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Specifications for Vice President Human Resources ... Sylvania Franciscan Health Sylvania, Ohio

The Organization:

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.

There are about 5,600 employees within Sylvania Franciscan Health and there were almost 150,000 inpatient days in the System in 2010, approaching 300,000 resident days in Long Term Care in 2010, and almost 500,000 outpatient registrations in 2010 in the System. In 2010, net patient service revenue was approximately \$570,000,000 and operating income was almost \$11,000,000.

The newest health care facility is Trinity Hospital Twin City in Dennison, Ohio. Trinity Hospital Twin City, a 25-bed, not-for-profit 501(c) 3, Catholic, Critical Access Hospital, was formed on May 9, 2011 when Twin City Hospital, the predecessor hospital, was purchased by Sylvania Franciscan Health. This predecessor had declared bankruptcy in October, 2010 under a Chapter 11 reorganization filing.

Sylvania Franciscan Health consists of the following regional ministries:

Ohio and Kentucky

- **Bethany House - Toledo, Ohio**
- **Franciscan Living Communities - Sylvania, Ohio**
 - Madonna Manor - Villa Hills, Kentucky
 - Convent Park Apartments - Sylvania, Ohio
 - Franciscan Care Center, Sylvania - Toledo, Ohio
 - St. Clare Commons, Perrysburg, Ohio
 - Providence Care Centers - Sandusky, Ohio
 - Providence Care Center - Sandusky, Ohio
 - Providence Residential Community Corporation - Sandusky, Ohio
 - The Commons of Providence - Sandusky, Ohio
 - Rosary Care Center - Sylvania, Ohio
 - St. Leonard - Centerville, Ohio
 - St. Leonard Foundation - Centerville, Ohio
- **Sophia Center - Sylvania, Ohio**
- **Trinity Health System - Steubenville, Ohio**
 - Trinity Health System Foundation - Steubenville, Ohio
 - Trinity Medical Center-East - Steubenville, Ohio
 - Trinity Medical Center-West - Steubenville, Ohio
- **Trinity Hospital Twin City - Dennison, Ohio**

Texas

- **St. Joseph Health System - Bryan, Texas**
 - St. Joseph Regional Health Center - Bryan, Texas
 - St. Joseph Foundation - Bryan, Texas
 - St. Joseph Manor - Bryan, Texas
 - Burleson St. Joseph Health Center - Caldwell, Texas
 - Burleson St. Joseph Manor - Caldwell, Texas
 - Grimes St. Joseph Health Center - Navasota, Texas
 - Madison St. Joseph Health Center - Madisonville, Texas
 - Alliance Health Providers of Brazos Valley - Bryan, Texas

The City:

Sylvania is in Lucas County, Ohio with a 2010 population of 18,965. Sylvania is a vibrant, healthy suburb of Toledo with many opportunities to live and work. The city was founded in 1833 and has steadily developed into a strong community. Sylvania offers a solid public education system, opportunities for community recreation, sports leagues, public safety and senior center activities.

Sylvania is home to Lourdes College, a private, coeducational liberal arts college sponsored by the Sisters of St. Francis of Sylvania Ohio. Other colleges and universities in Northwest Ohio include Bowling Green State University, the University of Toledo, the University of Findlay, Monroe County Community College and Owens Community College.

On the campus of Lourdes College is a beautiful, full-service, state-of-the-art theater and conference center that can accommodate up to 850 patrons and hosts Broadway plays, the symphony, ballet, opera and musical shows - The Franciscan Center.

The quality of life in the Sylvania area has made it a popular neighbor to Toledo for many years.

The community has many exciting natural and recreational assets, including an outstanding parks system. The name of the city comes from Sylvan, the Latin word for "woods" or "trees." Sylvania has over 7,000 trees including the largest tree, a bur oak, on the front lawn of the administration building. Sylvania has been designated the national award of "Tree City USA" for over 20 years, and the 47-acre Stranahan Arboretum provides a great tree showcase. The 138-acre Pacesetter Park features a state-of-the-art soccer and baseball complex, and the 148-acre Olander Park system features water sports on its three-acre lake, plus the premier archeological attraction, Fossil Park.

