This Position Specification is intended to provide information about The Pennsylvania State University and the Penn State Hershey Medical Center and the position of Chief Administrative Officer. It is designed to assist qualified individuals in assessing their interest.
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The Opportunity

The Chief Administrative Officer role represents an outstanding leadership opportunity for an operationally-talented, innovative, collaborative leader to join a prestigious, clinically sophisticated and integrated academic health system. Reporting to the Executive Director, Alan Brechbill, the CAO will have a highly visible and key leadership role in overseeing a broad array of clinical and support operational areas within the Medical Center. The CAO will serve as a key interface and liaison with clinical, administrative and other leaders in overseeing, planning and executing a broad base of operational functions.

Located in Hershey, Pennsylvania, a charming, smaller community that provides a high quality of life with many cultural and recreational offerings yet is absent of the gridlocks and hustle bustle of a major metro area, Penn State Hershey Medical Center is differentiated in part as an integrated system with a fully aligned, closed medical staff model. In 2013, the organization had its best year ever financially, posting a 12 percent operating margin. The organization benefits from having stable and effective leadership, strong market share in a growing market, a highly trusted clinical brand and more limited competition from other tertiary/quaternary-level academic medical centers. Through partnerships, strategic affiliations and other growth-related initiatives, the organization is actively expanding its reach within the region in a variety of ways.

While the Chief Administrative Officer will have a strategic role and involvement in Health System-related initiatives, the emphasis for this role will be to work closely with a variety of leaders in advancing cost management, service excellence, and operational improvement initiatives within the Medical Center. The CAO will work closely with the newly established Center for Enterprise Innovation in establishing operational priorities that will have the greatest impact on driving cost efficiencies and elevating service and patient satisfaction. The CAO will have an analytical, action-oriented, collaborative orientation in how he/she goes about her work. She/he will be a data-driven decision maker and will need to be an outgoing, highly visible leader who is outwardly engaged in the organization building trusting relationships. She/he will be a key “go to” resource for clinical chairs in evaluating operational and financial performance of clinical programs. He/she must be a viewed as a resource, bridge builder and a catalyst who can navigate effectively within a complex setting to identify solutions, drive results and effectively communicate Medical Center priorities to others. He/she must be action-oriented yet also comfortable in a matrixed management structure where collaboration and working effectively across various organizational structures is essential. He/she must also have a strong commitment to developing and mentoring others and possess a track record of developing high performing teams. Being an accessible, authentic leader and effective problem solver are critical to being successful. Candidates with senior-level operational experience in academic health systems, complex regional health systems and other complex not-for-profit or for-profit venues are encouraged to apply.
The Organization
The Pennsylvania State University Hershey Medical Center

Mission and vision
To be a national model for innovation in the education of health professionals and scientists; high-quality patient-centered care; the discovery, validation, and dissemination of biomedical knowledge; a trained and empowered workforce; and the active engagement of the community to improve health and well-being.

Shared values

- **Respect** – for everyone
- **Trust** – honesty and integrity in everything we do
- **Teamwork** – internally and externally
- **Equity** – in resource allocation, responsibilities, rewards, and governance
- **Compassion** – for everyone
- **Diversity** – of our workforce, patients, students, and leaders
- **Excellence** – in everything we do

Education
Penn State Hershey is committed to the education of medical and nursing students, basic science graduate students, medical residents and fellows, other students in healthcare-related professions, and practicing health professionals. It seeks to enroll students of exceptional quality, and their education will be based on the present and future health needs of the Commonwealth of Pennsylvania and the nation. Special recognition is given to the education of primary care providers.

Patient care
Penn State Hershey's objective is to provide a range of fully integrated patient care services for the people of central Pennsylvania and beyond. These services will extend from prevention of illness and maintenance of health through primary medical care to the highly sophisticated patient care expected at the nation's premier academic medical centers.

Research
Penn State Hershey strives to be a national leader in pursuing scientific investigation and developing programs to advance medical and scientific knowledge, which will ultimately contribute to the health of the public, the practice of medicine, and the education of health professionals.
Service

Penn State Hershey will provide service to the public through health education, patient care, community activities, and applications of research.

