

## **POSITION SPECIFICATIONS**

Presented for Consideration for the Position of

### **EXECUTIVE DIRECTOR, PREMIER PHYSICIAN GROUP**

**Suburban Hospital Healthcare System**  
Bethesda, Maryland

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## **POSITION SPECIFICATIONS**

### **EXECUTIVE DIRECTOR, PREMIER PHYSICIAN GROUP Suburban Hospital Healthcare System Bethesda, Maryland**

#### **ORGANIZATIONAL OVERVIEW**

##### **Suburban Hospital Healthcare System**

Suburban Hospital, founded in 1943, is the cornerstone of the Suburban Hospital Healthcare System, Inc (SHHS). This healthcare organization has been one of the top performing providers in the State for several years, with approximately 1,700 employees. Located in the affluent suburb of Bethesda, Suburban Hospital is well positioned in an active market, and is poised to remain a hospital of choice for residents of Northwest Washington and suburban Maryland.

As a 212-bed, not-for-profit acute care hospital located in a community setting, Suburban provides a comprehensive range of inpatient, outpatient and emergency care services. Fully accredited by The Joint Commission, and guided by the needs of its patients and community, Suburban distinguishes itself through service and clinical excellence, affiliations with leading healthcare organizations, and state-of-the-art technology and facilities. It is committed to continuous improvement and appropriate use of resources, and creates an environment that encourages the success and fulfillment of its physicians, staff and volunteers.

Suburban Hospital serves as the designated regional level II trauma center for Montgomery County, one of only nine regional trauma centers designated by Maryland's statewide trauma care system. Fully equipped with an elevated helipad, the trauma center treats more than 1,300 trauma patients each year. Suburban's Emergency Department sees approximately 40,000 patients annually.

In addition to emergency/trauma care, Suburban's other major services include general surgery, orthopedics, neurosciences, oncology, and cardiology, resulting in more than 13,000 annual inpatient admissions. Additional services provided for the community include behavioral health; an addiction treatment center; a sleep disorder center; an inpatient/emergency pediatric center; physical rehabilitation; cardiac rehabilitation; diagnostic pathology; and comprehensive radiology services. The Health System also offers a continuum of care that includes ambulatory care, long-term care, community health education and prevention programs, and in-home services. Obstetrical services are not provided.

In an effort to provide world-class patient care, technology and clinical research that sets the standard for excellence in healthcare within the Washington metropolitan region, the Suburban Hospital Healthcare System has established numerous affiliations and strategic partnerships, most notably with the National Institutes of Health (physically located across the street) and Johns Hopkins Medicine.

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For example, the NIH-Suburban MRI Center, a heart and stroke research and care program developed by Suburban Hospital in conjunction with the National Heart, Lung, and Blood Institute (NHLBI) and the National Institute of Neurological Disorders and Stroke of NIH, offers the most technologically advanced care for heart and stroke patients in the metropolitan area. The program features a 24-hour stroke team and state-of-the-art magnetic resonance imaging (MRI) technology for the emergency diagnosis of heart attack, coronary artery disease and stroke. Suburban was the first community hospital in the nation with this level of imaging technology.

In addition, the NIH Heart Center at Suburban Hospital officially opened in September 2006. This is another program that resulted from the NIH/Suburban/Hopkins partnership. The NIH Heart Center at Suburban Hospital brings the clinical and scientific excellence of NIH and Johns Hopkins Medicine and easy access to advanced cardiovascular therapies to the residents of the greater Bethesda region.

Also in partnership with Johns Hopkins and area physicians, Suburban Hospital has developed the Casey Diabetes Center, featuring a comprehensive education program recognized by the American Diabetes Association that offers a multidisciplinary program designed to help patients and their families gain a better understanding of the disease and to assist them in making necessary lifestyle changes.

