This Leadership Profile is intended to provide information about Parkland Health and Hospital System and the position of Chief Medical Officer. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

Dallas County Hospital District, doing business as Parkland Health & Hospital System (Parkland), one of the largest public hospitals in the country, invites applications and nominations for its Chief Medical Officer. Located in Dallas, Texas, Parkland serves as Dallas County’s lone public hospital and is the primary teaching hospital for The University of Texas Southwestern Medical Center (UTSW). The partnership offers complementary missions that foster a varied and unparalleled clinical and educational environment. With deep community ties and an unwavering commitment to serving patients from all backgrounds, Parkland has uncommon reach and impact on maintaining the health of an entire region.

Parkland Hospital was found in 1894 and is licensed for 861 adult beds and 107 neonatal beds. It is a Level I Trauma Center and a Level III Neonatal ICU. The system includes substantial ambulatory sites, mobile health vans, jail health and a patient centered medical home. The FY 2014 operating revenue was $1.4 billion. In FY 2013, Parkland provided approximately $751 million in uncompensated care. Construction on an entirely new, cutting edge hospital will be completed and opened in August 2015. Staff and UTSW physicians are passionate and committed – driven by the powerful combination of a vibrant clinical setting enriched by the top-tier education and research in an academic medical center.

Reporting to the CEO, the CMO is responsible for providing physician leadership across the entire Parkland system. He/she oversees clinical affairs within the hospital system, monitors the quality and efficiency and assures that the highest levels of patient care are implemented and maintained within the hospital and among its ambulatory divisions. The successful candidate will join the Parkland community enthusiastic about driving the mission and tradition of service excellence. The CMO should be regarded across the Parkland and UTSW community as an open and transparent leader, a proactive innovator and collaborator, and a model for servant leadership. In addition, he/she will have a strong team orientation and will engage physicians and all clinical staff in optimizing care delivery and further positioning Parkland as the model of high quality, population-based health care delivery for the future.
The Organization

Mandate

To furnish medical aid and hospital care to indigent and needy persons residing in the hospital district.

Mission

Dedicated to the health and well-being of individuals and communities entrusted to our care.

Vision

By our actions, we will define the standards of excellence for public academic health systems.

Parkland Health and Hospital System was founded in 1894 later becoming a taxing district, Dallas County Hospital District. Parkland is a Level I Trauma Center licensed for 861 adult beds with a 107 bed Level III neonatal ICU. The FY 2014 operating revenue was $1.4 billion.

Parkland is governed by a volunteer Board of Managers. These seven individuals are appointed by the Dallas County Commissioners and serve two three-year terms. Consideration is being given to increase the size of the Board to reflect a broader representation of business, health care, and civic leaders. Dedicated to Parkland and its mission, the Board of Managers is deeply engaged in the oversight of the System.
Parkland will forever hold a place in American history as the hospital where President John F. Kennedy was taken after he was shot in 1963. The System’s mandate has always been to furnish medical care and hospital care to the indigent and medically underserved residing within the county. Today, as one of the largest teaching hospitals in the country, Parkland has the second largest civilian burn center in the country, treating more than 20,000 patients a year and was the first Level I Trauma Center in North Texas. In 2014, there were more than 38,660 adult inpatient discharges and 10,263 deliveries. There were 971 NICU discharges, 229,045 emergency department visits and 1,005,663 total outpatient visits. Parkland’s Community Oriented Primary Care (COPC) model has been in existence for twenty years, one of the early pioneers of the integrated outpatient model. COPC is an NCQA designated Level III patient centered medical home. Today there are twelve COPC health centers, twelve school-based clinics, a Department of Justice model county prison health program caring for 120,000 patients a year, four acute response primary care clinics, and a homeless outreach medical services program with mobile vans. Parkland is in the process of acquiring 12 skilled nursing centers to aid in post discharge and chronic care treatment.

Approximately 1,600 physicians and residents practice at Parkland, 160 of which are employed by Parkland. The System employs 2,675 registered nurses out of a total of 10,000 employees. In 2014, Parkland provided approximately $751 million in uncompensated care. Payor mix is 50% uninsured, 30% Medicaid, 12% Medicare, and 8% Non-Medicaid commercial.

