

LOUIS THOMAS MASTERSON & COMPANY

Retained Executive Search • Corporate Outplacement • Specialized Human Resources Consultants

2334 Beaver Creek • Westlake, Ohio • 44145-4300

www.ltmco.com

(216) 533-3263 • FAX (440) 333-8778

Confidential Specifications for Vice President, Medical Affairs Southeastern Ohio Regional Medical Center Cambridge, Ohio

The Organization:

Southeastern Ohio Regional Medical Center (SEORMC) (www.seormc.org) began in 1952 with an 84-bed hospital known as Guernsey Memorial Hospital with 30 physicians on staff. In 1966, Guernsey Memorial consolidated with Community Hospital.

From 1972 to 1974, Guernsey Memorial underwent a major \$10 million expansion project. A new surgery, laboratory, and radiology area was added in 1982. Two years later, the skilled nursing facility opened and Southeastern Ohio Regional Medical Center became a 197-bed facility which included 20 skilled nursing beds.

In 1994, a new 13 bed intensive care unit was added. During 1996 and 1997 renovation of the emergency department was completed.

The Medical Center has evolved into Guernsey County's only state-of-the-art general acute health care center, serving 5,000 inpatients and 135,000 outpatients annually. Additionally, by providing community health screenings, health education and awareness, the Medical Center strives to build a healthier community.

The value and expertise of its associates has made Southeastern Ohio Regional Medical Center a leading health care provider in Ohio offering cutting edge technology, health care programs and services.

Cambridge (www.cambridgeoh.org) is located in the foothills of the Appalachian Mountains in beautiful southeastern Ohio in Guernsey County. Cambridge is at the crossroads of Ohio at Interstate 70 and Interstate 77, about 80 miles east of Columbus, 120 miles south of Cleveland, 100 miles southwest of Pittsburgh, and 50 miles west of Wheeling, West Virginia. The population of Cambridge is approximately 13,000.

In 1796 Col. Ebenezer Zane received funds to cut a road from Ohio to Kentucky. He responded by naming the first settlements in honor of Cambridge, Maryland. The land on which part of Cambridge stands was granted to Zaccheus Biggs and Zaccheus Beatty by the government in 1801. Another group of early settlers from the Isle of Guernsey in the British Channel pitched camp in 1806 in Cambridge because the women in the party refused to move on.

Long ago, the Delaware, Shawnee, Wyandotte, Miami, Chippewa and Mingo Indians traveled the forest spread throughout Guernsey County.

Early in the 1900's, the county, and particularly Cambridge, became synonymous with quality glass. Collectors who appreciate quality glass still visit Cambridge for antique glass.

Cambridge has two nearby lakes that attract many visitors each year. Salt Fork State Park and Lodge with the largest inland beach in Ohio, Seneca Lake, The "Wilds" a natural animal preserve, and the "Living Word" outdoor drama are also in the area.

Title:

Vice President, Medical Affairs

Reports to:

The President and Chief Executive Officer

Direct Reports:

- Medical Staff Coordinator
- Director of Quality Care Management
- Cancer Registrar

Other Direct Reports:

- Various Directors of selected clinically oriented departments: Diagnostic Imaging, Laboratory, Pharmacy, Catheterization Laboratory, and Cardiovascular Pulmonary Service
- Physician Associates of Superior Med
- Office Coordinator, Superior Med

Superior Med is a subsidiary organization of SEORMC which acts as the employer of various physicians. The Vice President of Medical Affairs serves as the President of Superior Med and sits on its Board of Directors. As a legal entity, Superior Med is currently under review with changes likely to occur.

Committees:

- Medical Executive
- Patient Care
- Pharmacy
- Patient Safety
- Quality Council
- Radiation Safety
- Cancer
- Ethics
- Health and Safety

- MERIT (Medication Error Reduction Improvement Team)
- Trauma
- Continued Survey Readiness (JCAHO Survey Planning Team)

The Vice President, Medical Affairs is a Corporate Officer and attends all Board meetings: Southeastern Ohio Regional Medical Center and Superior Med.