Sylvania also hosts several well known events. The Jamie Farr Owens-Corning Annual Golf Classic has been a prominent tournament on the LGPA for many years. Another prominent athletic event is the "Racing for Recovery (R4R)" Half Ironman Triathlon. The community also enjoys an annual Arts and Crafts Festival.

Position Title:

Vice President Human Resources, Sylvania Franciscan Health

Job Description:

The Vice President Human Resources, Sylvania Franciscan Health is the senior executive responsible for all Human Resources functions and matters for the Sylvania Franciscan Health System and he/she reports directly to the President & Chief Executive Officer of the System. This role encompasses all hospitals, long-term care facilities, assisted living facilities, independent living facilities, other facilities, and corporate entities. The organization has locations in Ohio, Texas and Kentucky.

While the technical and employee relationship Human Resources skills necessary for this position are well-known; there is another, overriding concept which all of the Executive Leadership Team of Sylvania Franciscan Health appreciate, understand, and support.

Faithful to the spirit of St. Francis of Assisi and the Sisters of St. Francis of Sylvania Ohio, Sylvania Franciscan Health promotes the following core values that are applicable to personal attitudes and actions, to relationships and co-workers, and to the service rendered to others:

- Reverence: we believe that each person is created equal in God's image and likeness. Thus we treat each person with respect, justice, and dignity.
- Service: we believe that each person is called to achieve full potential of mind, body, and spirit. To enable the fulfillment of that potential, we pledge to render service to all with sensitivity, compassion, and commitment.
- Stewardship: we believe that each person shares responsibility to fulfill their specific role and to promise the proper utilization of the environment, of goods and services. This enables us to maintain quality relationships and care in our ministry.

Job Description: (continued)

As a new position, the Vice President Human Resources role lacks comprehensive structure and total definition. Is it our expectation that the newly hired executive can operate comfortably with a level of ambiguity while developing the Human Resources priorities for the System. As an example, currently, there are several System-wide initiatives and reviews underway including corporate level and regional ministries Human Resources policies and the defined benefit retirement plan. The new Vice President Human Resources will be expected to immediately become involved with, then lead, these initiatives.

Within the context of these initiatives, our expectations include creating consistency and reducing costs; creating a prioritized action plan for addressing other Human Resources issues identified during a System-wide evaluation. Moving the System from a decentralized holding company model to a more systemized model will rest squarely on the Vice President Human Resources' shoulders.

Given the locations of our regional ministries, extensive travel will be a part of this role.

Based on the nature and kinds of our Human Resources policies, procedures, and practices; some need changing, some need combining, and some are appropriate to the System and regional ministries; therefore, the new Vice President Human Resources needs to be a strong change agent for the System in the Human Resources area.

Knowledge of and supportive of the Studer Group principles will be critical in this role.

Reports to:

President & Chief Executive Officer
Sylvania Franciscan Health

Direct Reports:

To be determined

Indirect Reports:

Regional Human Resources Leadership

Education: A Bachelors degree is required; Master's Degree in Health Administration, Business Administration, or Human Resources-related study required.

Candidate Requirements: Experience:

- Experience - significant, overall managerial experience in Human Resources
- Experience - serving, or having served, in the Number One/Two Human Resources position in a comparably sized and style organization
- Experience - as a Human Resources generalist while knowledgeable about specific Human Resources issues and needs - benefits management, compensation programs, labor relations/contract negotiations, etc.
- Experience - in the regulatory side of health care, understanding the various reporting relationships and governing bodies in health care and appreciating both the rule and the spirit of the regulations
- Experience - five to ten years of progressive experience in a corporate, multiple-unit Human Resources environment
- Experience - demonstrated successes in working throughout the organization, primarily and ideally assisting regional ministries in installing new programs, training, and process improvement
- Experience - developed, implemented, and communicated successful recruiting and retention efforts, notably in areas where recruiting and retention have traditionally been challenged
- Experience - developed, then improved, various Human Resources processes
- Experience - comfortable with the business side of a health care organization: budgets, forecasts, and the general economics of health care
- Experience - with various employee groups: non-union and union; nursing and support; physicians and executives
- Experience - someone who has presented to a Board and is comfortable doing so

