This Leadership Profile is intended to provide information about Lehigh Valley Health Network and the position of President, Lehigh Valley Hospital. It is designed to assist qualified individuals in assessing their interest in this position.
The Organization

Lehigh Valley Health Network is a premier health system located in Eastern Pennsylvania. Employing over 13,000 committed and qualified individuals, it comprises three full-service hospitals: Lehigh Valley Hospital–Cedar Crest, with additional clinical campuses at Lehigh Valley Hospital–17th Street and Lehigh Valley Health Network–Tilghman in Allentown, Pennsylvania; Lehigh Valley Hospital–Muhlenberg in Bethlehem, Pennsylvania; and Lehigh Valley Hospital–Hazleton in Hazleton, Pennsylvania. As the leading provider of health care services in the region, the health network also includes the following:

- **Community health centers** offering doctors offices, lab and imaging services conveniently located in Bangor, Bath, Bethlehem Township, Emmaus, Hamburg, Hazleton, Kutztown, Macungie, Moselem Springs, Muhlenberg, Trexlertown and Quakertown (in partnership with Grand View Hospital).
- **Primary care and specialty physicians**, a total of 1,160 active staff and 61 affiliated staff of which 689 are employed LVPG members and 532 independent. In addition, there are approximately 475 employed advance practice clinicians.
- **Retail pharmacy services** at all of our hospital campuses.
- **Imaging services** to obtain accurate diagnoses with the latest high-tech diagnostic equipment.
- **Home health and hospice services**.
- **Careworks retail health clinics** in Allentown and Schnecksville, Pennsylvania.
- **Seventeen community clinics** to care for people who are uninsured or underinsured.
- **Health Network Laboratories (HNL)**, providing medical laboratory tests from the most critical medical applications to simple drug screenings for employment purposes. HNL has 50 patient service centers and provides 6 million billable tests with 40 million reportable results.
- **Valley Preferred**, a preferred provider organization that gives health insurance companies access to our local medical community.
- **Six Community Care Teams** that help high-risk patients better manage their diseases and link them with the resources and support they need. This keeps patients well and allows them to manage their disease at home while preventing unnecessary hospital stays or emergency room visits.
- **HealthWorks**, providing occupational medical services to more than 450 employers across six counties.
- **Lehigh Valley Health Network Accountable Care Organization, Inc. (LVHNACO)**. Part of the Medicare Shared Savings Program (MSSP), LVHNACO incorporates both employed and independent physicians into an organization that will take on accountability for approximately 30,000 lives within the Lehigh Valley.
Lehigh Valley Health Network

A Passion for Better Medicine

Passion. It’s what drives everyone at Lehigh Valley Health Network to create one of America’s best hospitals and one of the nation’s top places to work. It’s been the heart of our story for more than 100 years. When we asked the community what defines us, they described the passion of our employees to continually go the extra mile, strive to answer difficult questions and seek better ways to provide care – all to create a healthier community.

Lehigh Valley Health Network expanded in recent years to meet our community’s growing and changing health care needs. We’ve responded by better educating the community about our growing health network and giving better access to our services. Our refined name, tagline and logo better reflect the wide range of quality health care services offered by Lehigh Valley Health Network.

Our tagline, A Passion for Better Medicine, tells our story – a health network that encourages those who strive to improve, celebrates success but quickly anticipates the next goal, and believes in the power of teamwork to make a difference.

Our logo confirms our core beliefs. The logo’s three elements stand for patient care, research and education. The elements overlap to reflect teamwork and connectedness. They branch out beyond the circle, signifying our reach into the community. They are constantly moving, conveying our energy, drive and commitment to passion.

Our mission is to heal, comfort and care for the people of our community by providing advanced and compassionate health care of superior quality and value, supported by education and clinical research.

Our vision: We will build on our foundation as a premier academic community health system and become an innovative population health leader that creates superior quality and value for the patients and communities we serve.

Our values are the principles that guide us while providing care.

- We dedicate ourselves to service.
- We respect each individual’s dignity and right to privacy.
- We demonstrate ethical behavior in our attitudes, actions and words.
- We commit ourselves to teamwork, collaboration and honest, open communication.
- We value the contribution of physicians, nurses and staff in the pursuit of clinical excellence.
- Empathy and compassion guide us in creating an environment of understanding and concern for all.
EDUCATIONAL AFFILIATIONS

Lehigh Valley Health Network and the University of South Florida have forged a unique partnership to educate tomorrow’s physicians and health care leaders. The partnership is called SELECT, which stands for scholarly excellence, leadership experiences and collaborative training. The first 19 SELECT students enrolled in pre-clinical sciences at the University of South Florida in Tampa in the fall of 2011, and graduated in April 2015. Forty-eight students are also in the Lehigh Valley representing the class of 2016. The program has grown to 56 new medical students per year — two-thirds of them from Pennsylvania and contiguous states.