Penn State Hershey Medical Center and Health System

Penn State Hershey Medical Center is a full-service, tertiary and quaternary care institution with all the major services represented in both adult and pediatric medicine. The Medical Center serves patients through four hospitals:

- **Penn State Milton S. Hershey Medical Center** – Penn State Milton S. Hershey Medical Center is one of the leading teaching and research hospitals in the country, serving the healthcare needs of approximately 45 counties and four-and-a-half million people in fast growing central Pennsylvania. The 491-bed Medical Center, a provider of high-level, patient-focused medical care, is among fewer than eight percent of all U.S. hospitals to be designated as a Magnet organization, testament to the outstanding quality and professionalism of the Medical Center’s more than 2,000 nurses. The Medical Center campus includes Penn State College of Medicine, Penn State Hershey Cancer Institute, and Penn State Hershey Children’s Hospital. The Medical Center has approximately 27,000 annual inpatient admissions with over 880,000 outpatient clinic visits. Physician care is provided by the Penn State Hershey Medical Group, with more than 800 physicians employed by the Medical Center. The Medical Center campus is part of the Penn State Hershey Health System, which also includes the Pennsylvania Psychiatric Institute, Penn State Hershey Rehabilitation Hospital, and other specialty facilities.

- **Penn State Hershey Children’s Hospital** – Penn State Hershey Children’s Hospital, on the campus of Penn State Milton S. Hershey Medical Center, is the only children’s hospital in central Pennsylvania and the region’s only pediatric trauma center. Children’s Hospital has been ranked among the nation’s best in multiple specialties by U.S. News and World Report in its listings of the Best Children’s Hospitals. Children’s Hospital is a recognized leader in several disciplines, particularly including neonatal care, pediatric oncology, pediatric cardiology, pediatric surgery, and pediatric trauma. The new six-story 263,000 square-foot, 130 bed facility, which opened in November 2012, includes five pediatric-only operating suites, a cardiac catherization lab, and a pediatric radiology space. All patient rooms are private and designed to comfortably accommodate the whole family. Clinical services are delivered by more than 150 pediatric medical and surgical specialists renowned in disciplines such as cancer, cardiology, and critical care.

- **Penn State Hershey Rehabilitation Hospital** – Penn State Hershey Rehabilitation Hospital is a partnership between Penn State Hershey Medical Center and Select Medical Corporation, one of the nation’s largest and most respected providers of comprehensive rehabilitation and specialized acute care services. Currently, Penn State Hershey Rehabilitation Hospital offers forty-four adult and ten pediatric rehabilitation beds, with plans for future expansion.

- **Pennsylvania Psychiatric Institute** – Pennsylvania Psychiatric Institute (PPI) is a partnership between Penn State Hershey Health System and PinnacleHealth, a large regional health
system based in Harrisburg. The seventy-four-bed PPI offers inpatient and outpatient psychiatric clinical services, as well as education and research programs.

More information on Penn State Hershey Medical Center may be found at its website: http://www.hmc.psu.edu/.

The Penn State Hershey Health System was formed in 2008 to provide a formal management structure to manage Penn State Hershey Medical Center’s relationships with other healthcare providers throughout Pennsylvania, including joint ventures and other collaborative agreements. In support of Penn State Hershey Medical Center’s strategic vision, the health system has seventeen academic and clinical affiliates, expanding access to high quality health care, clinical research and education to communities throughout central Pennsylvania. The Penn State Hershey Health System continues to seek new opportunities for outreach and partnership in areas of patient care, research, and education.

Penn State Hershey also encompasses a host of cutting-edge research institutes and centers. These include the Bone and Joint Institute, Breast Center, Cancer Institute, Diabetes Institute, Eye Center, Heart and Vascular Institute, Melanoma Center, Center for Nutrition and Activity Promotion, Sleep Research and Treatment Center, Spine Center, Stroke Center, and Women’s Health Center, among others. In addition, Penn State Hershey plays an integral role in leading the Penn State Clinical and Translational Science Institute, a university-wide institute funded by the National Institutes of Health.

