Sibley Memorial Hospital
Washington, DC

Position Specification

Vice President of Medical Affairs
and Chief Medical Officer

WITT / KIEFFER
Leaders Connecting Leaders

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This Position Specification is intended to provide information about Sibley Memorial Hospital and the position of Vice President of Medical Affairs and Chief Medical Officer. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

Sibley Memorial Hospital, located in northwest Washington, D.C., has a distinguished history of serving the community since its founding in 1890 by the Woman’s Home Missionary Society of the Methodist Episcopal Church. As a not-for-profit, full-service, 318-bed community hospital, Sibley offers surgical, intensive care, obstetric, psychiatric, oncologic and skilled nursing inpatient services and operates a 24-hour emergency department. Its campus also is home to Grand Oaks, an assisted living residence, and the Sibley Renaissance, which houses the Center for Rehabilitative Medicine, Sibley Senior Services, specialty centers, a skilled nursing care unit and a residential Alzheimer’s unit.

Over time, the hospital has expanded to meet the needs of its community and has completed construction of the new $55M Medical Building in 2011, which added 62,000 square feet of physician offices, a three-suite outpatient surgery center and an imaging center with CT, MRI, radiography and Ultrasound. The new medical building also includes a state-of-the-art 300 seat conference center, as well as retail space. Phase two of the hospital expansion project (2012-2015) will include a new radiation oncology center and a new emergency department.

On June 25, 2013, Sibley broke ground on a new patient pavilion. The ‘New Sibley’ will include 200 spacious, all-private rooms, a new Emergency Department with fast tract facilities, a comprehensive decontamination facility, 18 labor and delivery suites, facilities for 4,500 newborn delivers, a special care nursery, 50 beautiful post-partum rooms, a new Medical Oncology and 35-bay Infusion Center and new surgical facilities to include pre-and post-operative holding rooms. In addition, there will be family lounges on each floor and outdoor gardens. The building is designed to achieve LEED Silver Certification from the US Green Building Council.

Sibley Memorial Hospital is a proud member of Johns Hopkins Medicine. In a move to address a growing need for integrated regional health care services for patients, Sibley Memorial Hospital affiliated with The Johns Hopkins Health System (JHHS) Corporation and became a member of Johns Hopkins Medicine in November 2010. Sibley retains its name and commitment to the local community while gaining access to the significant research and clinical programs at Johns Hopkins.

This is a unique opportunity for an accomplished physician executive to join a leadership team which is focused on innovation and quality in the delivery of a full range of health and wellness services in the nation’s capital and the greater Washington, D.C. region. This is also an opportunity to be a member of a leadership team in a community hospital within a system anchored by an internationally renowned academic medical center provides

Reporting to Sibley’s President, Richard “Chip” Davis, the new Vice President of Medical Affairs and Chief Medical Officer will be a key member of Sibley’s leadership team and will provide leadership for the clinical and quality activities of the Hospital. He/she will help in spearheading new, progressive initiatives which mirror the mission and core values of Sibley Memorial Hospital, as the organization positions itself to become the innovation leader in health services for the region.
The Role of the Vice President of Medical Affairs and Chief Medical Officer

Being a member of a leadership team in a community hospital within a system anchored by an internationally renowned academic medical center provides a physician executive with the opportunity to bring the best of both worlds to patients, physicians and staff.

The Sibley leadership, of which the VPMA/CMO will be an integral part of, has identified the following key strategies for Sibley:

1. Achieving solid financial performance
2. Developing and maintaining positive patient outcomes (Quality Improvement)
3. Creating successful models for physician recruitment/retention
   - Innovative approaches to meeting community needs for primary care, including medical home model (disease management)
   - development
4. Growing profitable volume that meets the needs of the community
5. Developing Sibley as a center for innovation in the delivery of community medicine

The Vice President of Medical Affairs and Chief Medical Officer (VPMA/CMO) is a member of the senior management team and provides medical leadership in decisions affecting the hospital’s clinical programs, clinical practices and medical staff. This position is responsible for the effective discharge of the medical staff organization functions as stated in the Medical Staff Bylaws, and implementation and adherence to hospital policies and procedures pertaining to medical staff activities. The VPMA/CMO has overall responsibility for the hospitalist program, surgical house staff, gynecologic oncology and gynecologic surgical departments, medical staff office, continuing medical education, research, credentialing, care, risk and quality management, infection control, utilization, and the infrastructures that support the functions and initiatives. The VPMA/CMO will maintain a close working relationship with the President of the Medical Staff, Medical Executive Committee, and other medical staff leadership members along with his/her senior leadership colleagues.

