CONFIDENTIAL

Prepared by

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This Position Specification is intended to provide information about The University of Chicago Medicine and the position of Senior Vice President. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

The University of Chicago Medicine (UCM) seeks a dynamic and highly accomplished Senior Vice President (SVP) to join one of the most progressive and prestigious academic medical centers in the nation.

The UCM has been at the forefront of medical care since 1927. Located in historic Hyde Park on the South Side of Chicago, the medical campus includes the new Center for Care and Discovery, Comer Children’s Hospital, Bernard A. Mitchell Hospital for adult inpatient care and the Duchossois Center for Advanced Medicine totaling more than 550 beds in service and net patient care revenues over $1.2 billion. In addition, UCM has physician offices in several Chicago locations, the suburbs, and northwestern Indiana and affiliations with several hospitals. UCM also has nearly 900 residents and fellows and employs more than 1,500 nurses.

The University of Chicago Physicians Group is the largest employed group practice in the metropolitan Chicago area and includes more than 700 physicians, essentially all of whom hold full-time faculty appointments at the University of Chicago. Besides practicing at UCM Hyde Park campus and its off-campus locations, members of the physicians group provide a variety of services at other Chicago-area hospitals.

The University of Chicago’s Pritzker School of Medicine (a school within the University’s Biological Sciences Division – “BSD”) is ranked among the top medical schools in the United States and is the highest ranked of any in Illinois. Although smaller than most of the leading medical schools, with fewer than 100 new students each year, the medical school is known for being rigorously selective, with approximately 6,000 applicants each year, and for its outstanding research and educational programs.

The SVP will be joining the organization at an exciting and transformational time in the history of UCM as it maximizes performance in their newly constructed hospital, named the “Center for Care and Discovery” (CCD). The CCD provides patients and their physicians with a facility capable of transforming itself as rapidly as medicine itself is changing. The new hospital contains 240 single-occupancy inpatient rooms including 52 intensive care beds, and space for 28 operating rooms. Its design is committed not simply to today’s ideal, but to a vision of perpetual and unpredictable change in patient care and clinical research. This future-oriented vision is built on the University of Chicago’s fundamental commitment to discovery, innovation and collaboration.

The recruitment of this newly created position provides an outstanding opportunity for an executive who desires the complexity and the challenge of working in a world-class academic medical center. The incumbent will be a highly visible executive and will be a catalyst for creating the best possible patient experience and outcomes in the non-acute setting.

The SVP will report dually to Jason Keeler, COO University of Chicago Medicine and the Dean, Clinical Affairs/Director of the faculty practice plan, Dr. Jeffrey Glassroth.
ORGANIZATIONAL OVERVIEW

The University of Chicago Medicine is an academic medical center based in Hyde Park, Illinois, on the campus of the University of Chicago.

UCM is ranked among the nation's top hospitals by *U.S. News & World Report* in its 2012-13 "Best Hospitals" survey. Three UCM specialties—cancer (#15), gastroenterology (#19), and neurology & neurosurgery (#37)—were recognized as being among the best in the country. Nine other specialties—cardiology & heart surgery; diabetes & endocrinology; ear, nose & throat; geriatrics; gynecology; nephrology; orthopedics; pulmonology; and urology—were ranked as "high-performing" by *U.S. News*.

In a *U.S. News* survey released in June 2012, UCM Comer Children's Hospital was ranked in three specialties: gastroenterology (#37), pulmonology (#48) and neonatology (#49). The Pritzker School of Medicine was ranked 10th in the country, and the graduate programs in the biological sciences were ranked 13th. No other Illinois program scored as well in medical education or biological sciences.

Indicative of the promising and exciting future of UCM, the Center for Care and Discovery will serve as the new core of the campus. An architectural and technological tour de force, the new hospital will provide a home for complex specialty care with a focus on cancer, gastrointestinal disease, neuroscience, advanced surgery and high-technology medical imaging. The Center for Care and Discovery will boost Chicago's profile as an international health care destination.

At 1.2 million square feet, the hospital is one of the largest buildings on the University of Chicago campus, changing the skyline of the South Side of Chicago. The new hospital contains an integrated diagnostic and interventional platform designed for cardiac, gastrointestinal, neurological and vascular services. The building also has two floors of expansion space that could be used for additional patient care units as well as future leading-edge, technology-based interventional or surgical suites.
University of Chicago Medicine entities:

Bernard A. Mitchell Hospital, built in 1983, is currently the primary adult inpatient facility and includes the emergency department and the Arthur Rubloff Intensive Care Tower. The tower houses the University of Chicago Medicine Burn and Electrical Trauma Units and intensive care units for transplantation, neurology and neurosurgery, cardiothoracic care, general surgery, and general medicine patients.