The health system is driven to innovate in the areas of quality and patient safety. The Parkland Center for Clinical Innovation (PCCI) is a non-profit research and development corporation specializing in real-time predictive and surveillance analytics for healthcare. Its software interprets EMR data, transforming them into useful intervention warning tools to assist physicians and hospitals in complex clinical decisions.

Aging facilities that have been challenged in recent years will be augmented by a state-of-the-art facility, a new Parkland Hospital. Currently the largest public hospital construction project in the United States, the new building will be a substantial improvement in innovation, technology, space, and patient-centered initiatives. The 2.5 million square foot campus will include an 862 bed acute care hospital, outpatient center, a central utility plant, and parking for 6,000 vehicles. The cost of construction is $1.32 billion with completion and occupancy expected in August, 2015. This project will also include renovations to the original 1954 physical plant transforming it into more outpatient clinical space. The Parkland Foundation’s $150 million “I Stand For Parkland” campaign has surpassed its goal in gifts and commitments.
University of Texas Southwestern Medical Center

Mission

- To improve health care in our community, Texas, our nation, and the world through innovation and education.
- To educate the next generation of leaders in patient care, biomedical science, and disease prevention.
- To conduct high-impact, internationally recognized research.
- To deliver patient care that brings scientific advances to the bedside-focusing on quality, safety and service.

Parkland Health and Hospital System serves as the major teaching hospital for the University of Texas Southwestern Medical Center (UT Southwestern), which is located adjacent to the Hospital, in accordance with an affiliation agreement most recently renewed in September, 2006.

UT Southwestern is one of the country’s leading academic medical centers, dedicated to medical education and training, research, and patient care. UT Southwestern is the only academic medical center in the country that has six Nobel Laureates. With an operating budget in excess of $2.3 billion, the Dallas campus includes the Medical School, Graduate School of Biomedical Sciences, School of Health Professions, the Zale Lipshy University Hospital, the Children’s Health, William P. Clements, Jr. University Hospital, and a branch of the Howard Hughes Medical Institute.
### Medical School Facts (2014)

#### Enrollment

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#### Faculty

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<tr>
<td>Howard Hughes Medical Institute Investigators</td>
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#### Research:

- About 3,300 projects funded by support from federal agencies, foundations, individuals, and corporations.
- Annual research expenditures have grown from $46.7 million in 1985 to $415 million in 2013-2014.

#### UT Southwestern Rankings:

- Top 25% in both research and primary care (U.S. News and World Report).
- One of only 23 medical schools in the country in Top 25% in both categories.
The Position

The Chief Medical Officer (CMO) reports directly to the Chief Executive Officer of Parkland Health and Hospital System and is responsible for providing leadership for all practicing physicians at Parkland and overseeing the clinical affairs of the Parkland System. As a member of the senior executive team, the CMO has direct reports that include the following: Associate CMO Quality and Safety, Associate CMO Professional and Academic Affairs, Associate CMO Outpatient/Ambulatory, Associate CMO Case Management, Utilization Management and Clinical Research. The CMO serves as an ex officio member of the Medical Executive Committee and the Employed Physicians Committee.

The CMO leads a team to optimize system-wide clinical coherence, quality, and effectiveness. In concert with the leadership of Parkland and University of Texas Southwestern Medical Center (UTSW), the CMO will improve the integration and efficiency of a complex delivery network of inpatient, outpatient, community-based clinics, post discharge, disease management, and long term care facilities.

As a result of a successful conclusion of a Systems Improvement Agreement (SIA) with the Centers for Medicare and Medicaid Services (CMS), quality of care and patient safety measures have improved significantly. As the Chief Quality and Safety Officer, the CMO will lead the effort for improvement while continuously refining roles, processes and work flows to improve effectiveness, productivity, adaptability, and accountability. This position will develop effective internal controls that promote adherence to applicable state/federal laws and program requirements of accreditation agencies and federal, state and private health plans.

