originally settled by immigrants from Switzerland. It has a rich blend of Swiss culture and Amish heritage. With Swiss-style architecture, famous Swiss cheese and an annual Swiss Festival, Sugarcreek has become a top tourist destination in Ohio.

The primary service area of Trinity Hospital Twin City is Tuscarawas County; however, the service area extends into Coshocton, Guernsey, and Harrison counties.

Job Summary:

The President has the responsibility and authority to direct the operation and the activities of Trinity Hospital Twin City to ensure their achievement while meeting the directives established by the Sylvania Franciscan Health System and the Trinity Hospital Twin City Mission, Vision, and Values Statement.

The President has responsibility for the overall management of Trinity Hospital Twin City's operations. Overall management includes operational and program planning; establishing procedures and standards; adhering to the standards and core values of the Sylvania Franciscan Health system and effective use of its resources; quality improvement; education and development of staff.

Responsible for providing overall leadership for Trinity Hospital Twin City by working with its Board of Trustees, physicians and the hospital Leadership Team to implement long-range goals, strategies, plans, and processes which will meet the healthcare needs of our service area.

Having experience in Catholic health care would give a well-qualified candidate an advantage.

Reports to:

The President of Sylvania Franciscan Health and the Board of Trustees of the Hospital. The Board of Trustees is currently composed of four members. The President of Sylvania Franciscan Health is one of these four members.

Direct Reports:

Chief Financial Officer
Director of Human Resources
Director of Marketing
Director of Radiology
Clinical Director of Patient Services
Practice Manager, Trinity Medical Group

Indirect Reports:

Performance Improvement Coordinator
Disaster Preparedness and Staff Education Coordinator

Education:

Master's Degree in Health Administration, Business Administration, or Nursing Administration required or in process. A Fellow of the American College of Healthcare Executives is preferred.

Experience Overview:

- Understand the beliefs and challenges of Catholic health care
- Appreciate the charism of the Sisters of St. Francis of Sylvania Ohio
- Experience working within Catholic Health Care is preferred
- Understand that Trinity Hospital Twin City is part of the Sylvania Franciscan Health System, including accepting direction from the System
- Unquestioned personal integrity
- An exceptionally strong communicator
- Knowledgeable of health care, especially trends within community health care
- Studer Group process experience and comfort level, or the same with a comparable Quality assessment organization
- Strong community presence
- Strong people skills: employees, patients, physicians, and the community at large
- A creative thinker and a planner
- A forward thinker, looking for opportunities
- Demonstrated abilities and successes in dealing with physicians, especially employed physicians
- Excellent, verifiable experiences in community hospitals, comparable in size and nature to Trinity Hospital Twin City would be a decided plus
- Having lived in the community(ies) in which his/her previous hospitals were located and demonstrated his/her commitment and interest in the community(ies)

Candidate Requirements: Specific Experience:

- Serving or having served as the top officer in a community health care organization comparable in size and profile to Trinity Hospital Twin City
- Actively having fostered Mission and Values in a Catholic health care organization is highly preferred.
- Reporting or presenting to a Board on a regular basis
- Leadership in moving a community hospital forward with solid thinking and actions
- Work with the Studer Group or heavy exposure to a comparable set of processes
- Having successfully and profitably grown market share
- Having successfully identified revenue growth opportunities and then executed plans to achieve those opportunities
- Possessing all around management skills, as opposed to being single dimensional
- Successfully demonstrated the ability to lead and motivate a community health care organization earlier in one's career in Finance, Patient Services, or Operations
- Excellent Operations and Financial skills, including budgeting and forecasting
- A strong working relationship with Chief Financial Officer(s) in his/her past
- Having promoted strong Medical Staff relationships and communications
- Able to point to good working relationships with physicians in his/her background highlighted by developing cooperative efforts and mutually beneficial services, products, and initiatives
- A successful history of recruiting and retaining physicians, including certain categories that are difficult to recruit and retain
- Having integrated physicians' practices
- Understand the issues associated with successful physician relations
- Worked with hospital-employed physicians and understand their issues
- Developed new lines of businesses/activities, ideally in partnership with physicians
- Led or participated in a strategic planning process
- Negotiated a variety of contracts
- Appreciate Marketing as a key ingredient in improving Revenue and enhancing the viability of the hospital
- Appreciate how visibility to various external constituencies (communities, civic organizations, and professional organizations) positively impact and influence the hospital
- An engaged member of civic and community activities while properly balancing that involvement with the work of the President at the Hospital