Comer Children's Hospital, devoted to the medical needs of children is a tertiary care teaching hospital dedicated to preserving the health of children through patient care, education, and research into the causes and cures of childhood diseases. Comer Children's Hospital is a major referral center operating 155 beds. The state-of-the-art $130-million seven-story facility provides an ultra-modern yet child- and family-friendly setting for all inpatient children's health services at the University of Chicago Medicine campus.

As a Level 1 Trauma Center, Comer Children's Hospital provides immediate, highly specialized pediatric emergency services, 24 hours a day, seven days a week. The state-of-the-art pediatric emergency facility is the newest in Chicago, and features the latest diagnostic and treatment equipment to provide comprehensive emergency care.

In addition, it includes one of the country's largest and most advanced newborn intensive-care units (47 Level-III beds, 24 Level-II beds). The hospital forms the center of a regional perinatal network that provides nine area hospitals with consultation as well as transport services for approximately 16,000 births, more than one-third of them considered high-risk. The network is committed to reducing fetal and infant mortality throughout the surrounding urban, suburban, and rural communities.

Women's care is an important programmatic focus. Obstetric Care is provided in a newly renovated labor and delivery unit and a high-risk obstetrics unit. UCM offers nationally known programs in gynecologic oncology, minimally invasive gynecologic surgery, urogynecology, recurrent pregnancy loss, and reproductive endocrinology and infertility. Inpatient gynecologic care is provided in a fully staffed 17-bed unit. UCM also offer in vitro fertilization (IVF) and other assisted reproductive care services at the Center for Reproductive Medicine and Fertility in downtown Chicago.
Duchossois Center for Advanced Medicine, (DCAM), is a state-of-the-art ambulatory-care facility with the full spectrum of preventive, diagnostic, and treatment functions. A six-story, 525,000 square-foot building, brings together most of the medical campus's diagnostic and outpatient treatment services. The building includes: 329 exam rooms, 90 rooms for outpatient procedures, and eight operating rooms for ambulatory surgery.

University of Chicago Pritzker School of Medicine is one of the nation's premier medical schools. Medical school researchers were ranked third in the country in 2011 for research funding per faculty member, with average annual grant support from the NIH per physician-scientist of $344,600.

University of Chicago Physicians’ Group

The University of Chicago Physicians Group, (UCPG), the largest employed group practice in the metropolitan area, includes more than 700 physicians (450 FTEs), most of whom hold full-time faculty appointments at the University of Chicago. UCM patient care system also includes physician offices in several Chicago locations, the suburbs, and northwestern Indiana and affiliations with several hospitals including LaRabida Children’s Hospital (staffed by University of Chicago pediatricians), Mercy Hospital, Weiss Memorial Hospital and others. Total charges for FY14 annualized are just under $530 million.

The faculty practice plan is not a separate 501-C3, nor does it have complete autonomy for finance. The revenue cycle is managed in collaboration with the hospital, with the new SVP working in a matrixed environment to improve registration, charge capture and financial counseling. Motivation for this integration was to better align operations and incentives.

Faculty operates in one of two configurations, within the UCPG or through physician directed practices, PDPs, predominantly housed in the DCAM to take advantage of facility-based reimbursement. Services provided by UCPG are predominantly off campus activities and hospital consults. Both the UCPG and PDP revenues roll up to the Medical Center and are about equal in contribution to the enterprise. They are both staffed by faculty. As network relationships increase, new tracks will be created for affiliated physicians. A physician dedicated to clinical integration will partner closely with the new SVP.
POSITION SUMMARY

Overview

UCM is seeking a seasoned executive with an outstanding track record of achieving key strategic initiatives and evaluating new opportunities that further the goals of a world-class healthcare organization. This individual will be responsible for overseeing the operations of the ambulatory physician practices, located at the Duchossois Center for Advanced Medicine (DCAM), the Comer Children’s Hospital, and/or a variety of offsite locations. The SVP participates in long-range strategic planning and short-range implementation to ensure sites are managed in a consistent manner, embracing patient-centered ambulatory service standards and efficient operational processes that support service excellence. This individual will be a key collaborator with the departments and a thought leader in ambulatory quality and safety, coordination of care across the continuum and use of technological tools and solutions, metrics reporting, customer service and process improvement.