These students will live in the Lehigh Valley, learn in our clinics and other settings, and will see the importance of community involvement. As part of SELECT, students learn in a collaborative environment with the latest health care technology, including hand-held lifebooks to access medical records and an interdisciplinary simulation center.

RECOGNITION AND AWARDS

Magnet® Hospital

The American Nurses Credentialing Center has three times designated Lehigh Valley Health Network as Magnet – the highest honor an organization can receive for quality nursing care – based on a rigorous application and inspection. Fewer than 7 percent of hospitals in the nation hold this honor, and LVHN is the only Magnet hospital in the Lehigh Valley.

U.S. News & World Report

For the 19th consecutive year, Lehigh Valley Hospital (LVH) ranked as one of the nation’s top hospitals on U.S. News & World Report’s Best Hospitals list. The 2014-15 list recognizes Lehigh Valley Hospital among the nation’s leading hospitals in 10 categories.

Cardiology and heart surgery
Diabetes and endocrinology
Ear, nose and throat
Gastroenterology and GI surgery
Geriatrics
Gynecology
Neurology and neurosurgery
Orthopedics
Pulmonology
Urology

In addition to the Best Hospitals national rankings, U.S. News cites “high-performing” hospitals in regional markets around the country. Lehigh Valley Hospital, Lehigh Valley Hospital-Muhlenberg and Lehigh Valley Hospital-Hazleton are all recognized among high-performing hospitals in Northeastern Pennsylvania/Lehigh Valley.
Leapfrog Top Hospital

Leapfrog gives Lehigh Valley Health Network the highest possible rating in many important quality and safety practices

- The use of computers to order medications, tests and procedures
- The staffing of intensive care units with physicians, nurses and caregivers who have special education in critical care
- At least 27 procedures to prevent medical mistakes

More Information on Lehigh Valley Health Network can be found at LVHN.org.

LEHIGH VALLEY HEALTH NETWORK LEADERSHIP

Brian A. Nester, DO, MBA, President and Chief Executive Officer
Terry A. Capuano, Executive Vice President and Chief Operating Officer
Thomas V. Whalen, MD, Executive Vice President and Chief Medical Officer
Edward O'Dea, Executive Vice President and Chief Financial Officer
Anne Panik, Senior Vice President and Chief Nursing Officer

The hospitals - with four locations - have a total of 1,161 licensed beds with a medical staff of 1,160 active and 61 affiliate staff representing 95 specialties. LVHN is the area’s largest employer with more than 13,000 employees including Health Network Laboratories.

LVH–Cedar Crest is an advanced acute care hospital and is recognized for its accomplishments as a leading medical center and a community-based health care institution. It serves as a regional referral center for trauma, burn, and kidney and pancreas transplants. LVHN, a not-for-profit organization, contributed $354 million in fiscal year 2014 to the community in the form of free or discounted direct patient care; community-based prevention and education programs; professional and patient education; and partnerships with local government, school districts and others.

Other specialty services at LVHN include: women’s health, neurosciences, psychiatry and mental health, orthopedics, pediatrics, pain management, chest pain alert, rehabilitation and occupational medicine, diabetes treatment and education, sleep disorders and wound healing. LVHN hospitals are among the largest and oldest licensed teaching hospitals in Pennsylvania. They are among only 400 members of the prestigious Council of Teaching Hospitals and a partner with the University of South Florida in providing an innovative medical education program to train tomorrow’s physicians.

In fiscal year 2014, staff at LVHN cared for more than 55,310 patients in the hospital, attended to more than 190,747 emergency department cases, accommodated 2.5 million patients through outpatient registrations and network-owned physician practices, delivered
more than 4,200 babies, and reached thousands more in the community through health screenings and education and prevention programs.

LVH–Cedar Crest was Pennsylvania’s first **Level I Trauma Center** and remains the only Level I trauma center in the Lehigh Valley region with **additional qualifications in pediatric trauma**. LVH’s trauma staff serves the residents of an eight-county area as part of Pennsylvania’s trauma system composed of 33 accredited trauma centers.

