Chief Operating Officer/Executive Director
LifeBridge Health Post-Acute Care Division

Position Specification

CONFIDENTIAL

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This Position Specification is intended to provide information about LifeBridge Health System and the position of Chief Operating Officer/Executive Director of LifeBridge Health Post-Acute Care Division. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

This is an exciting opportunity to join a progressive and forward thinking health system, committed to healthcare integration and performance excellence to ensure the provision of outstanding care and service to individuals the system serves in all its markets. The Chief Operating Officer/Executive Director will provide strategic leadership for the Post-Acute Division of LifeBridge Health, which includes Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens Nursing & Rehabilitation Center and the sub-acute unit at Northwest Hospital, to ensure an innovative, financially sound and clinically high quality range of services. The strategic growth and expansion of facilities and programs, the continuous performance improvement of its talented management team and operations and the successful fund-raising to support the mission, are key ongoing leadership responsibilities of the COO/Executive Director.

LifeBridge Health is a regional healthcare organization based in northwest Baltimore City and Baltimore County consisting of Sinai Hospital of Baltimore, Northwest Hospital, Carroll Hospital Center, Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens Nursing & Rehabilitation Center, LifeBridge Health & Fitness and their subsidiaries and affiliates. As the largest, most comprehensive and most highly respected provider of health-related services to the people of the northwest Baltimore region, LifeBridge Health advocates preventive services, wellness and fitness services, as well as programs to educate and support the communities it serves.

The COO/Executive Director reports directly to Brian White, Senior Vice President of LifeBridge Health and President Northwest Hospital. Reporting directly to the COO/Executive Director are the Vice President of Chronic Hospital Operations and the Vice President Nursing Home Operations/Administrator of Levindale. In addition the COO/Executive Director will work closely with leaders within the LifeBridge Health Corporate structure with responsibilities for clinical and support services as they pertain to post acute care. The COO/Executive Director has important corporate responsibility and oversight at LifeBridge Health for the Chaplaincy and the Hackerman-Patz House, a guest house for patients, family and friends located on the Sinai campus.

Qualified candidates will be seasoned CEO or COO-caliber healthcare professionals who bring proven knowledge and experience in operating a complex, clinically-oriented, multi-site health system environment; skilled nursing care, specialty geriatric care or long term acute care (LTAC) experience is preferred but not required. He/she will possess superb management skills, outstanding financial management capability, excellent operations management ability and strong analytical, business and team leadership capabilities. A demonstrated ability to develop and execute strategic and tactical plans to meet business objectives in a large healthcare system will be essential. A Master’s degree in Healthcare, Business Administration, Public Health, or a closely related field, is strongly preferred. In all aspects of leadership performance, the COO/Executive Director is expected to demonstrate and model the mission, values and principles of LifeBridge Health.
Candidate Goals and Objectives

The goals and objectives for the COO/Executive Director for the first 12 to 18 months will include the following (the order of appearance is not necessarily the order of priority):

- Establish visibility and credibility as COO/Executive Director. Be accessible and present across the skilled nursing center, specialty care hospital, as well as home and community-based services operation. Be available to solve problems and address concerns. Develop and assure a “cohesive team”.

- Lead the growth and expansion of the Post-Acute Care Division through effective strategic planning and marketing, outstanding customer service and quality care and strong profitability and market share. Increase collaborative relations and service delivery initiatives between the Post-Acute Care Division and LifeBridge Health hospitals and physician groups as part of the integration strategy.

- Create a strategic plan for the Post-Acute Care Division which includes an assessment of the geographic and programmatic opportunities for growth and integration. Ensure the plan is executed and goals are achieved based on the strategic plan timeline. Incorporate within the plan key performance objectives for each of post-acute care entity.

- Serve as a strong leader and force for change in developing a new positioning plan for Courtland Gardens Nursing and Rehabilitation Hospital.

- Gain the trust and endorsement of LifeBridge Health leadership. Contribute as a key leader to the success and growth of LifeBridge Health. Work collaboratively with LifeBridge Health management colleagues.

- Build new relationships and significantly strengthen existing working relationships with internal LifeBridge and Levindale colleagues, as well as with external regional healthcare partners and referrals sources.

- Establish mutually-beneficial working relationships with other post-acute providers, based on formal agreements which generate referrals and new revenue.