Other affiliations and joint ventures include: the Suburban Endoscopy Center, NRH/Suburban Regional Rehab (a physical rehabilitation network of Suburban Hospital and the National Rehabilitation Hospital), Potomac Home Health Care and Potomac Home Support (with Sibley Hospital), and GCM/Suburban Imaging.

In 2002, the Suburban Hospital Healthcare System opened the Suburban Outpatient Medical Center, a 4-story, 100,000 square foot building in North Bethesda. The Medical Center houses an ambulatory surgery center; a state-of-the-art imaging facility complete with MRI, CT, PET-CT and digital mammography capabilities; a lab drawing station; dialysis center; retail pharmacy; and physician offices. In addition, the building serves as an anchor for Suburban's comprehensive cancer program, accredited by the American College of Surgeons Commission on Cancer and affiliated with the National Cancer Institute. Components of the cancer program include a state-of-the-art radiation oncology center, an infusion therapy suite, a comprehensive breast care program, the Ottenstein Center for prostate care and research, and the James Murphy Center for colorectal care. The cancer program also offers a cutting-edge research program with access to NCI and cooperative group clinical trials, a genetic risk assessment program, a cancer registry, a patient navigator program, educational resources, and psychosocial support.

In late 2002, the Suburban Hospital Healthcare System also opened the Suburban Wellness Center in Germantown. This facility provides medical services, wellness programs, rehabilitation and the state-of-the-art Healthtrax fitness center under one roof.

Suburban Hospital enjoys an excellent relationship with its 900-member medical staff (approximately 500 active) and the senior management team operates in a highly team-oriented, results-focused manner. It is a high-energy environment where individual accountability and

performance has been emphasized; yet, the success of the team has been an important focus. The organization has been extremely successful in achieving high levels of employee and physician satisfaction.

Suburban Hospital is currently in the development stage of a campus enhancement project. The focus of the project is to increase the number of private patient rooms; improve access to emergency care and the trauma center; provide larger, state-of-the-art suites for trauma and other surgeries; increase on-site patient and visitor parking; and provide additional physician office space in the Hospital.

For more information on Suburban Hospital visit their website at [www.suburbanhospital.org](http://www.suburbanhospital.org).

### **Premier Physician Group**

The Suburban Hospital Healthcare System (SHHS) Board and CEO have identified the need to partner with physicians as one of the key strategies for achieving indispensability in the market place. Consolidating physicians into a large, integrated multi-specialty and primary care group with multiple practice sites throughout the region, utilizing a common electronic medical record, will help insure access to high quality care. Through measurement and reporting of quality metrics, physicians will be able to align incentives with employers and payers to achieve improved reimbursement.

Premier Physician Group (PPG) was created in 2007 as a non-profit, subsidiary of SHHS, and is governed by its own Board of Directors which has a majority physician membership. PPG initially consisted of eight surgical specialists who had been employed with Suburban Specialty Care Physicians, also a subsidiary of SHHS. In the past year, PPG has rapidly expanded to include over 50 physicians at seven locations. To support and manage the physician practices, a senior management team has been assembled including the CEO, Corporate Controller, Compliance Officer, IT Director, Marketing Director, Practice Operations Manager and Human Resources Manager. In addition, PPG has engaged the services of SAGE Growth Partners to manage the implementation of GE Centricity EMR and PM at all practice locations.

PPG's team integrates professional, dedicated, and friendly service to guide patients and their loved-ones on the journey to optimum health. Delivering convenient multi-specialized care across a range of clinical interests, PPG has assembled a broad and diverse framework of physicians. This expanding list of specialty practices currently includes:

- Cardiothoracic surgery through an affiliation with NIH
- Suburban Hospital hospitalist group
- Suburban Hospital intensivist group
- General Surgery
- Colorectal surgery
- Breast surgery
- ENT disorders with a focus on sinus surgery and sleep apnea
- Audiology for hearing loss and dizziness
- Neurology, focusing on acute stroke research, through an affiliation with NIH

PPG's strategy over the next two years is to focus on consolidating and expanding the primary care market. A two-provider practice will be joining PPG in September 2008, followed shortly thereafter by a 16-provider practice in October 2008. In addition, two board-certified geriatricians will be joining PPG in the fall to develop a comprehensive geriatrics service - "Premier Senior Care."