LVHN is currently training **243 residents in 20 residency and fellowship programs** including general practice dentistry, family medicine, internal medicine, OB/GYN, general surgery, colon-rectal surgery, surgical critical care, plastic surgery, transitional year medicine, cardiovascular disease, dermatology, hematology oncology, emergency medicine, emergency medical services, hospice and palliative medicine, pediatrics and nephrology. In addition there are residency training programs in clinical pastoral education, administrative fellowship and pharmacy.

LVHN's nursing staff comprises **3,400 registered nurses** with more than 400 nurses having achieved certification in their specialty—above the benchmark when compared to all Magnet hospitals. LVH–Cedar Crest, LVH–Muhlenberg and LVH–17TH Street are designated **National Magnet® Hospitals**, the most prestigious recognition for nursing excellence in the country. Magnet hospitals attract and retain the best nurses because of their reputation for nursing excellence.

LVHN operates **Lehigh Valley Hospital MedEvac**, a helicopter transport for trauma and other emergency patients. MedEvac helicopters are based in Berks, Carbon, Monroe, Luzerne and Schuylkill counties. Operating since 1981, the service logs about 1,200 flights a year and covers all of eastern Pennsylvania, most of New Jersey, southeastern New York, northeastern Maryland and northern Delaware.

LVH is a **Joint Commission-certified Comprehensive Stroke Center**, the first in Pa. and the third in the nation to be designated. This certification recognizes the significant resources in staff and advanced training that comprehensive stroke centers must have to treat complex stroke patients. LVH–Muhlenberg is **Joint Commission-certified as a Primary Stroke Center**. LVHN assembled the first and only team in eastern Pennsylvania outside of Philadelphia trained to diagnose and **treat stroke quickly and accurately**. Modeled after a trauma team that pulls specialists together quickly, the stroke rapid response team ensures that potent new drugs used to treat stroke are administered within the critical three-hour window of the onset of symptoms.

LVH’s **Regional Burn Center** is a regional referral center for both pediatric and adult burn patients. The 18-bed unit features a burn treatment room specially designed to prevent infection, control pain and promote healing. The comprehensive Burn Center serves patients from across eastern Pennsylvania as well as New Jersey, New York and surrounding areas.

LVHN’s **Heart and Vascular Center** is one of the largest in Pennsylvania with 1,000 open-heart surgeries and 1,900 angioplasties performed each year at two sites. LVH has been named numerous times as one of the country’s top programs for heart care and heart surgery by U.S News & World Report. The Regional Heart Center is a regional leader in research in cardiology and cardiac surgery.
LVHN has the fourth-largest **Cancer Center** in Pennsylvania and treats more than 3,400 patients each year. Our board-certified physicians are renowned pioneers in cancer research, treatment and prevention. The Cancer Center was named a **National Cancer Institute Community Cancer Centers Program (NCCCP)** from 2010-14, a national network of community cancer centers offering expanded research opportunities and state-of-the-art cancer care. LVHN is an affiliate of the Wistar Institute of Anatomy and Biology, Philadelphia.

LVHN has **one of the top three orthopedics programs** in Pennsylvania based on volume, patient outcomes, length of stay and other criteria. LVHN performs over 1,200 total joint replacements yearly and pioneered development of the nation’s first fully mobile bearing knee replacement and cement-less knee and hip joints. LVHN is also one of the few hospitals in the country offering “reverse shoulder” surgery for patients with a damaged rotator cuff.

The **Behavioral Health Science Center** at LVH–Muhlenberg in Bethlehem reflects a new vision for **mental health services** with a shift away from lengthy hospital stays toward a more flexible outpatient approach. Inpatient psychiatric services provide 52 adult and 13 adolescent beds where staff and physicians develop individualized treatment plans to assist patients in coping with stress, setting goals and communication. A variety of outpatient programs for adults and adolescents are also available.

**Children’s Hospital at Lehigh Valley Hospital** is the only children’s hospital in the Lehigh Valley. It provides family-centered care for children of all ages, including inpatient and ambulatory care, a Children’s ER, subspecialties in more than 25 pediatric specialties and numerous child-specific services such as rehabilitation and burn care. The highest-level [Neonatal Intensive Care Unit (NICU)] in the region offers expert medical and surgical care for newborns and premature infants. The NICU, the region's only [Pediatric Intensive Care Unit (PICU)], a seven-bed unit devoted to the care of critically ill or injured children, and the [Pediatric Specialty Center] are located at LVH–Cedar Crest. The area’s only [Pediatric Ambulatory Surgical Unit (PASU)] is located at LVH–Muhlenberg. The [outpatient pediatric clinic] at LVH–17th Street in Allentown handles more than 33,000 visits a year.