- Implement a team development plan to build bench strength among the team, filling in gaps in competencies and skills. Create a culture in which team members work to establish service and program ventures and partnerships with other LifeBridge Health service line leaders. Foster excellent communications and collaborative relations among team members across the organization. Mentor, facilitate and provide career development opportunities to post-acute care directors and others in key management positions. Ensure outstanding recruitment, retention, training and staff development for team members.

- Enhance performance indicators around quality, profitability, customer service, patient satisfaction, employee engagement, market share and joint venture development. Ensure the achievement of outstanding operations, quality care and service in addition to financial performance across the Post Acute Care Division.
- Ensure that the financial and operational performance is strong and that there is an ongoing focus on performance improvement. Engage the organization to seek ways to reduce costs creatively, while not sacrificing quality of patient care.

- Ensure the achievement of Levindale’s critically-important fund-raising goals. Work in collaboration with the Levindale Board, the LifeBridge Health CEO and the LifeBridge Health Vice President of Development, to create excitement and commitment among donors and supporters of the Levindale mission.

- Work in partnership with the Levindale Board and with the LifeBridge Health executive management team in order to achieve optimum performance at Levindale.

- Ensure the creation and continuous use of efficient, effective, market-competitive and customer-centered services and programs across Levindale’s skilled long term care, specialty care, adult day care and home and community-based care.

- Provide dynamic leadership as LifeBridge Health’s Post-Acute Care Division COO/Executive Director. Serve as an articulate, knowledgeable representative and spokesperson on behalf of the organization with the Levindale Board; LifeBridge Health CEO and LifeBridge Health senior management colleagues; and with healthcare, business and civic leaders in the Metropolitan Baltimore communities served by Levindale. In addition, serve as a respected divisional representative and spokesperson with national healthcare and senior care leaders; financial institution leaders; and state and national legislators and regulators.

**Candidate Qualifications**

The background, experience and personality traits necessary for the ideal candidate for the role of COO /Executive Director are as follows:

- A seasoned CEO or COO-caliber healthcare professional who brings proven knowledge and experience in operating a complex, clinically-oriented, multi-site health system environment. Skilled nursing care or specialty geriatric care or long term acute care (LTAC) organization is preferred but not required. Jewish faith-based candidates are preferred.

- An executive with superb management skills, outstanding financial management capability, and excellent operations management ability. A leader who possesses strong analytical, business and team leadership capabilities, gained in a non-profit or for-profit skilled nursing, specialty geriatric, long term acute care (LTAC) setting, or sub-acute care setting. Manages, operates and makes decisions based on facts and data.

- Demonstrated ability to develop and execute strategic and tactical plans to meet business objectives in a large healthcare system.

- An understanding of the interrelationships and interdependencies between and among hospitals, skilled nursing facilities, home-based services and community programming. This
includes understanding patient referrals, care management and the differing needs of each modality.

- A skilled fund-raiser, able to create excitement and enthusiasm among donors and supporters for the unique Levindale mission. A passionate advocate for the elderly and the disabled, able to create a network of philanthropic support for Levindale and its important mission.

- Possesses an understanding of the range of skilled nursing; specialty care; rehabilitation; sub-acute care; wellness and home and community-based services programs; and brings expertise in continuous quality improvement and performance measure/outcome strategies needed to track outstanding performance in such operations.

- Ability to understand the needs of a diverse population and a large corporate structure.

- Demonstrated ability to effectively interact with internal and external strategic decision makers at all levels.

- A significant understanding of healthcare delivery in a climate of Accountable Care Organizations and healthcare reform. Strong understanding of cutting-edge reimbursement and healthcare financing methodologies. A strong understanding of and focus on the competition and external competitive conditions in the market in which one operates.

- Proven effectiveness working within a complex health system and within a matrix model.

Critical Attributes

- A visionary leader with a reputation for growing care delivery businesses and implementing new models of care. A leader who creates the vision, the strategy and the successful implementation plan to achieve the organization’s goals.

- A leader who is sensitive to and committed to enriching the faith-based values and culture of LifeBridge Health. An executive who is prepared to ensure a respectful environment for residents of the Jewish faith and those from other faith traditions and backgrounds.