Candidate Requirements: Interpersonal Skills:

- Interpersonal Skills - appreciate how a system or a multiple unit organization works in terms of new service or process design, communication, and promulgation
- Interpersonal Skills - an excellent communicator in both written and verbal form; someone who, at times, is an official spokesperson within or for the organization
- Interpersonal Skills - having a personality that fits well into the Executive Leadership Team and is correctly seen as helpful and supportive in his/her style
- Interpersonal Skills - someone who fully understands the customer service nature of Human Resources
- Interpersonal Skills - demonstrated successes in motivating people and organizations within a multiple unit context
- Interpersonal Skills - possessing an ability and a personality to work well under pressure
- Interpersonal Skills - a person with a strong sense of self confidence, yet not arrogant in any way
- Interpersonal Skills - the ability to speak convincingly to various audiences about Sylvania Franciscan Health Mission, Values, plans and objectives
- Interpersonal Skills - easily builds rapport across the entire organization
- Interpersonal Skills - excellent presentation and speaking skills

Candidate Requirements: Career Profile:

- Career Profile - a range of Human Resources experiences, preferably in health care, probably achieved by having spent time in several organizations comparable to Sylvania Franciscan Health
- Career Profile - demonstrate a broad range of Human Resources program and management experiences including strategic planning
- Career Profile - appreciate how regional ministries have limited resources and know how to design programs and processes so the programs and processes are understood and able to be implemented by all
- Career Profile - someone who is comfortable empowering the regional ministries through delegation and information sharing
- Career Profile - someone who has faced difficult Human Resources issues and challenges - for example, recruiting at a very high level, high profile employer/employee issues, cultural changes, etc. - and has successes and "lessons learned" as a result

Characteristics/Background Qualities

- Someone who is immediately considered trustworthy by employees and staff
- An appropriate communicator - someone who understands how important the way in which messages are delivered can influence understanding and adherence
- Is highly credible
- Approachable, someone in whom a person may confide all manner of information with confidence
- Sensitive to the need to develop and enforce standards, practices, procedures, and policies
- A good planner - short range, long range, and strategic
- Appreciate how flexibility in thinking and action are critically important
- Reliable and dependable
- Known for his/her integrity
- Comfortable and willing to actively articulate and live the values of Sylvania Franciscan Health
- Capable of a comprehensive, objective internal review of our intent, processes, and performance vis-à-vis diversity
- Having developed, improved, and actively promoted diversity programs in multi-unit, multi-location organizations

Principal Responsibilities:

- Manage the Human Resources function from the perspective of developing programs, services, standards, and results for the various regional ministries
- Provide overall leadership within Sylvania Franciscan Health to the Human Resources function
- Act as the primary contact with government agencies and other, applicable regulatory parties and resources
- Communicate the applicable regulatory issues within Sylvania Franciscan Health and insure Sylvania Franciscan Health is in compliance
- Identify and develop a range of System-wide Human Resources policies, procedures, and practices
- Work with regional ministries Human Resources professionals to achieve standardized System-wide policies and initiatives
- Work with Sylvania Franciscan Health regional ministries in the application of policies and procedures
- Demonstrate a leadership style of collaboration and consensus building in decision-making and in management in general
- Comfortable in a “flat”, very small Human Resources organization and able to successfully operate within it
- Be an advocate for all employees - management and staff - and provide unbiased advice and counsel to all

Immediate Objectives:

- Complete a System-wide evaluation of Human Resources policies and procedures; look for ways to create consistency and reduce costs.
- Create a prioritized action-plan for addressing issues identified during the System-wide evaluation
- Work closely with the Vice President of Finance and Chief Financial Officer on addressing the issues surrounding the Defined Benefit retirement plan

Compensation:

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

Contact:

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