Summary of Position

Sibley’s Vice President of Medical Affairs and Chief Medical Officer (VPMA/CMO) will work closely with the Sibley President, Board, the organization’s Executive Team, the medical staff and other physician and clinical leadership. The VPMA/CMO will be integrally involved in and provide critical physician input into the strategic development of the organization, its joint ventures and relationships with physicians within the System. The VPMA/CMO will play a key role in overseeing physician quality and performance improvement. Advocacy for patient safety and quality will be of paramount importance.

Reporting and Collaborative Relationships

The Vice President of Medical Affairs and Chief Medical Officer (VPMA/CMO) reports to the President, Richard “Chip” Davis, who has been the President at Sibley for the past year. He was formerly the Vice President for Innovation and Patient Safety at Johns Hopkins Medicine.
Reporting to the Vice President of Medical Affairs and Chief Medical Officer (VPMA/CMO) will be:

- Medical Staff Services
- Quality Improvement
- Infection Control
- Patient Safety Officer
- Employed Physicians
- Surgical Advance Practice Providers

In addition to the direct reporting relationship, the VPMA/CMO will maintain highly collaborative relationships with physician leaders, the medical staff and other members of the senior management team, both within Sibley and at the system level.

The VPMA/CMO will serve on a variety of committees and serves as staff to the Sibley Board Quality and Patient Safety Committee and the Sibley Physician Group (SPG) Board. The CMO also sits as a member of the system-wide VPMA/CMO Council, which is facilitated by the VPMA for Johns Hopkins Hospital, Redonda Miller, MD. The VPMA/CMO serves as an important linkage between the private practice, community, SPG and Johns Hopkins Community Physicians.

**Responsibilities**

**Medical Staff Affairs and Management**

- Serves as a member of the Senior Management Team. Contributes to hospital leadership and governance by effectively portraying the clinical perspective and rendering professional and functional expertise to senior leadership and board.

- Establishes and maintains approved policies, systems, procedures and programs for Medical Affairs.

- Responsible for the Hospitalist and Surgical Programs, including budgets, performance reviews, quality and service of these areas.

- Monitors compliance with Bylaws, rules and regulations of the Medical Staff and communicates, as appropriate, any problems to the President of the medical staff and the President of the hospital; ensures that due process, policy and procedure is followed in any disciplinary matter or action.

- Administers the formal system reappointment of the members to the Medical Staff, and ensures that the recommendations for each appointment consider the individual’s past clinical performance and compliance with hospital policies.

- Responsible for assuring, through directing and guiding various clinical departments’ chairpersons and committees, that appropriate systems are established and maintained on a continuing basis for on-going review, analysis and evaluation of physicians’ performance and performance of all clinical departments.
Attend Medical Staff meetings, committee meetings, and be highly visible and accessible to members of the Medical Staff. The VPMA/CMO will develop strong working relationships with all physicians for the purpose of executing excellent care delivery strategies. He/she will be responsible for the continued education and development of the medical staff via participation in conferences, workshops and other vehicles which provide information on current trends;

Goals and Objectives – Measures of Success

The following goals and objectives – measures of success have been identified for attention and focus during the early tenure of the new Vice President of Medical Affairs and Chief Medical Officer:

- Learn the culture of Sibley Hospital physicians and gain an understanding and appreciation for their practice and community environment. A key element to being an effective catalyst for collaboration and integration will be starting from a place of being viewed as a credible, trustworthy leader and demonstrating an interest in learning about the people, history and needs of the organization.

- Continue enhancing patient safety and quality and building on measures of core competencies for physicians as required by The Joint Commission; assess and enhance procedures for ongoing measurement and reporting. The VPMA/CMO will provide leadership for facilitating action plans to continually improve patient satisfaction and physician satisfaction scores.