- A dynamic, polished, poised and articulate healthcare leader. An executive with a reputation for outstanding relations with colleagues, including subordinates, peers and superiors. A talented team-builder and team-player, committed to advancing the work of the team and advancing the mission of the organization.

- A strong collaborator and team player who takes ownership of challenges and outcomes, holds people accountable, is decisive and is a strong partner and listener.

- Possesses excellent time management skills. Must be visible to staff, physicians and system leadership. Serves as an engaged, visible leader in the community.
• An organized and self-directed individual who is politically astute and a team player with a collaborative work style.

• A driver who is execution-oriented.

• Ability to interact and build relationships at all levels of the organization, including board, senior management and physician leaders.

• Possesses a track record of successfully incorporating “customer service” and “continuous quality improvement” strategies into successful skilled nursing, geriatric care, wellness and home and community-based care operations management.

• Possesses strong communication and organizational skills and the ability to manage multiple and competing priorities.

• A leader who is inspirational and can build and mentor strong teams.

• A skilled negotiator who is able to motivate, persuade and build consensus.

• A person of unimpeachable personal and professional integrity.

• An authentic leader who is an effective listener and communicator with people from all walks of life.

• Values diversity and cultural competency.

Education

• A Master’s degree in Healthcare, Business Administration, Public Health, or a closely related field, is strongly preferred.
Levindale Hebrew Geriatric Center and Hospital

Levindale Hebrew Geriatric Center and Hospital (Levindale) in Baltimore, Maryland, is one of the most respected nonprofit Post-Acute provider organizations serving the elderly and the disabled in the Eastern United States. Levindale provides exceptional, high-quality skilled nursing care, sub-acute and dementia care to residents in its JCAHO-accredited nursing home; chronic medical care, gero-psychiatric care and chronic rehabilitation care to residents in its CARF-accredited specialty hospital; and exceptional programming to older adults in its day care program and community programs. Levindale is a 294-licensed bed geriatric center and chronic care specialty hospital offering a wide range of cutting-edge residential programs and services, an intensive outpatient psychiatric program and multiple adult day programs.

Levindale's work continues to be vitally important because as people live longer, the need for chronic care and healthy aging continues to increase. Levindale is committed to growing its Post-Acute network of nursing centers, specialty hospital, adult day programs, outpatient services and its collaborative clinical service-line initiatives with the hospitals and wellness programs of its parent health system LifeBridge Health to meet the growing need for these cutting-edge services.

Founded in 1890, Levindale joined with Sinai Hospital in 1996 to form the Sinai Health System. In 1998, Sinai Health merged with Northwest Hospital Center to become part of LifeBridge Health, a system which today brings a full range of cutting-edge healthcare services to the communities it serves. Levindale is an agency of THE ASSOCIATED: Jewish Community Federation of Baltimore.

Levindale is accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and is accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF). Levindale continuously assesses its regional marketplace to ensure it is meeting the needs of the elderly and disabled populations it serves in northwest Baltimore and throughout Baltimore County.

Levindale is a recognized leader in providing care to medically-complex older adults and the disabled. One of the longest-serving and most advanced provider organizations of its kind in the Mid-Atlantic, Levindale offers a Post-Acute continuum of outstanding residential and outpatient specialty care services.

Levindale Hebrew Geriatric Center (Levindale Geriatric)

Levindale is a 174-bed, JCAHO-accredited skilled nursing center based in Baltimore, MD., located in the Levindale building adjacent to the Sinai Hospital of Baltimore campus. Levindale was one of the nation’s earliest and most successful proponents of culture change through the adoption of the Household Model of care and service delivery.

Levindale successfully transformed its skilled nursing units into “neighborhoods or households” to focus fully on “person-centered’” and “resident-centered” care. Among the steps Levindale took to fully implement the Household Model was the training of all Levindale employees in
Person First techniques, which emphasize the individual needs of residents and patients as top priorities and the empowerment of staff to meet those needs. Levindale opened six (6) 14-bed households in February of 2012.

**Levindale Chronic Hospital**

Levindale Chronic Hospital is a 120-bed, CARF-accredited specialty hospital based in Baltimore, MD, located on the Levindale campus adjacent to Sinai Hospital of Baltimore. Levindale Chronic Hospital is comprised of 80 chronic medical beds, 20 gero-psychiatric beds and 20 chronic rehabilitation beds.