Candidate Requirements: Interpersonal Skills:

- Move expeditiously on all issues while seeking System input and keeping all appropriate parties informed
- Comfortable as the key local executive representing Trinity Hospital Twin City
- Appreciate the importance of visibility - to department managers, the Leadership Team, employees, and patients
- Able to finish projects, drive initiatives to completion, and generally have a "Get it Done" spirit
- Hard-working, direct, with a strong work ethic
- A sense of impatience in terms of getting things addressed and completed
- Comfortable as an active participant within the Sylvania Franciscan Health System
- Able to motivate people to support changes with confidence
- Look out for our employees in a manner that causes employees and others to have confidence in the President and to identify with him/her
- Able to communicate throughout the organization - at all levels and with all employee groups
- Communicate naturally and honestly
- Having led based in large part on enthusiasm, passion, and commitment to his/her hospital, employees, and community(ies)
- Appear and feel comfortable in this community setting and able to generate a similar reaction from our employees
- A personality and style that fits well into our community and Trinity Hospital Twin City
- Able to clearly articulate the hospital's Mission, Vision, Values, expectations, accomplishments, and positions
- Appreciate and understand the Mission of Sylvania Franciscan Health and how that Mission impacts the Hospital and all its constituents
- Presents him/herself in a confident manner, even being an extrovert in some situations and instances
- Able to address difficult situations quickly

Candidate Requirements: Career Profile:

- Understand the need for a strong partnership between the hospital and the Medical Staff
- Provide quality and safety oversight to the hospital within the context of the Sylvania Franciscan Health System
- People skills successfully applied to a wide range of people and groups
- Effectively communicate to/with a Board and understand the governance role of the Board
- Effectively communicate to/with a System and understand the executive management role of the System
- Demonstrate approachability, listening, and communicating to all audiences
- Knowledgeable about Health Care trends and contemporary Health Care issues, and able to appreciate what these trends and issues will mean to Trinity Hospital Twin City and our patient communities
- Strong in terms of Mission, Vision, and Values and comfortably able to communicate and demonstrate these to various audiences
- Perceive that all major functions are vital parts of the Leadership Team
- Put together and develop a Leadership Team capable of standing on its own and making decisions on its own; yet being cognizant of the System's input and direction
- A range of community health care experiences that includes communities comparable to those in Tuscarawas County
- Able to articulate the advantages and limitations of a community hospital, plus demonstrate how to get the most out of available resources
- Appreciate the culture of a small town and the role the hospital plays in the community and the local economy
- Embrace the work done by the various volunteer organizations at the Hospital and be committed to supporting them
- Appreciate the importance of unwavering standards of honesty and fairness
- Possess extensive knowledge of the health care industry and all regulatory requirements, including those needed to maintain credentials and compliance

Major Issues:

1. Mission - foster a culture change from a community hospital to a Catholic hospital which is in service to the community
2. Mission - support the Mission of Sylvania Franciscan Health and the Mission of Trinity Hospital Twin City
3. General Management - recruit key members of the Leadership Team and other key employees
4. General Management - continue to reinforce the organizational structure
5. General Management - identify and instill various benchmarks and operational and financial standards
6. General Management - able to discern those issues best referred to System management
7. Quality - continue to install Quality and Performance standards in terms of processes, management, metrics, and compliance
8. Medical Staff Relations and Management - continue to improve relationships with the Medical Staff
9. Medical Staff Relations and Management - properly and continually communicate with the Medical Staff, especially in these first months of transition
10. Medical Staff Relations and Management - specifically identify the needs of the Medical Staff and communicate intentions associated with those needs
11. Medical Staff Relations and Management - assess the recruitment needs for Medical Staff additions and support
12. System Integration - continue to develop communication and support links between Trinity Health in Steubenville and Trinity Hospital Twin City
13. Revenue - assess the current plan to enhance revenue and provide a status report and list of priorities with resources needed, results expected, and a timetable
14. Financial Management - provide oversight and direction to the establishment of new Financial Statements for 2011 and upcoming 2012 needs
15. Financial Management - review and recommend action on various contracts, licenses, and other legal obligations
16. Financial Management - incorporate the standards of Sylvania Franciscan Health into all financial matters
17. Facilities - assess the needs of the facilities and identify corrective Action Plans or other strategies
18. Community Relations - identify the important contacts, personal and organization, to make within the service area and begin the process of formal involvement

Compensation:

An attractive package consisting of base salary and appropriate benefits. A contract will be in place, including a non-compete clause.

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