Education:

- Graduate from a medical school approved by the Council on Medical Education and Medical Centers of the American Medical Association or a Diplomat of the Medical Board of Examiners
- Licensed in the state of Ohio to practice medicine
- A member of the Southeastern Ohio Regional Medical Center medical staff, with voting rights, or must have his credentials accepted by the Medical Staff as being eligible for membership if he/she is not actively practicing medicine
- Certified by the appropriate specialty board in his/her primary medical specialty
- Certified by the American Board of Medical Management or by the American Academy of Medical Administrators or working toward either certification
- A graduate degree in business administration or medical management is desirable but not essential

Candidate Requirements: Career Profile

- Career Profile – previous or current service as a Vice President, Medical Affairs or in a role with a comparable, significant amount of responsibility and scope
- Career Profile – a range of health care experiences that includes organizations comparable to SEORMC
- Career Profile – having represented a Medical Staff or health care facility to local, state, and federal agencies and organizations involved in healthcare (e.g., various Health Departments and others)
- Career Profile – having met or capable of meeting requirements for medical licensure in the State of Ohio as well as those for privileges on the medical staff of SEORMC
- Career Profile – having significant experiences as a direct care provider, ideally in an organization with many of the characteristics of SEORMC
- Career Profile – being an effective decision maker
- Career Profile – viewed as being an accomplished manager, an effective communicator, and someone who cares about patients, medical staff, and the hospital employees
- Career Profile – someone who deals with physicians and administrators from the perspective of mutual respect
- Career Profile – someone who successfully and naturally uses diplomacy and tact
- Career Profile – someone who values and promotes strong relationships and communications; and understands the need for a strong partnership between the hospital and the medical staff
- Career Profile – having exhibited strong team management skills
- Career Profile – having demonstrated a broad understanding of quality management, risk management, utilization review, and clinical outcomes management based upon actual experience.
- Career Profile – intimately familiar with the major issues in managing a Physician-Hospital Organization
- Career Profile – having successfully recruited various kinds of clinicians
- Career Profile – having a working knowledge of physician ethics, standards for performance, and discipline
- Career Profile – demonstrated successes in several organizations
- Career Profile – having demonstrated how to get the most out of available resources
- Career Profile – having participated in Medical Staff and Hospital Committees as assigned and attended Hospital Board of Directors meetings
- Career Profile – a history of positively influencing others through example and leadership
- Career Profile – having provided leadership to and direction of quality management programs
- Career Profile – a recognizable career path in clinical management and leadership
- Career Profile – understand firsthand what physicians experience and what they need from a Vice President, Medical Affairs
- Career Profile – someone for whom communications, formal and informal, are a strength and which are part of his/her regular thought process
- Career Profile – hard-working, direct, having good “Midwestern common sense”
- Career Profile – understands the credentialing process and its importance
- Career Profile – have a good overall awareness of business as applies to a hospital’s operations

Candidate Requirements: Interpersonal Skills

- Interpersonal Skills - able to lead the Medical Staff through trust building and mutual respect
- Interpersonal Skills - someone whom the organization trusts and finds highly credible
- Interpersonal Skills - a genuine person, someone who is respected by his/her peers
- Interpersonal Skills - an adept problem solver utilizing tact and respect, being fair and balanced, while maintaining sensitivity towards individuals on all sides of an issue
- Interpersonal Skills - a strong communicator with exceptional listening skills
- Interpersonal Skills - have excellent communications and team building skills, as well as persuasion skills in working with physicians and administrative personnel.
- Interpersonal Skills - having successfully demonstrated the ability to communicate and develop relationships
- Interpersonal Skills - able to clearly articulate expectations, then hold people accountable for their achievement
- Interpersonal Skills - a strong communicator: someone easily and clearly understood
- Interpersonal Skills - able to blend clinical skills as a physician with administrative knowledge and understanding to achieve desired results.
- Interpersonal Skills - possessing the ability to build consensus, resolve issues, and foster a team environment
- Interpersonal Skills - understand how politics effectively fits into an organization and how one deals with sensitive political issues
- Interpersonal Skills - someone who understands how to successfully motivate professionals
- Interpersonal Skills - possessing a personality that fits into SEORMC, especially with the Medical Staff
- Interpersonal Skills - comfortable being active in various committee leadership roles
- Interpersonal Skills - someone who has performed assessments of a medical staff