Penn State College of Medicine

In 1963, The M.S. Hershey Foundation offered $50 million to The Pennsylvania State University to establish a medical center and medical school in Hershey, Pennsylvania, located twelve miles east of the state capital, Harrisburg. With this grant and $21.3 million from the U.S. Public Health Service, the University built a medical school, research center, and teaching hospital – Penn State Milton S. Hershey Medical Center. The University broke ground in 1966, and the Penn State College of Medicine opened its doors to students in 1967. Penn State Hershey Medical Center accepted its first patients in 1970.

The College of Medicine was the first in the nation to have a dedicated Department of Humanities and a Department of Family and Community Medicine. Both were original departments as the College opened.

The original buildings on the Medical Center campus included the Medical Science Building and University Hospital, Animal Research Farm, Laundry and Steam Plant, and University Manor Apartments. Since 1970, the campus has grown from 318 acres to 550 acres. Many additions have been made to the academic and patient care facilities, reflecting the steady increase in patient demand for services and the need to expand research and teaching programs.

Since the first graduate in 1969, Penn State College of Medicine students have become productive physicians and scientists. As of May 2012, the College of Medicine has granted 4,034 medical degrees and 1,085 graduate degrees. Today the College and Medical Center have over 1,700 students and trainees.
The College of Medicine offers graduate degree programs in anatomy, biochemistry and molecular biology, bioengineering, cell and molecular biology, genetics, homeland security, immunology and infectious diseases, integrative biosciences, laboratory animal medicine, microbiology and immunology, molecular medicine, molecular toxicology, neuroscience, pharmacology, physiology, and public health sciences. To date as well, 3,846 resident physicians have received their graduate medical education in numerous medical and surgical specialties at the Medical Center. There are currently approximately 550 residents and fellows in fifty-eight distinct programs.

In addition to providing a new graduate program for Physician Assistants, the Medical Center serves as one of two campuses for the Penn State School of Nursing, and students from other Penn State health-related programs and from other institutions come to Hershey for their clinical experience. The extended B.S. degree program for nurses is offered in conjunction with the School of Nursing.

Continuing education programs serve Medical Center and other healthcare professionals throughout Pennsylvania, with enrollment exceeding 59,000 each year.

Basic and clinical research to treat and cure major diseases is conducted at the College and Medical Center. Annually this research is supported by more than $100 million in awards from federal, state, and private agencies, businesses, and individuals.

Penn State Hershey Medical Center is recognized as one of the nation’s premier academic health centers, recruiting faculty members who are internationally known for their accomplishments in research, education, and patient care. College of Medicine and Medical Center faculty and physicians continue to integrate the latest biomedical knowledge and technology with compassionate care of patients, while educating the next generation of scientists and physicians.

**Leadership**

Penn State Hershey is organized under Harold L. Paz, M.D., M.S., Senior Vice President for Health Affairs, Dean of its College of Medicine, and Chief Executive Officer of the Penn State Milton S. Hershey Medical Center and Health System. Reporting to Dr. Paz is Alan Brechbill, M.B.A., M.H.A., who has served as Executive Director of the Medical Center since September of 2006. As Executive Director, Mr. Brechbill oversees day-to-day operations and has budgetary responsibility for the 491-bed Medical Center and its associated clinical practice sites, which together employ approximately 8,800 full-time and part-time employees.

Other direct reports to Dr. Paz include the Associate Vice President for Business and Finance, and Controller; the Vice Deans for Educational Affairs, Research and Graduate Studies, and Clinical Affairs; the Chief Development Officer; Associate General Counsel; Director of Governmental Health Affairs; Chief Human Resources Officer; and Chief Operating Officer, Penn State Hershey Health System. The Chief Marketing Officer also serves on the Chief Executive Officer’s Leadership Team.
The Pennsylvania State University

Penn State, founded in 1855 as an agricultural college, admitted its first class in 1859. The Pennsylvania legislature designated Penn State as the Commonwealth's sole land-grant institution in 1863, which eventually broadened the University's mission to include teaching, research, and public service in many academic disciplines. Penn State has awarded more than a half-million degrees and has been Pennsylvania’s largest source of baccalaureate degrees at least since the 1930s. Although the University is privately chartered by the Commonwealth, it was from the outset considered an “instrumentality of the state,” that is, it carries out many of the functions of a public institution and promotes the general welfare of the citizenry.