Reporting Relationships

The SVP will report directly to Mr. Jason Keeler, COO University of Chicago Medicine and Dr. Jeffrey Glassroth, the Dean, Clinical Affairs/Director of the faculty practice plan.

Reporting to the SVP will be:

- Director, Ambulatory Operations, Specialty Service Line
- Director, Ambulatory Operations, Medicine
- Director, Ambulatory Operations, Surgery
- Director, Ambulatory Operations, Oncology
- Director, Ambulatory Operations, Primary Care
- Director, Ambulatory Operations, Women’s & Children’s
- Director, Orland Park Outpatient Facility
- Manager/Director Specialty Call Center

Also reporting to the SVP will be the Director of Orland Park’s Outpatient Facility. Pending Certificate of Need Approval (August 2014), University of Chicago Medicine will construct a four-story, 120,000-sq.ft. medical center on the northwest corner of 143rd and LaGrange Road in Orland Park, a focused strategy to increase UCM’s ambulatory presence outside the Hyde Park area. The center will sit on 3.5 acres of leased land, and provide patient services in radiation oncology treatment and orthopedics. It would include a CVS pharmacy at ground level, with a 580-space parking garage. The facility would be U of C’s largest outpatient care center in the southwest suburbs. The mixed-use building is expected to employ 100 people, and create more than 200 construction jobs. It is projected to bring $61 million in private funding to the village, with 22,400 annual visitors/patients to Orland Park's downtown. The village would lease the property to U of C for 25 years, after which the university would own the site. The village could see a $25.5 million direct benefit. The parking garage would also be available for free use by the public on weekends and evenings.
The SVP will matrix all necessary corporate staff functions and work in collaboration and coordination for such services as information technology, human resources, strategic planning and marketing. The SVP will maintain a close, collaborative relationship with the physician Chairs.

Given this is an evolving and new structure, this SVP will need to collaborate with other members of the team to address operational and structural complexities as they arise, formulating solutions that adhere to the mission of seamless, integrated patient-centered care.
CANDIDATE COMPETENCIES/QUALIFICATIONS

The following describes the ideal candidate for the SVP:

**Education and Experience:**

- Masters degree in Business Administration, Health Administration or related field.
- Minimum of 5-10 years of appropriate business experience. High degree of preference for those individuals with experience managing physicians and their operations within an academic funds flow environment.
- Ability to understand the UCMC and BSD business model (and relationship to the University of Chicago) when maximizing operational effectiveness.

Witt/Kieffer routinely verifies academic degrees, certifications, licenses, and employment history on semi-finalist and/or finalist candidates.

**Additional Skill Set and Characteristics:**

- Knowledge and expertise with multi-specialty group practice, preferably in a teaching and research environment:
  - Master of several performance improvement techniques such as LEAN, PDSA, Six Sigma, etc.
  - Strong business and financial acumen and will be able to analyze data and financials and apply quantitative analysis to decision-making.
  - Comfortable with shared accountability for revenue cycle management.
  - Creates operational and organizational infrastructure that maximizes the effectiveness of practice.
  - Comprehends the rules and regulations, current and pending, which impact health care financing and reimbursement.
  - Experienced in establishing and attaining metrics in areas such as satisfaction, outcomes measures, quality and other nationally recognized scorecards and benchmarks.
  - Fluent in productivity systems and physician compensation plan construction in an environment where monetary value must be assigned to activities such as education and research.
  - Comfortable with diversity of individual specialty practice needs, while creating commonality of culture and process, where desirable.
  - Collaborates with the Chair to create a medical staff development plan that focuses on recruitment, retention and growth in areas capable of generating additional revenue streams.
• Demonstrated senior-level leadership in circumstances of organizational transition in large, complex organizations with diverse people, multiple constituencies and political realities:
  o Strategic orientation and focus.
  o Astute intellect.
  o Gets the big picture.
  o Keen sense of when a change in course or action is required, and the ability to achieve it.
  o Ability to inspire, hire, retain and mentor talented staff.
  o Empowering, assuring exposure and credit for others, and holding self and others accountable.
  o Highly honed business development capabilities.
  o Politically savvy – collaborative and informative – able to garner support for change prior to implementation.
  o One who can respect and honor the past while transforming the present.