Candidate Requirements: Experience

- Experience - a verifiable, solid track record, with appropriate accomplishments
- Experience - having effectively dealt with profitability, productivity, quality, leadership, and service issues
- Experience - financial acumen including working with budgets, forecasts, and various analysis tools
- Experience - having marketing successes associated with competitive situations, ideally in a market similar to ours in terms of size and location
- Experience - having developed, implemented, and adhered to operating budgets, forecasts, and capital budgets
- Experience - comfortable with strategic planning and implementation
- Experience - manage the recruiting process including planning for future needs
- Experience - in identifying physician needs to complement SEORMC's Medical Staff
- Experience - in directing Medical Staff compliance with the JCAHO and other regulatory agencies and authorities
- Experience - in advising on health-related educational and community programs to be provided by SEORMC
- Experience - all around management skills, especially Operations, finance, and strategic planning
- Experience - as a member of an organization's executive management team
- Experience - work closely within a Senior Leadership Team on the strategic planning process
- Experience - having recommended physician compensation elements
- Experience - having managed physician contracts
- Experience - having performed Performance Appraisals of a medical staff
- Experience - management and leadership responsibility in the last five or so years of his/her career
- Experience - direct Utilization Review with resultant improvements
- Experience - understand JCAHO regulations and Medicare and Medicaid rules and interprets and relates these to the medical staff

Major Issues:

- Physician Relations - work with physicians to insure overall compliance with Medical Staff By Laws and other regulations
- Physician Relations - equally emphasize for physicians the clinical and leadership standards of the Joint Commission
- Physician Relations - strengthen communications, mentoring, and coaching with the Patient Care department
- Physician Relations - re-establish respect and trust from all members of the SEORMC organization
- Physician Operations - improve Quality of Care
- Physician Operations - continue the orderly progression towards using physician extenders within the hospital
- Leadership - become a strong, contributory member of the Senior Management Team
- Hospital-based physicians - assist in building the hospital-based physician practice
- Finance/Operations - provide insight and input to Superior Med finances and operations
- General Management - establish a culture of follow through and accountability
- Strategic Planning - participate with the other members of the Senior Leadership Team

Immediate Objectives:

- Physician Relations - work closely with the Director of HIM to improve the process for chart completion - within 30 days of starting
- Physician Relations - establish a plan with each physician to bring him/her up to date with chart completion - create these plans within 60 days of starting
- Physician Relations - develop a clear understanding of where we stand vis-à-vis patient safety protocols - within 60 days of starting
- Physician Relations - seek out the Vice President, Nursing to jointly establish a plan to better engage nursing with physicians - within 60 days of starting
- Physician Relations - repair the relationship between Superior Med and Administration - within 60 days of starting
- Physician Operations - communicate standards for Quality of Care to all physicians and the department of nursing - within 90 days of starting
- Physician Operations - understand the intent as well as the available and future resources for physician extenders: Advanced Nurse Practitioners, Physician Assistants, and Certified Registered Nurse Anesthetists - within 90 days of starting
- Physician Operations - assist in the development of the physician recruiting plan - within 90 days of starting
- Leadership - develop an effective working relationship with the Vice President of Nursing - within 30 days of starting
- Leadership - get current with all ongoing initiatives within SEORMC, especially the current Strategic Plan, the current financial situation of the hospital and its subsidiaries, and the technology profile of the organization - within 30 days of starting
- Leadership - plan and prepare for the upcoming JCAHO survey - within 60 days of starting
- Leadership - improve interdepartmental relationships - within 30 days of starting
- Hospital-based physicians - become knowledgeable of our intents and begin recommending to the Senior Management Team - within 60 days of starting
- Finance/Operations - review and analyze Superior Med for the perspectives of current and next year's budget, plans for 2010, and available resources - within 90 days of starting
- Finance/Operations - develop a plan for Superior Med to become profitable in 2010 - within 90 days of starting
- Finance/Operations - work closely with the Chief Financial Officer and the Vice President of Nursing to implement cost reduction and operating efficiency plans - within 30 days of starting
- Finance/Operations - assist in the search for a Practice Manager for Superior Med - within 30 days of starting
- General Management - stay current on health care reform issues, especially related to physician issues - ongoing

Compensation: An attractive package consisting of excellent base salary, incentive and other, appropriate benefits.

Contact:

Louis Thomas Masterson, President
LOUIS THOMAS MASTERSON & COMPANY
2334 Beaver Creek
Westlake, Ohio 44145-4300
(216) 533-3263
FAX (440) 333-8778
LTMasterson@ltmco.com

Please refer to 2709 in all correspondence.