Today, Penn State is one of Pennsylvania’s four “state-related” universities (along with the University of Pittsburgh, Temple University, and Lincoln University), institutions that are not state-owned and -operated but that have the character of public universities and receive substantial state appropriations. In addition to the administrative hub at the University Park campus and the Academic Health Center in Hershey, Penn State has 22 additional locations across Pennsylvania, all of which adhere to a common overall mission and set of core values and strategic goals.

More information about Penn State may be found at its website: http://www.psu.edu/.
The Position

Summary of Position

The Chief Administrative Officer (CAO) serves as the administrative leader for designated inpatient, outpatient, and support service units partnering with nursing, outpatient, operations, and support services leadership; conducts clinical program planning and support services to further clinical, research and academic programs; manages human, capital, and material resources in support of organizational goals and objectives; manages the efficiency and effectiveness of daily administration and operations; participates in the decision making process through the collection and presentation of information.

The CAO will serve in the absence of the Executive Director. Working closely with the Executive Director, the CAO will exercise management responsibility over Penn State Hershey Medical Center, ensuring efficient services that are designed to meet the needs of patients, physicians, the public and staff.

Principal Duties and Responsibilities:

- In partnership with the Executive Director and other chief officers, departmental chairs, and senior management team, plans, directs implements and evaluates the clinical and support services programs.

- Develops and fosters effective collaboration between clinical departments, divisions, medical staff leadership, faculty and other affiliated services (inside and outside of the hospital) to ensure an integrated approach to providing services, and fulfilling the hospital’s clinical, research and educational goals and objectives.

- Collaborates with the Executive Director to oversee major workforce and resource decisions for the hospital.

- Where appropriate, represent the hospital to the external market, as well as internally through the application of community relations and marketing activities.

- Working through the management team and medical leadership of the hospital, serves as a leader in reducing costs, enhancing revenues, achieving effective utilization and quality goals and objectives, analyzing and utilizing information to inform and support management decisions.

- Communicates key information to the stakeholders of relevant service areas with respect to provision of care, marketplace needs, the competitive environment, cost management, and customer-focused services.

- Provides leadership and management for the administrative affairs of the hospital, selected outpatient sites, and support services and interprets these issues for other leadership, physicians and staff.
• Provides necessary administrative and operational interfaces between Penn State Hershey Medical Center, Penn State College of Medicine, Penn State Hershey Medical Group and joint venture partnerships.

**Reporting Relationship**

The Chief Administrative Officer reports to the Executive Director, Penn State Hershey Medical Center.
Goals and Objectives – Measures of Success

The following goals and objectives have been identified for attention and focus during the early tenure of the new Chief Administrative Officer:

- Establish personal and professional credibility, gaining respect and building trust with the executive team and others in senior management within the Medical Center as well as with leadership within the College of Medicine. This will include establishing a strong relationship with the Executive Director, Medical Center.

- Build strong working relationships with the physicians throughout the Medical Center as well as with Department Chairs and other faculty within the College of Medicine, fostering an environment of collaboration and trust. Establish oneself as a highly accessible, visible, responsive and knowledgeable executive, engaging physician leadership in operational planning and decision making.

- In partnership with the Medical Center’s new Center for Enterprise Innovation, provide leadership for the ongoing efforts to improve the processes of care delivery to enhance clinical outcomes, improve efficiency, reduce costs and achieve high patient satisfaction. This will include identify opportunities and methods to:
  - reduce length of stay.
  - increase access and maximize “throughput” by putting into place processes, advancing behaviors and structures that will significantly improve patient flow through the Medical Center.
  - enhance the patient experience by fostering a work culture that is patient-centered and by developing metrics designed to continuously measure patient and family satisfaction.