LVHN’s **Center for Healthy Aging** located at LVH–17th Street brings together medical services, community agencies and educational resources to meet the unique needs of the community’s older adults.

At LVHN's **Advanced ICU (AICU)** off-site location, physicians and nurses specializing in critical care [remotely monitor and oversee the care of critically ill patients] at two Lehigh Valley Hospital locations. In 2010, LVHN published an article in the Archives of Internal Medicine that indicated that care provided through the AICU lowered mortality by 30 percent.

**Lehigh Valley Home Health Services** includes Lehigh Valley Home Care, Lehigh Valley Hospice and Health Spectrum Pharmacy Services (retail and infusion).

LVHN’s fiscal year 2014 revenues were $1.694 billion, which resulted in a $41.9 million gain from operations. LVHN’s total assets of $2.526 billion at the end of fiscal year 2014 put the network in a sound financial position.
LVHN is part of an interstate consortium of seven health systems in Pa. and N.J. known as AllSpire Health Partners. The alliance, the largest health care consortium in the country with a service area of more than 6 million people and combined revenue of $10.5 billion, is jointly addressing quality, population health management, best practices and medical research in the Northeast U.S.

Additional information is available at LVHN.org or by calling 610-402-CARE.

What Others Say About LVHN
U.S. News & World Report guide to America’s Best Hospitals for 19 straight years
Second best heart attack survival rate in the state and among the best in the country according to the Centers for Medicare and Medicaid “Hospital Compare” data reported by USA TODAY in July 2011
Named among the top five academic medical centers in the U.S. including No. 2 for lowest mortality by the University HealthSystem Consortium (UHC)
FORTUNE magazine’s “100 Best Companies to Work For” in 2007, 2008 and 2009; only Pa.-based employer listed in 2009
Lehigh Valley Hospital and Lehigh Valley Hospital–Muhlenberg each received an A grade from The Leapfrog Group in its Hospital Safety Score for three consecutive years (2012-14). The rating reflects how well hospitals protect patients from accidents, errors, injuries and infections.
LVH certified as a Comprehensive Stroke Center and LVH–Muhlenberg as a Primary Stroke Center by The Joint Commission
Named a National Cancer Institute Community Cancer Centers Program (NCCCP) from 2010-14.
National Magnet® Hospital designation since 2002, the American Nurses Credentialing Center’s (ANCC) highest honor for excellence in nursing; 2013 Magnet Prize for nursing innovation using telehealth.
The Role of the President, Lehigh Valley Hospital

Summary of Position

Serves as member of the senior management staff of Lehigh Valley Health Network (LVHN) with ultimate authority, responsibility and accountability for the assigned respective entity (LVH/LVH–M/LVH–H) including the subsidiary/satellite operations under the assigned license as outlined in Responsibilities and Outcomes below. Provides visionary leadership to build and maintain an environment which attracts and retains employees committed to continuous quality improvement, innovation, creative problem solving and the application of lean principles to achieve cost efficiencies in services provided.

Participates in network-wide planning activities with a focus on their respective region and is an active member of Senior Management Council, COO Staff, and other key decision-making bodies as directed by the COO. Represents the network with utmost professionalism and consistently models LVHN PRIDE behaviors in community, business, civic and professional activities. The President at the respective entities serves as the executive leader for that entity.

Essential Responsibilities:

- As a member of senior management of the network, instills and promotes the vision, mission, and values of the network. Have full authority, responsibility and accountability for the network-wide services indicated on the organizational chart.

- Participates in discussions regarding future direction of the respective entity and LVHN with appropriate constituencies.

- Serves on community and civic boards/committees related to health issues in the hospital service area, being an articulate member for the network on health services issues.

- Demonstrates ability to continually assess internal and external political environments and to plan and/or adapt strategies appropriately.

- Articulates clearly and consistently as an advocate for patients and their families in all administrative, operational and management decisions. Works with subordinate leaders to achieve and maintain high levels of patient satisfaction.

- Interprets and implements operating policies, procedures, and programs established by the Board and the senior management staff.
- Serves as a member of the senior management staff of the hospital.

- Serves on the respective entity Board, establishing agenda items in collaboration with the Board Chair. Informs Board of pertinent issues, seeking guidance/approval as appropriate.

- Responsible for formulation and approval of short- and long-term goals, objectives, plans, processes, outcomes and budgets for the operational functions for the entity.

- Develops and secures approval of fiscal year operating and capital budgets; monitors execution to ensure that the entity remains within fiscal parameters established; initiates corrective action as necessary.