- Establish oneself as a credible and vocal champion for the vision for high reliability of safe and quality care. Continually educate the Board and the Medical staff on its importance.

- Serve as the physician champion for the organization’s efforts to develop Sibley as a center for clinical innovation in the community setting.

- Continue strengthening opportunities for “physician to physician” communication and collaboration and between medical staff and administration. Continue to build a collaborative, trusting spirit with the medical staff and administration by leveraging communication, engagement and commitment of the physicians. It is critical that the VPMA/CMO helps to foster a culture and initiatives that promote “systemness”, and supports best practices of clinical integration.

- Establish oneself as a collaborative, contributing member of the Johns Hopkins VPMA/CMO council.

- Continue to explore various methods and approaches to identify, develop, and involve physician leaders.

- Oversee the operations of the Hospitalist program, improving quality metrics, and communication with community physicians regarding the care of their patients.
• Engage all members of the medical staff, voluntary and employed, in the pursuit of the highest possible level of quality care, employing the most contemporary methods of measurement, performance improvement, and utilizing national best practices.

• Together with Senior leadership, establish the reputation of Sibley as a leading provider of safe, quality care in a setting of patient centeredness.

• In collaboration with Sibley and Johns Hopkins Colleagues, prepare a medical staff development plan that identifies the health care and access needs of the Sibley community, matches against the current medical staff roster, and establishes recruitment plans for the next three to five years. Recruitment and retention of physicians is a key consideration, given increasing competition from other area medical centers.

• With the advent of hospital based services that no longer demand physicians be present in the hospital on a routine basis, develop strategies to maintain a close connection with the entire medical community through outreach and communication.

• Establish strong relationships with appropriate leaders at Johns Hopkins to strengthen the tertiary referral relationship.

• Ensure the integration of newly recruited physicians into the fabric of the hospital and the medical staff in its entirety.

• Ensure the quality program is exemplary in both design and operation, and its outcomes are transparent to the Board of Trustees, hospital stakeholders and the community; develop mechanisms of accountability for the program across all areas of the hospital and the medical staff.

• Provide leadership in the development of strategies to improve the financial performance of the organization, not only through service line and volume growth, but also through such initiatives as the review of clinical documentation, as well as ancillary utilization.

• Develop positive and beneficial relationships and be a highly visible presence within the Sibley physician community. Establish trust with physicians and build rapport. Build productive relationships with the medical staff and serve as an advocate for their needs.

• Lead Sibley’s efforts to embrace evidence-based medicine throughout the institution. Function as a highly visible and credible advocate for the strategies to advance clinical excellence.

• Lead the organization’s efforts to heighten community awareness of Sibley’s clinical capabilities and the clinical capabilities its physicians.

• Demonstrate support and advocacy for the private practice physicians, focusing on improvement of the patient experience, improvement of clinical delivery systems and enhanced patient and physician satisfaction.
• Position physicians as organizational customers, identifying barriers to satisfaction, identifying clinical and administrative systems improvements and soliciting physician input and involvement.

• Lead physician participation and engagement in the quality improvement process.

• Ensure regulatory compliance for The Joint Commission, Health Department, etc. is at optimal levels.
Candidate Qualifications

The ideal candidate for the Vice President of Medical Affairs and Chief Medical Officer will be an innovative physician executive with a track record of positive working relationships with others seeking to ensure success in patient quality, and possesses a passion for quality, access and health as well as a demonstrated ability in leading change in a complex environment. The position requires five – ten years of experience in clinical practice. The successful candidate should have management experience in a large healthcare organization or physician group. Prior experience in a community hospital is essential and exposure, beyond the training level to an academic environment would be beneficial. He or she will have had responsibility for leading clinical quality, patient safety improvement and medical management functions.

Additional credentials, skills and personality characteristics of the preferred candidate include:

Education

Candidates will be a Board Certified M.D. or D.O. A post graduate degree (MBA, MPH) would be beneficial. Eligibility for or current licensure in Washington D.C. is required.