- Develop a talented, action-oriented operations team that is recognized for responsiveness, innovation, outstanding performance, collaboration and the ability to implement change. Provide leadership to the staff reporting to the CAO, establishing a sense of esprit de corps toward the realization of the Medical Center’s goals. Assess the skills of the direct reports and develop a plan to enhance their managerial and technical capabilities so that the Medical Center is well prepared for the future. Mentor staff and provide opportunities for professional development.

- Play a significant role in facilities planning and the development of service delivery systems that will ensure the Medical Center effectively meets current and future demand for healthcare services. This will include the successful completion of the current $40 million expansion and renovation of the Women’s Health Unit.

- Advance efforts toward the more efficient management and delivery of support services, with emphasis on the redesign of the supply chain to include the implementation of information technology.
• Establish a presence in the community and become engaged as an active, visible participant in community-related activities. Support the Medical Center’s philanthropic efforts.

Candidate Qualifications

Education and Training

• Master’s Degree in Business Administration, Health Administration or closely related field.

Experience

• Minimum of seven years of progressively advanced leadership experience in hospital operations. Experience gained within an academic medical center, a large teaching hospital or a clinically progressive hospital or health system strongly preferred.

• Experience working collaboratively within a unionized environment is highly desired.

• Demonstrated success in leadership positions within a complex medical environment that includes a track record of building and leading teams in the development of hospital services within a highly matrixed organization. Displays ability to work effectively within the Medical Center’s decision making and organizational structures.

• Superb interpersonal skills with a track record of effectively collaborating at all levels within the organization; particular preference for individual with demonstrated success partnering with physician leaders, in operations and program planning.

• Strong grounding and measurable track record of success in the application of a proven, data-driven operations methodology, such as LEAN, is highly desired.

• Experience gained within an organization with Magnet designation is desirable but not essential. Support of Magnet principles is essential.

• Strong business acumen, including demonstrable success in driving organizational structure and process toward the achievement of business objectives including patient access/capacity, labor productivity, revenue growth and profitability.

• A zeal for the delivery of high quality clinical care, including experience working closely with clinical leaders and a measurable record of success in areas such as patient safety, quality, medication error reduction, and patient satisfaction. Committed to and knowledgeable about customer service and the delivery of patient and family-centered, high-quality healthcare services.

• A collaborator with a track record of building and maintaining positive working relationships with employees, managers, executives, physicians, and other stakeholders and constituents.

• Successful experience playing a visible role in fundraising activities and/or track record as an active and respected community leader is desirable.
Personal Characteristics

- Is an inclusive leader and an effective manager who empowers, motivates and challenges staff while holding them accountable; a team player who has an open, collaborative, and non-competitive leadership style that promotes partnerships and builds trust and strong relationships with internal and external constituents.

- Has excellent written and verbal communication skills, including the ability to listen effectively and be open to the ideas of others. Can present data and translate complex issues into comprehensible ideas in a concise and easily understood manner.

- Possesses outstanding interpersonal skills, with the ability to work effectively with physicians and hospital administrative staff.

- An individual who is tolerant of dissension and debate with the ability to maintain focus on the organization’s overall vision and goals. Possesses a management style that seeks to develop and share information; welcomes input into the decision-making process, while not hesitating to make necessary, yet perhaps unpopular, decisions.

- A person with a reputation for integrity, credibility, and the capacity to build trusting relationships throughout the organization and community.

- A leader who can think strategically, then proactively implement strategies in a logical and timely manner.

- Brings proven capability to juggle multiple priorities, the talent to delegate responsibility and to ensure timely follow through with implementation.

- Is innovative, creative and “thinks outside the box.”