- Develops and implements goals, objectives, plans and processes to incorporate lean thinking and efficiencies throughout their areas of responsibility. Assesses extent to which goals are being met and, when necessary, directs changes to affect desired outcomes.

- Holds leaders accountable to achieve quality measures, efficiency targets, patient satisfaction targets and patient safety standards.

- Monitors the methodologies used to determine the cost-effective allocation of human resources, holding staff accountable to achieve established scorecard and budgetary parameters.

- Assures compliance with all regulatory agency criteria.

- Ensures compliance with applicable local, state, federal and accrediting agency regulations and directives; initiates corrective action to ensure compliance as necessary.

- Interviews, hires, orients and evaluates the performance of leadership direct reports. Recognizes superior performance in appropriate fashion and forums. Assists management team direct reports with complex employee relations problems.

- Works with leadership team to identify recruitment needs based on the needs of the health care environment.

- Works with leadership to achieve and maintain high levels of employee satisfaction.

- Develops, supports, and continually evaluates the professional environment to assure employee retention and promote a high performance team.
• Assesses individual performance and, in collaboration with leader, defines areas for growth and provides opportunities for development.

• Plans for succession.

• Develops business plans and strategies to effectively meet patient need.

• Creates business plans and cost benefit studies for proposed new programs, equipment and services.

• Determines need for purchase of major operational items and seeks approval according to the LVHN Authority Matrix.

• Develops strategic service line management outcomes.

• Works collaboratively with service line leadership to proactively and strategically position the service line within the community and the region.

• Demonstrates service line accountability through accomplishment of strategic goals, quality outcomes and overall cost effectiveness and profitability.

• Maintains and enhances personal and professional development.

• Serves on and/or leads network-wide and entity-based committees.

• Participates in professional associations.

• Fosters professional sharing through publication and presentation.

• Performs other duties as assigned.

• Accepts assignments as requested.
Professional Qualifications and Personal Characteristics

The President will possess the following required characteristics and skills:

- Master’s Degree in relevant health industry discipline such as Business Administration, Hospital Administration, Public Administration (with Health Services emphasis), Nursing Administration, or closely-related fields of study.

- Minimum 10 years experience in health services environment with demonstrated track record of success in progressively responsible assignments and leadership positions. The ideal candidate will have tertiary hospital experience and strong experiences working with physician sub-specialties.

- Work requires highly developed people skills as well as analytical ability to understand and manage complex systems and programs, resolve difficult problems, and develop/manage/monitor financial programs of considerable scope. High degree of emotional intelligence to successfully interact with wide range of staff, clinicians, Board members, consumers, elected officials and community leaders is necessary.

Personal Characteristics

- Be a consummate leader with the ability to inspire and motivate people and organizations to come together to achieve shared goals and advance the common good.

- Strives for excellence including setting challenging and aggressive goals. Takes calculated risks to attain superior, measurable results.

- Exhibits strong writing and speaking skills.

- Embraces and promotes the traditions and heritage of Lehigh Valley Health Network.

- Problem solver who shows a high level of initiative but also able to set priorities while being flexible.

- Possesses strong emotional intelligence.

- Ability to work both independently and as part of a team.

- Team-oriented thinker and strategist able to effectively respond to complex situations.

- Thrives on working in a fast-paced environment and adapts well to change.

- Attention to detail and thoroughness in completing assigned duties.

- Is a role model leader - expects success and enjoys helping others to succeed.
Goals and Objectives – Opportunities for Leadership

The following goals and objectives - measures of success have been identified for attention and focus during the early tenure of the new President, Lehigh Valley Hospital:

- Gain a firm understanding of the history and heritage of the organization and develop strong early relationships.

- Oversee the patient satisfaction/patient engagement program for Lehigh Valley Hospital and ensure incremental improvement.

- Develop strategies and tactics to increase access for patients to the hospital.

- Lead cost transformation in the current five-year plan (which includes some true cost reduction, efficiency and throughput, and revenue enhancement) for LVHN.

- Lead and develop continuing growth and business development programs and services for Lehigh Valley Hospital.
Procedure for Candidacy

Lehigh Valley Health Network invites inquiries, nominations and applications via email to LVH-President@wittkieffer.com. Review of candidates will begin immediately and will continue until the position is filled. To apply, please email a letter of interest, a current resume, and the names of five references (who will not be contacted without permission). All correspondence will be treated as confidential.

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Lehigh Valley Health Network values diversity and is committed to equal opportunity for all persons regardless of sex, age, race, color, creed, disability, sexual orientation, and national or ethnic origin. Further, LVHN complies with all applicable nondiscrimination laws.

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 Lehigh Valley Health Network 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.