As the party responsible for all practicing physicians within the Parkland System, the CMO coordinates with the leadership of UTSW for 1,600 UTSW physicians/ and 1,200 residents as well as manage 160 employed Parkland physicians. The CMO partners with UTSW senior leadership and department chairs to shape policies and strategies to establish a high degree of functionality and integration so that the System continues as a premier site for graduate medical education.
Candidate Qualifications

The Chief Medical Officer will possess the following educational requirements, experience and personal characteristics:

**Education**

- An MD or DO is required.
- Successful completion of an Accredited Council for Graduate Medical Education (ACGME) or American Medical Association (AMA) approved residency for appropriate specialty.
- Should be eligible for and obtain a Texas medical license.
- Additional education and certifications, such as MBA, MPH, MMM are preferred.

**Experience**

- A seasoned executive with extensive experience as a successful physician leader in a respected academic medical center, complex health care system, public health network, a safety-net public hospital, group practice environment, or a similar complex healthcare system.
- Should have experience with and a vision for community health and population health management and ACO’s, as well as an understanding of health care delivery, prevention, and coordination of care across the continuum of inpatient and outpatient care.
- Should have an understanding of academic medicine, graduate medical education, faculty issues, research, and issues related to performance improvement, quality and patient safety.
- Should have experience with a large complex medical staff and knowledge of issues relating to a medical staff office such as credentialing, peer review and applicable regulatory requirements, such as JCAHO and CMS.
- Should be an effective administrator who understands hospital operations, health care finance, and cost management.
- Should be a highly effective manager who can delegate effectively, hold people accountable and make the tough decisions when necessary.
- Should have demonstrated success as a team builder who can collaborate effectively and build partnerships with internal and external constituencies.
• Should demonstrate through experience and accomplishment a dedication and commitment to high quality patient care and doing what’s right for the patient.

• Should be a highly strategic leader who has a vision for the future of healthcare.

• Should have experience with boards, external political leaders, and political environments.

• Should have a history of effective negotiation, relationship building and creative problem solving throughout a complex environment of competing agendas and rapidly changing culture.

• Should be a physician who is a credible clinician. Should have a recent history as a practicing clinician or is currently clinically active.

Personal Characteristics

• Uncompromising integrity and ability to champion Parkland’s values and mission; understanding the commitment to diversity of Parkland’s medical staff, employees and the community Parkland serves.

• A creative and innovative strategist who is open to new ideas, inclusive, flexible, adaptable, and energetic.

• A charismatic leader who inspires others, establishes credibility and trust, and leads through influence and relationships seeking a win-win.

• A highly effective communicator who is visible, fair, realistic, and respectful of others.

• One who can a take stand when necessary – a calm, mature individual who can deal with strong personalities effectively.

• One who is genuinely friendly, positive, and motivated.

• One who is careful with adjudication who can’t be afraid of conflict but be thoughtful when handling conflict.

• One who is sophisticated, politically savvy, and of mature judgment.

• One who invites opinions but can be decisive, sets the course and direction, and accomplishes their goals.

• One who is highly organized and prepared, focused and goal oriented.
Expectations for Leadership

In the first eighteen months to two years, the Chief Medical Officer (CMO) will be expected to demonstrate leadership and progress in the areas of: Quality, Coordination of Care; Performance Improvement; Patient Experience; Population Health; Patient Safety and Regulatory Compliance.

Leadership

- Establish personal and professional credibility as the Chief Medical Officer of Parkland Health and Hospital System (Parkland). The CMO is expected to quickly establish strong relationships with the medical staff and University of Texas Southwestern Medical Center (UTSW) leadership and be viewed as the leading resource for quality and clinical matters. The CMO must gain the trust of the various constituents and demonstrate honesty in communication and integrity in interactions. He/she will be able to leverage influence to improve clinical performance metrics. While consensus building is critical, the CMO will be viewed as an effective, decisive leader who meticulously deals with clinical issues.

- Serve as the Chief Quality and Safety Officer to achieve the highest level of clinical performance and quality outcomes. The CMO will provide clinical leadership in: utilization management; peer review; credentialing; clinical program growth and development; practice acquisition, care coordination across the continuum; clinical technology adoption; process improvement; and, regulatory compliance.