Levindale Chronic Hospital and Levindale Geriatric are supported by a Medical Services team led by a Medical Director and six (6) physicians. The clinical team also includes 600 nurses and nursing assistants. Levindale provides a range of medical services, including Dentistry; Ear, Nose and Throat; Gynecology; Medicine; Nursing; Ophthalmology; Podiatry; Pulmonology; Psychiatry; Radiology; Rehabilitation Medicine; and Urology.

Levindale Chronic Hospital offers a Pain and Palliative Care Program. Easing the physical and emotional pain of residents and patients is a high priority for Levindale Chronic Hospital. The Pain and Palliative Care Program is designed to fulfill the wishes of people who are in pain, who are chronically ill or at the end of their lives.

**Levindale Outpatient Psychiatric Services**

Levindale offers 30 slots of Partial Hospitalization Program (PHP) and Intensive Outpatient Program (IOP).

**Levindale Adult Day Services (Levindale Adult Day)**

Levindale Adult Day Services is a two-site adult day care network, with a 50-slot Adult Day Care Program in Baltimore, Maryland and a 50-slot Adult Day Program in Pikesville, Maryland. Levindale Adult Day pioneered and became the model for adult day care programs throughout the country. The Center for Innovation in Health Facilities named Levindale one of the 10 most innovative healthcare facilities in the nation. In the mid-2000s, Levindale opened a 10,000-square-foot adult day care center to meet a growing community need.

**Courtland Gardens Nursing & Rehabilitation Center**

Courtland Gardens Nursing & Rehabilitation Center, formerly Jewish Convalescent & Nursing Home, is dedicated to providing the finest medical and emotional care for residents. Making it possible to enjoy life is the top priority for the people who live and work there. Courtland Gardens is JCAHO-accredited, nonprofit skilled nursing home with 151 beds located in Baltimore County.

Courtland Gardens offers long-term and short-term care in a homelike setting, supported by a well-trained staff dedicated to enriching the quality of life for residents. Courtland Gardens became part of Levindale Post-Acute enterprise in 1999.
To supplement its diverse activities programs, Courtland Gardens emphasizes family involvement. The entire Courtland Gardens family shares special occasions like Shabbat dinners and the renewal of wedding vows. Children, grandchildren, siblings and friends come to celebrate as well. At the same time, Courtland Gardens’ professionals provide continuous comprehensive rehabilitation and specialized medical and psychiatric care.

**Hackerman-Patz House**

Located on the campus of Sinai Hospital, The Hackerman-Patz House is a home away from home for patients, friends and/or their families. Guest suites at the Hackerman-Patz House resemble deluxe hotel rooms. They are equipped with two twin beds, a sitting area, private bath, microwave, refrigerator, coffee pot, room safe, telephone, cable television and a DVD player. The common areas include a playroom, multi-purpose/computer room, guest laundry, terrace, a large great room and a house kitchen. The staff at the Hackerman-Patz House is dedicated to keeping guests safe and secure, and to creating an atmosphere that is as homelike as possible.

**Financials**


**Board of Directors**

The Board of Directors of Levindale is comprised of 22 members. The Levindale Board includes dedicated, forward-thinking members of the community as well as board, physician and management leaders from LifeBridge Health.
Overview of LifeBridge Health System

The Organization

LifeBridge Health is a regional health care organization based in northwest Baltimore city and Baltimore County. LifeBridge Health consists of Sinai Hospital of Baltimore, Northwest Hospital, Carroll Hospital Center, Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens Nursing & Rehabilitation Center, LifeBridge Health & Fitness and their subsidiaries and affiliates. The Northwest Hospital Medical Care Center in Eldersburg and the LifeBridge Health Radiation Oncology Center at Owings Mills are also part of this growing health care organization.

As the largest, most comprehensive and most highly respected provider of health-related services to the people of the northwest Baltimore region, LifeBridge Health advocates preventive services, wellness and fitness services as well as programs to educate and support the communities it serves. LifeBridge Health seeks to shape the future of healthcare delivery by educating the next generation of physicians and other health care professionals, and engaging in basic and clinical research. Both acute care hospitals admit more than 400,000 patients and provides approximately 140,000 emergency visits per year combined.