- A management style that seeks to share information, empowers staff, and welcomes input into the decision-making process, yet who is decisive and willing to take action. An orientation to gaining consensus, while also initiating change and driving results;

- Is self-confident with a strong executive presence;
The Community

Hershey, Pennsylvania is a thriving resort town of approximately 20,000. It provides residents and visitors with the employment, cultural, and recreational opportunities that are attractive to people of all ages and walks of life. What is known today as Hershey once was a small settlement called Derry Church. After Milton Snavely Hershey founded his chocolate factory and began building the community, the town was renamed Hershey. The saga of Milton Hershey is one of failure, success, and philanthropy. He grew up a poor farm boy, became a millionaire from his caramel business and subsequent chocolate empire, and devoted his personal fortune to the welfare of needy children. His legacy includes two corporations, a model community, and a school that cares for more than 1,300 disadvantaged children.

Hershey is a suburban community in a metropolitan area of 400,000 in one of the fastest growing regions in the state. It is approximately twelve miles from Harrisburg, the state capital. Central Pennsylvania's second largest industry, Hershey Foods Corporation, is headquartered in Hershey. The fourth largest is Penn State's Milton S. Hershey Medical Center, which provides jobs for more than 6,950 area residents.

Tourism is another major industry, and Hershey Entertainment and Resort provides recreational and employment opportunities at Hersheypark and ZooAmerica. Hersheypark is one of the country's top theme parks. ZooAmerica, North American Wildlife Park, is home to over 200 animals that represent more than seventy-five species. The Giant Center is the home of the Hershey Bears hockey team and hosts many top-name entertainers.

The Hershey Educational and Cultural Center conducts various adult and children's classes, concerts, and other programs. The Hershey Theatre, with an interior design that is a direct reflection of Milton Hershey's love of Venice, was cleverly designed to simulate a Byzantine castle, complete with balconies on windowed towers. This grand theater is the host of some of the best touring Broadway plays and musical shows ever performed, including Disney's Beauty and the Beast, Annie, Cats, Carousel, and Les Miserables.

Residents of Hershey have the opportunity to enjoy the numerous daily attractions that draw hundreds of thousands of visitors each year to Hersheypark, The Hershey Museum, Hershey Gardens and Arboretum, and ZooAmerica for a wide variety of professional athletic, cultural, and entertainment exhibitions.

In addition to the many attractions in the Hershey community, the surrounding area is a wealth of historical and family entertainment. Harrisburg is the location of the State Museum of Pennsylvania; Harrisburg Senators baseball team at Riverside Stadium, City Island; State Library of Pennsylvania; The Whitaker Center for Science and the Arts; Pennsylvania State Archives; and City Island, which host's year round attractions and extensive special events for all ages. Nearby Lancaster County has tours of authentic Amish farm life, The Heritage Center of Lancaster County with unique artifacts from the 18th and 19th century depicting the culture of the area, and the historic walking tour with guides dressed in colonial attire. Gettysburg, forty-nine miles from Hershey, is the home of The Gettysburg National Military Park with monuments and cannon along miles of winding roadway silently marking the site of this decisive Civil War battle. The Eisenhower National Historic Site located near the battlefield was once the presidential retreat and retirement farm of our thirty-fourth president, Dwight D. Eisenhower.
Timeline for the Recruitment and Interview Process

All prospective candidates should make note of the timeline for the CAO selection process which is as follows:

- Paper presentation of qualified candidates will be scheduled for very early November, 2013
- Round One Interview dates will be in the November 14-22 timeframe.
- Round Two Interviews will take in early to mid December 2013
- A selection will be made by early January 2014
Procedure for Candidacy

Please direct all nominations, curricula vitae and inquiries to Paul Bohne and Claudia Teschky, the consultants assisting this search:

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2015 Spring Road, Suite 510
Oak Brook, Illinois 60523
Phone: 630.990.1370
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Penn State Hershey Milton S. Hershey Medical Center is an equal opportunity, affirmative action employer and especially encourages the candidacies of women, members of racial and ethnic minorities, and persons with disabilities.

Discover Thought Leadership at www.wittkieffer.com

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 Penn State Hershey Milton S. Hershey Medical Center 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.
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