• Demonstrated senior-level leadership in large, academic health system with multiple component pieces and a tri-partied mission of education, research and patient care:
  o Capable of successfully working with the varied styles and approaches of individual Chairs and leaders of other medical center business units.
  o Respect for, and commitment to, appropriate transparency between departments and other Medical Center components.
  o Capacity to inform and appropriately influence, knowing when to remain neutral.
  o Develop an effective staff that also highly value, and are skilled at, relationships and productivity.

• Incredible interpersonal skills:
  o Collaborative by nature.
  o Creates a continuous learning environment where the SVP models mentorship by working with the management team to ensure professional growth and autonomous function within the scope of their role.
  o Available to support and develop their direct reports.
  o Ability to create mutually productive, respectful and trusting connections internally and externally.
  o Respected for their ability to relate with very diverse people.
  o Diplomacy.
  o Possesses a sense of humor and positive attitude; an enthusiastic disposition and high energy level.
  o Is flexible, has a tolerance for ambiguity and is not easily frustrated; understands that success is often achieved through incremental steps.
  o Exceptional communication skills.
  o Ability to bring disparate groups, goals and objectives together under one operating “umbrella.”
GOALS AND EXPECTATIONS FOR LEADERSHIP

The following represent areas in which the new SVP is expected to make significant progress within the first 12 to 18 months of his/her tenure; not listed in any particular order of significance:

- Establish personal and professional credibility, gain respect and build confidence within and outside of the organization. He/she will be viewed as highly engaged, effective and visible and will be seen as a key member of the executive management team.

- Demonstrates a collaborative leadership style through direct, open and honest communication. Listens and seeks to engage others.

- Make recommendations that keep ambulatory infrastructure creation on pace with current and future practice operations.

- Create an organization focused on patient experience, safety, quality and seamlessness of care.

- Use performance improvement techniques to build culture and improve all aspects of operations and outcomes.

- Develop, oversee and implement enhancements to practice operations. These should result in a great work environment and the best experience for physician, patients and other caregivers.

- Standardize ambulatory operations, processes, policies and procedures where desirable. Assist in establishing common off-site operations, consistent where needed with those of the main campus clinics.
PROCEDURE FOR CANDIDACY

Please direct all nominations and resumes to Christine Mackey-Ross and/or Wendy L. Brower McLeod preferably via email to UCMSVP@wittkieffer.com

Material that cannot be emailed may be sent to the search to:

Wendy L. Brower McLeod
Witt/Kieffer
7733 Forsyth Blvd., Suite 2025
St. Louis, MO 63105
314-754-6072

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from UCM documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Our Locations

Hyde Park Campus

The University of Chicago Medicine Center for Care and Discovery
5100 South Maryland Avenue
Chicago, IL 60637
(800) 824-2282
Adult Inpatient Care

Bernard A. Mitchell Hospital
5815 South Maryland Avenue
Chicago, IL 60637
(800) 824-2282
Adult Inpatient Care

The University of Chicago Medicine Comer Children’s Hospital
5721 South Maryland Avenue
Chicago, IL 60637
(800) 824-2282
Pediatric Inpatient Care

The University of Chicago Medicine Duchossois Center for Advanced Medicine
5758 South Maryland Avenue
Chicago, IL 60637
(800) 824-2282
Outpatient Primary and Specialty Care for Adults

Downtown Chicago Locations

The University of Chicago Physicians at 150 East Huron
150 East Huron Street, Suite 900
Chicago, IL 60611
(773) 834-4150
Personalized Health and Prevention, Internal Medicine, Cardiology, Endocrinology, Gastroenterology & Hepatology, General Surgery, Plastic Surgery, Pulmonary Medicine & Sleep Disorders, Rheumatology

The University of Chicago Center for Reproductive Medicine and Fertility
333 South Des Plaines Street, Suite 201
Chicago, IL 60661
(773) 702-6642
Reproductive Medicine and Fertility Services

The University of Chicago Obstetrical and Gynecological Specialty Services
333 South Des Plaines Street, Suite 201
Chicago, IL 60661
(773) 702-6642
Maternal-Fetal Medicine and General Obstetrics and Gynecology Services

South Chicago

University of Chicago Pediatric Specialists at La Rabida Children’s Hospital
6501 South Promontory Drive
Chicago, IL 60649
(773) 363-6700
Specialty Pediatric Care
The University of Chicago Outpatient Senior Health Center at South Shore
7101 South Exchange Avenue
Chicago, IL 60649
(773) 702-5700
Medical Care for Adults Age 65 and Older