- Become a knowledgeable, visible and accessible physician executive who can integrate the objectives of Parkland and UTSW. He/she will lead clinical initiatives in a manner which advances the mutual goals and best interests of Parkland and UTWS. He/she will be known as an action oriented physician leader who appreciates and facilitates the clinical, educational and research missions of UTSW.

- Become a vital member of the Parkland leadership team. The CMO will partner with the CNO, COO and CFO in support of the CEO in the achievement of Parkland’s mission, strategy, goals and objectives. He/she will develop strong relationships with the Dean, Chairs, Chiefs of Service, faculty and staff at UTSW. The CMO will sit on the Joint Leadership Council and must be able to bridge institutional silos to align strategy with clinical effectiveness.

- Identify and nurture the development of future leaders to ensure sustainable delivery of quality care by Parkland. He/she will provide leadership to, and will work closely with, the Associate CMOs to achieve organizational goals.

- In collaboration with the Medical Executive Committee, lead the development of standards of physician behavior, and professionalism and hold all medical staff and faculty accountable to standards of physician interaction with each other, staff and patients.
Quality, Care Coordination and Performance Improvement

• Lead a cultural commitment to quality on the part of all clinicians that fosters clinical excellence. He/she will create common knowledge and expectations around world-class clinical outcomes and evidence-based medicine.

• Work closely with hospital and system leadership on clinical, operational and financial issues which involve the medical staff with regard to quality of care, patient safety, utilization management, care coordination, cost, and readmission rates. He/she will be recognized as a leader at Parkland in the establishment of clinical protocols, patient safety guidelines, and standards of care.

• Promote a high degree of cross-departmental collaboration, helping to organize, clarify, and prioritize the institution’s collective quality, safety and utilization goals. He/she will utilize sound data and benchmarking metrics to improve quality and outcomes.

• Develop and improve data analytics to allow the reporting of real time, actionable data to improve the quality metrics of Parkland. The CMO will ensure that data and metrics are accurate, current, well-defined, relevant and facilitate meaningful communication of clinical information.

• Collaborate with the medical staff and Parkland leadership to develop solutions to inefficiencies, access to care and delays in transition of care across the continuum. The CMO will work with Parkland and UTSW leadership to provide the infrastructure and information flow to enable patient access, service excellence and exemplary outcomes.

• Lead an effective peer review process to further the analysis and efficacy of medical care practices. The peer review process will be data driven, fair and focused on the provision of high quality care.

• Lead efforts to facilitate methods to enhance medical staff and nursing staff bedside collaboration, communication and coordination of care.

• Assume a leadership role in performance improvement. He/she will engage the Associate CMO’s in process improvement efforts to collectively capitalize on their respective areas of expertise.
Patient Experience

- Work with hospital and health system leaders to deliver an outstanding patient experience resulting in high quality outcomes. He/she will have a direct role in leading the medical staff to affect the best patient experience and outcomes possible.

Population Health

- Lead the medical staff in the understanding and advancement of population health strategies at Parkland. Population health strategies will take full advantage of the comprehensive continuum of care offered by Parkland.

Patient Safety

- Provide leadership and direction in identifying, developing and refining patient safety initiatives to further strengthen the patient safety culture at Parkland. He/she will continuously engage and educate the Medical Staff in this effort.

Regulatory Compliance

- Remain contemporary in the understanding of compliance and regulatory requirements. He/she will provide leadership and meticulous coordination of efforts to comply with the current CIA. The CMO will consult with legal counsel and be knowledgeable and compliant with Stark laws, Health Insurance Portability and Accountability Act (HIPAA), the Health Care Quality Improvement Act (HCQIA), vulnerability to Recovery Auditor Contracts (RAC) and avoidance of practices that could invoke fraud and abuse enforcement.
Community Profile

Dallas was founded in 1841 and formally incorporated as a city in February 1856. It is the third-largest city in the state of Texas and the ninth-largest in the United States. The city covers 342.5 square miles, not including water area, and is the county seat of Dallas County. It is the main economic center of the 12-county Dallas-Fort Worth metropolitan area – at over 6.1 million people; it is the fourth-largest metropolitan area in the United States. The Metroplex also includes areas such as Plano, Grand Prairie, Arlington, Irving, Lewisville, and Flower Mound.