PPG is well on target of achieving its initial goal of growing to 120 physicians by July 2010. PPG's budgeted net revenue for FY09 is \$10 million, with an estimated \$6 million SHHS investment, which will go towards the acquisition and development of physician practices and infrastructure growth.

#### *Mission Statement*

To support PPG's vision "To provide high quality care"

#### *Vision Statement*

The Mission of Premier Physician Group is "To be the highest quality and most preferred physician group".

### **POSITION OVERVIEW**

This is an outstanding leadership opportunity for an experienced and dynamic physician practice executive to lead and provide operational and strategic leadership to a growing multi-specialty physician group. PPG seeks an individual with senior-level practice operations experience to lead a large-scale, successful operational integration. The new leader will introduce management and process initiatives to create a progressive, operationally strong regional network that is closely aligned with the Health System.

The ideal candidate will be an experienced group practice executive with strong operational acumen and experience working with a multi-site network. He/she will be skilled at developing strong physician relationships and able to lead others in initiatives aimed at strengthening market presence, integrating services and practice sites and developing a motivated, high-performing team. He/she will also be skilled at building collaborative relationships; specifically with Suburban Hospital and the payors, and realize the value each organization can bring in order to build an integrated delivery system.

The Executive Director will be responsible for the management, direction, and coordination for all general group management and operations, including growth and strategic planning, physician recruitment, IT implementation and maintenance, human resource management, quality and credentialing, managed care contract negotiation, accounting, billing and purchasing. The day-to-day operations of each individual practice is managed and operated by the physicians within that practice, with practice support from the executive office.

**Reporting Relationships**

The Executive Director will report directly to the PPG President and CEO, Dr. Matthew Poffenroth, and to the Board of Directors. Directly reporting to the Executive Director is the Human Resource Manager, Corporate Controller, Marketing Director, Practice Operations Manager, Provider Relations, Office Manager and the IT Director.

**Major Duties and Responsibilities**

- Oversee the operation and integration of practices. Identify standardizations where appropriate and develop a uniform “Premier Physician Group” brand that is readily apparent at each practice site, as well as in the marketplace.
- Ensure that qualified employees are hired, oriented, trained and developed. Monitor staff turnover and retention rates closely, and take corrective action quickly when trends are identified.
- Oversee the fiscal management of the physician network including growth forecasts, preparation of annual budget, financial reports, and analysis of revenues, expenses and productivity of individual practices.
- Continually evaluate new technology to improve the efficiency and effectiveness of the physician network. Implement Electronic Medical Record within the network to ensure consistency and positively impact clinical productivity.
- Develop and maintain standards for leadership and staff performance, and evaluate individual performance against these standards. Take corrective action when and if necessary.
- Demonstrate awareness, of and adherence to, safety and legal requirements; participate in risk management investigations; monitor and evaluate the implementation and operation of a viable quality improvement program.
- Ensure compliance with regulatory, accreditation and system processes. Maintain working knowledge of the group practice industry and respond to changing regulatory environment.
- Provide financial and management oversight for the practices. Foster and develop positive physician relationships.
- Monitor and manage all physician contracting, including compensation negotiation in conjunction with the President/CEO.
- Help develop and foster a culture of customer service among all employees at all practice sites.