Beyond its four core institutions, the LifeBridge Health system includes several additional components:

- The Baltimore Jewish Health Foundation Inc. and the Baltimore Jewish Eldercare Foundations, Inc. hold and manage endowment funds to support Sinai and Levindale respectively.
- Children’s Hospital at Sinai Foundation Inc. (CHSF) holds endowment funds to benefit Sinai’s pediatric programs.
- LifeBridge Insurance Company, Ltd, a Cayman Islands company, arranges insurance for LifeBridge Health and its subsidiaries.
- LifeBridge Health Investments Inc. is a holding company for various business interests. Its subsidiaries include:
  - LifeBridge Health & Fitness, LLC
  - Practice Dynamics Inc, which furnishes billing services for the Sinai Hospital faculty, physicians employed by Northwest Hospital, and other affiliated physicians and providers.
  - Sinai Eldersburg Real Estate LLC, which owns the Northwest Medical Care Center, a medical office building in Eldersburg.

LifeBridge Health also operates several off-campus centers that house primary care and specialist physicians including:

- LifeBridge Health Pavilion at Quarry Lake MOB
- Roundwood Medical Center at Mays Chapel
- Northwest Hospital Medical Care Center at Eldersburg

The System is currently licensed for 1,187 beds and has approximately 39,000 inpatient admissions and 147,000 outpatient encounters (surgical procedures, visits, rehabilitation and
vocational services) annually. In fiscal year 2011, the organization had gross patient revenues of approximately $1.1 billion. There are an estimated 1,244 physicians on the medical staff and 7,144 full time employees. Clinically, the System is strong in medical and surgical cardiology, pediatrics/pediatrics oncology, orthopedics, oncology, rehabilitation and ophthalmology. Sinai Hospital is also a certified major trauma center for northwest Baltimore.

LifeBridge embraces a culture of inclusion and mutual respect by valuing the unique contributions of each employee.

LifeBridge Health was ranked 96 on Fortune Magazine's 2010 list of "100 Best Companies to Work For". LifeBridge Health is one of four Maryland-based companies and the only Maryland-based health care system to make the list. LifeBridge Health was also named by Baltimore Magazine as a Best Places to Work in 2010.

**Sinai Hospital of Baltimore**

Sinai Hospital was founded in 1866 as the Hebrew Hospital and Asylum and is a Jewish-sponsored healthcare organization providing care for all people. Sinai is a nonprofit institution with a mission of providing quality patient care, teaching, and research. Sinai Hospital is an agency of THE ASSOCIATED: Jewish Community Federation of Baltimore. Sinai Hospital has 467 acute beds and 35 newborn bassinets.

Major Centers of Excellence include:

- Adult Hydrocephalus Center
- Alvin & Lois Lapidus Cancer Institute
- Bariatric Surgery Program at Sinai
- Herman & Walter Samuelson Children's Hospital at Sinai
- CyberKnife© Center
- ER-7 Emergency Center
- Krieger Eye Institute
- Rehabilitation Center
- Rubin Institute for Advanced Orthopedics
- Center for Joint Preservation and Replacement
- Heart Center at Sinai
- International Center for Limb Lengthening
- The Sandra and Malcolm Berman Brain & Spine Institute
- Sinai Center for Thrombosis Research
- Sleep Center at Sinai
- Spine Center at Sinai
- Stroke Center at Sinai
- Women's Services at Sinai

**Northwest Hospital**

Northwest Hospital, located in Randallstown, carries out its vision to be the recognized leader in clinical quality and customer care in the northwest Baltimore metropolitan area, including Baltimore County, western Baltimore city and Carroll and Howard counties. In its 50-year
history, Northwest Hospital has grown from a once small, privately owned hospital into the regional medical facility it is today. Its philosophy of patient-centered care remains paramount as evidenced by its Friesen concept–designed inpatient units. The Friesen design replaces centralized nursing units with fully stocked nursing alcoves outside each patient room allowing nurses to spend more time with patients. Furthermore, all patient rooms are private. Known for its focus on quality of care and the patient experience, the SurgiCenter at Northwest Hospital ranks among the country’s best in patient satisfaction. Northwest has also been recently recognized as an accredited chest pain center by the Society of Chest Pain Centers.