University of Chicago Pediatric Specialists at Mercy Hospital
2525 South Michigan Avenue
Chicago, IL 60616
(312) 567-5465
Travel Medicine for Children

Friend Family Health Center
An Affiliate of the University of Chicago Medicine
800 East 55th Street
Chicago, IL 60615
(773) 702-0660
Primary Care for Adults and Children including Obstetrics/Gynecology, Asthma Clinic, Social Services

South and Southwest Suburbs

The University of Chicago Medicine Comprehensive Cancer Center at Silver Cross Hospital
1850 Silver Cross Boulevard
New Lenox, IL 60451
(855) 826-1400
Medical Oncology, Radiation Oncology and Hematology Care for Adults

University of Chicago Obstetrics and Gynecology Specialty Services
Pavilion A
1890 Silver Cross Boulevard, Suite 475
New Lenox, IL 60451
Gynecologic Oncology (773) 702-6118
Reproductive Endocrinology (773) 702-6642
Urogynecology (773) 834-8622

University of Chicago Pediatric Hematology and Oncology
1850 Silver Cross Boulevard
New Lenox, IL 60451
(877) 303-5979
Medical Care for Pediatric Cancers and Blood Diseases

University of Chicago Physicians at Matteson
One Prairie Center
4749 Lincoln Mall Drive, Suite 500
Matteson, IL 60443
(708) 748-2310
Medical Care for Adults and Children
University of Chicago Urogynecology
17733 South La Grange Road, Suite 103
Tinley Park, IL 60477
(708) 834-8522
Urogynecology and Surgical Gynecology

Northwest Indiana

University of Chicago Health Specialists
222 South Indianapolis Boulevard
Schererville, IN 46375
(219) 865-3024
Gynecologic Oncology, High-Risk Obstetrics, Maternal/Pediatric Medicine, Urogynecology/Pelvic Reconstructive Surgery

University of Chicago Pediatric Specialists
8528 Broadway
Merrillville, IN 46410
(219) 756-1200
Specialty Care for Children

University of Chicago Urology
10020 Donald South Powers Drive
Munster, IN 46321
(773) 702-6325
Adult Urology

North Chicago and Northern Suburbs

The University of Chicago Medicine at Weiss Memorial Hospital
4646 North Marine Drive
Chicago, IL 60640
(800) 824-2282
Orthopaedic Surgery, Otolaryngology, Plastic and Reconstructive Surgery

University of Chicago Specialty Suite at NorthShore University HealthSystem at Evanston Hospital
1000 Central Street, Suite 800
Evanston, IL 60201
Adult Neurosurgery (773) 702-2123
Pediatric Cardiology (847) 570-2065
Pediatric General Surgery (847) 644-5755
Pediatric Hematology/Oncology (877) 303-5979
Pediatric Neurosurgery (773) 702-8544

Western Suburbs

University of Chicago Pediatric Orthopaedics
360 West Butterfield Road
Elmhurst, IL 60126
(773) 702-5992
Pediatric Orthopaedic Care

University of Chicago Pediatric Specialists at Adventist Hinsdale Hospital
120 North Oak Street
Hinsdale, IL 60521
Pediatric Cardiology (630) 856-6751
Pediatric Sleep Studies (888) 408-9639
University of Chicago Pediatric Specialists
121 North Elm Street
Hinsdale, IL 60521
(773) 834-0509
Pediatric Neurology

University of Chicago Urogynecology and Reconstructive Pelvic Surgery
911 Elm Street, Suite 115
Hinsdale, IL 60521
(773) 834-8622
Urogynecology and Surgical Gynecology

University of Chicago Pediatric Specialists
120 Spalding Drive, Suite 200
Naperville, IL 60540
(630) 527-5739
Pediatric General Surgery and Hematology/Oncology

University of Chicago Pediatric Specialists
1020 East Ogden Avenue, Suite 207
Naperville, IL 60563
(630) 355-4885
Specialty Pediatric Care

The University of Chicago Pediatric ENT at Midwest ENT
1247 Ricker Drive #200
Naperville, IL 60540
(630) 420-2373
Pediatric Otolaryngology

University of Chicago Pediatric Sleep Medicine
700 East Ogden Avenue
Westmont, IL 60559
1-888-408-9639
Pediatric Sleep Consultations

University of Chicago Urogynecology and Reconstructive Pelvic Surgery
3722 South Harlem Avenue
Riverside, IL 60546
(773) 834-8622
Urogynecology and Surgical Gynecology
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