- Work with the CEO and physicians to develop a robust quality assurance program which sets the benchmark for quality care in this region. Various initiatives will include:
  - Certifying PCP offices as Patient Centered Medical Homes
  - Participating with Bridges to Excellence and PQRI
  - Developing evidence based medicine protocols
  - Identifying specialty-specific quality metrics
  - Structuring a physician quality bonus incentive program

## **GOALS AND OBJECTIVES**

Based upon our interviews, the following goals and objectives were identified to be achieved in the first 12 to 18 months:

- Gain the respect of the President of PPG and the physicians, as well as other members of the senior management team within PPG and SHHS. Quickly establish a reputation with all stakeholders as a credible, accessible, and disciplined leader who is highly committed to service excellence, clinical quality and the future success of the organization. Be viewed as highly engaged and visible at all levels.
- Foster a relationship with Suburban Hospital and determine what resources they can leverage from the Hospital to ensure PPG is functioning as efficiently and effectively as possibly.
- Complete an initial assessment of the operations, finances, management staff and overall positioning of the clinical resources and performance of PPG; establish and implement a performance improvement plan that achieves a healthy financial position with efficient, high-quality operations and a growing reputation for service.
- Oversee and manage the conversion of new practices into PPG. Ensure operational and financial accountability of the physician practices; strengthen the financial performance and make sound, consistent business decisions while also maintaining an empowered, entrepreneurial outlook.
- With the goal of enhancing the recruitment and retention of physicians, ensure the organization is viewed as an effectively managed entity that supports physicians' interests.
- Work with human resources leadership to establish and carry out new employee policies, including an appropriately tailored compensation methodology for staff.
- Continue to identify automation needs and ensure a current information technology plan and infrastructure is in place.
- Work with colleagues to identify appropriate compensation methodologies for physicians within the model.



- Continue to grow the PPG network into an integrated multi-specialty group practice organization through clinical integration, establishment of standards of performance and a common sense of organizational identity.
- Be perceived as a “balanced advocate” in representing the interests of the physicians, while also identifying economic and operational efficiencies that will ensure the sustainability of the physician network.

## **CANDIDATE QUALIFICATIONS**

### **Education**

- An undergraduate degree is required. A Master’s degree in health administration, business administration or related field is preferred.

### **Experience**

- Minimum of five years of senior management experience including P&L responsibility gained within a complex multi-specialty clinic. Experience with various quality initiatives such as PCMH, BTE, PQRI, etc. is a plus. Experience working with private practice, as well as within a health system, is a plus. Strong clinical operations, project management, contracting and planning skills.
- Demonstrated knowledge of the business aspects of group practice management with an ability to identify and develop strong managers, staff and teams.
- Strong physician practice operations background with experience involving multiple sites.
- Strong systems-thinker; able to see the entire picture and what needs to happen to make both front and back office functions flow smoothly and efficiently.
- Successful experience with physician relations.
- Proven ability to drive a consensus process to effect significant organizational change. He/she is very comfortable in a matrixed environment and is comfortable leading people through change processes.

### **Personal Characteristics**

- Leadership skills and a strong entrepreneurial flair. He/she has a positive attitude and exhibits solid judgment and decisiveness.
- A self-confident, proactive change agent who will be both an effective advocate while also working collaboratively within a larger health system context.



- Exceptional interpersonal skills; has an open, honest and objective manner.
- An impeccable reputation for integrity, credibility, and the capacity to build trusting relationships; possesses a balance between sharing information and welcoming input while also being clear, even-handed and decisive.
- An effective, consistent negotiator.
- An excellent manager who motivates and empowers others while holding them accountable.
- Brings a hands-on approach to management with the ability to focus on details, as well as see the big picture.
- Excellent communication and listening skills, including the ability to clearly convey strategic, business and financial issues to staff and physicians and the ability to “say no” constructively and respectfully.
- High visibility throughout the organization with an approachable, personable, charismatic, and optimistic demeanor.
- A highly collaborative management style and is comfortable mentoring and developing others, as well as creating a culture of accountability.
- A sense of humor and positive attitude.

## **PROCEDURE FOR CANDIDACY**

Send resume or nominations to Suburban Hospital Healthcare System’s executive search consultant:

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