Major Centers of Excellence include:

- Division for Minimally Invasive Surgery
- Sleep Disorders Center
- Women’s Wellness Center
- SurgiCenter (Ambulatory Surgery)
- Rubin Institute for Advanced Orthopedics
- Center for Wound Care and HBOT
- Cosmetic Surgery Center
- Hospice
- Sandra and Malcolm Berman Brain & Spine Institute
- ER-7
- Herman & Walter Samuelson Breast Care Center
- Alvin & Lois Lapidus Cancer Institute
- Psychiatry
- Beverly K. & Jerome M. Fine Orthopedic Center
- Krieger Eye Institute

**LifeBridge Wellness Division**

LifeBridge Health is dedicated to advancing the health of the community through a variety of health and wellness programs and services. The Wellness Division of LifeBridge Health, through LifeBridge Investments, Inc., owns and operates several subsidiaries that provide these services to the community.

LifeBridge Health & Fitness provides a wide array of fitness programs and is one of the first facilities in the country to fully integrate rehabilitative and clinical health programs in a community-based fitness facility. It offers a range of specialized Institutes of Health for individuals with special healthcare needs including cardiovascular prevention and rehabilitation, pulmonary therapy, Parkinson's therapy, diabetes and arthritis. Located in Pikesville, LifeBridge Health & Fitness has been selected as "Baltimore's Best" health and fitness center by *Baltimore* magazine and is recognized as a national model for wellness.

LifeBridge Corporate Health provides health and wellness programs for corporations, government agencies and community groups. As Maryland's first comprehensive, hospital-based provider of corporate fitness management and wellness services, LifeBridge Corporate Health's philosophy is that wellness is a lifestyle. It promotes physical, emotional, intellectual,
social and spiritual health through a variety of programs offered onsite to employees and community members.

**Carroll Hospital Center**

Members of Carroll County Health Services Corporation, parent company of Carroll Hospital Center, voted on March 27, 2015 to approve an affiliation agreement with LifeBridge Health to offer new services and expanded care for the people of Carroll County and the greater Baltimore region. On April 1, 2015, Carroll Hospital Center became a subsidiary of LifeBridge Health.

With the agreement, LifeBridge Health has made a commitment to implement Carroll Hospital Center’s strategic plan to grow and advance in areas like cardiovascular, cancer, hospice/home care, surgery, women and infants and outpatient services. LifeBridge will invest $250 million in capital at Carroll Hospital Center, including facility construction and renovation as well as the development and expansion of medical services. LifeBridge Health will build on Carroll Hospital Center’s commitment to the people of Carroll County, ensuring that residents have access to a vibrant acute care hospital offering a wide range of medical specialties, services and community physicians.

For more information about LifeBridge Health please visit:  [www.lifebridgehealth.org](http://www.lifebridgehealth.org)
The Community

Baltimore, Maryland

Baltimore is the largest city in the state of Maryland. It is located in the central area of the state along the tidal portion of the Patapsco River, an arm of the Chesapeake Bay. The independent city is often referred to as Baltimore City to distinguish it from surrounding Baltimore County. The Baltimore Metropolitan Area has grown steadily to approximately 2.7 million residents in 2010, making it the 20th largest in the country.

Baltimore is a colorful, diverse city and economic hub of Maryland. It is known for its beautiful harbor, distinct neighborhoods and unique museums. With the rich history the city boasts, it is a great historical destination.

Downtown Baltimore offers a wide range of attractions and activities: A world-renowned Inner Harbor, including Harborplace, the National Aquarium, the Power Plant, Maryland Science Center and Port Discovery Children's Museum; sports and entertainment events at Oriole Park at Camden Yards, M&T Bank Stadium and the Baltimore Arena; cultural and educational resources such as the Walters Art Museum, Maryland Historical Society, Morris A. Mechanic Theater and Peabody Institute.

For detailed information on the city of Baltimore please visit:

www.baltimorecity.gov

www.baltimore.org
Procedure for Candidacy

Please direct all nominations and resumes to LifeBridge Health System’s search consultants, Rachel Polhemus (rachelp@wittkieffer.com) and Jennifer G. Bauer (jenniferb@wittkieffer.com) preferably via e-mail. Materials that cannot be sent electronically should be mailed to the Witt/Kieffer consultants at 7201 Wisconsin Avenue, Suite 775, Bethesda, MD 20814. The consultants can be reached by telephone through the office of Angela Bettis at 301-654-5070.

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