Dallas is the Southwest’s leading business and financial center. It boasts the largest wholesale market in the world and lays claim to being one of the top convention cities in the United States and the number one visitor destination in Texas. Dallas is considered to be one of the most livable cities in America. Residents enjoy a flourishing economy, cultural arts, abundant housing options, endless entertainment and activities and a thriving community spirit.

The communities surrounding Dallas/Ft. Worth have experienced unprecedented business growth and population expansion during the last ten years. Dallas has developed a strong industrial and financial sector, and a major inland port, due largely to the presence of Dallas/Fort Worth International Airport; one of the largest and busiest airports in the world. The city is the corporate headquarters for American Airlines, Lockheed Martin Aircraft, Bell Helicopter, Burlington Northern Santa Fe Railroad, Radio Shack, Pier One Imports, XTO Energy, AmeriCredit, Alcon Laboratories, and Cash America.

Dallas/Ft. Worth is one of only a few metro areas to have teams in five major professional sports leagues: the Dallas Cowboys of the NFL, the Texas Rangers of the MLB, the Dallas Mavericks of the NBA, the Dallas Stars of the NHL, and professional soccer’s FC Dallas and Dallas Sidekicks. Throw in the Mesquite Rodeo, Texas Motor Speedway, ample amounts of golf courses, and NCAA Division I athletics, and you can see that Dallas/Ft. Worth is a community that likes to play all sports.

Two of the area’s professional sports teams had facility makeovers in the not so distant past. In 1994, The Texas Rangers built a new stadium, Rangers Ballpark in Arlington. In 2009, the Dallas Cowboys football team left Texas Stadium in Irving for the new AT&T Stadium, down the road from Rangers Ballpark. The Cowboys’ move has attracted high-profile sporting events to Arlington, including the 2010 NBA All-Star Game and Super Bowl XLV in 2011.

In between the two events were the Rangers’ trips to the 2010 and 2011 World Series. Ft. Worth also hosts many national equestrian cutting horse competitions including the Southwestern Exposition and Stock Show.
This rich western agricultural and sports heritage is complemented by a sophisticated dedication to the arts. The 2,056-seat Bass Performance Hall is home to the Van Cliburn International Piano Competition, the Ft. Worth Symphony, the Ft. Worth Dallas Ballet, the Ft. Worth Opera, and special productions of Casa Manana musicals.

Ft. Worth’s art museums are nationally respected – the Ft. Worth Museum of Modern Art, the Amon Carter Museum of Western Art, the Kimball Art Museum, and the Ft. Worth Museum of Science and History.

The Dallas Arts District, located on the north side of downtown and covering 68 acres and 19 contiguous blocks, is the largest such urban district in the United States. The Dallas Museum of Art and the Morton H. Myerson Symphony Center are two of the most prominent features on the Dallas Arts scene. Several other museums and concert venues grace the grounds of Fair Park, including The Science Place and the African American Museum. Throughout Dallas/Ft. Worth you will find an amazing blend of artistic expressions that reflect the multicultural dynamics of the city’s heritage.

Other fun things to do in the Dallas/Ft. Worth area include historical sites depicting the city’s earliest days and most infamous moments, Ft. Worth Botanic Gardens and Dallas Arboretum, The Dallas Zoo, and wildlife centers where you can experience the wonders of nature. Six Flags Over Texas has the tallest roller coasters and the best shows in the Southwest and plenty of fun places to relax and enjoy the warm Texas climate. Dallas has more shopping centers per capita than any other major U.S. city and four times more restaurants per person than New York City.

For more information, please visit the following websites:

www.dallascityhall.com

www.visitchicago.com

www.visithouston.com

www.visitatlanta.com
Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted electronically to the executive search consultants supporting Parkland Health and Hospital System in this search: ParklandCMO@wittkieffer.com

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EEO Statement

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Promotion decisions that are in accordance with equal employment opportunity requirements by utilizing only valid, job-related requirements and suitability for promotional opportunities.

Personnel actions relative to compensation, benefits, reclassifications, transfers, terminations, reductions in force, returns from layoffs, as well as access to training, education programs or activities, tuition assistance, and social/recreational programs, are administered in a non-discriminatory manner.

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