Personal Characteristics

- Highly competent and trustworthy physician with a fundamental commitment to high quality healthcare delivery, having a professional drive and passion in creating the systems to support optimal patient outcomes.

- Understanding of the drivers of healthcare change and innovation on a national level and at the level of the practicing physicians, and possesses the ability to deliver knowledge effectively throughout the organization.

- Experience in a dynamic, quality and productivity driven organization with a demonstrated track record of creativity developing new approaches to improve productivity, and customer service operations in a competitive environment; positive outcomes in quality, cost, productivity, and patient and employee satisfaction. Experience using principle of LEAN or Six Sigma is highly desirable.

- Excellent interpersonal skills, demonstrated by a fair and consistent approach to dealing with people and situations; history of a proactive approach to solving problems; willingness to confront and raise issues before they become problems, and exercise a fair and consistent approach to dealing with people and challenging situations.

- Possesses a balanced understanding of clinical, business and management needs of various types of health care services.

- Reputation for constant pursuit of improvement in areas of patient safety, quality, outcomes measurement and productivity, and a passion for providing quality patient care and for creating a positive work environment for all employees.
• A team player with outstanding interpersonal and relationship management skills with a track record of developing and maintaining good relationships with physicians, administrators and staff at all levels. A highly visible clinical leader with a hands-on style that motivates him or her to spend time in various areas of the organization.

• Proactive communicator who is a strong collaborator. One who can work collegially with the Physicians, the Board, Executive Team and others. A facilitator who understands constructive conflict resolution and the need to balance competing interests in an environment where resources are not unlimited.

• He/she functions well as a “change agent” and is skilled at developing new initiatives. He/she is self-motivated and self-directed, with the ability to quickly comprehend new ideas and concepts.

• The ability to make difficult decisions and to say “no” when it is not popular to do so, as well as the ability to advocate for Sibley with Johns Hopkins Medicine for resources when necessary and as appropriate.

• An innovative individual who will bring fresh approaches and new ideas to an organization with a strong culture whose president believes innovation is necessary for future organizational growth, and for improving quality, service, and financial performance.

• Excellent communication skills, both oral and written; the ability to translate complex issues into comprehensible ideas and concepts. Able to express ideas in a succinct, compelling and persuasive manner. He/she also has exceptionally strong listening skills and is versed in the art of transparent, yet tactful communication.

• Strong executive presence and energy; confident and self-motivated, deriving personal satisfaction from contributing to an organization’s success; an ability to establish positive working and interpersonal relationships with people at all levels.

• A hands-on leader with a willingness to “roll up the sleeves” when necessary.

• A high level of honesty, integrity and personal ethics; a straightforward and open style with the ability to build and facilitate effective teams; visible and accessible to medical staff and employees.

• A visible, leader who thrives on challenge and is passionate about learning and educating others. A strong clinician and senior administrator with a passion for mentoring others.

• An individual who possesses a strong sense of self-worth and a sense of humor.

• Demonstrated commitment and leadership to education, and graduate medical education.

• A forward thinking, action oriented individual with an ability to assess an organization’s readiness for change and an appropriate pace.

• A down to earth, yet proactive leader. This executive must “see the possibilities” for a new organization and engage others in recognizing and embracing these possibilities.
A track record of exceptional team play and a demonstrated ability to maintain focus on the needs of the hospital is essential.

A patient teacher who relishes developing best practices in concert with a Medical Executive Committee and medical staff more broadly.

A strategic thinker with a broad perspective and an understanding of the big picture with the ability to focus on the overall organizational objectives.

Understands and is sympathetic to the pressures of medical practice in the current regulatory environment. Current or previous clinical experience will be helpful.

A track record of community involvement in previous roles and a willingness to address the many political and public policy issues surrounding healthcare.

The ability to develop strong partnerships with key stakeholders manifested by a culture of transparency and personal accountability.

A very strong listener, with demonstrated patience and valuing varying points of view. A broadly inclusive leader, with an understanding of the value each constituent brings to the success of the hospital.

A politically savvy and diplomatic leader who is astute and respectful.
Overview of Sibley Memorial Hospital

Mission

The mission of Sibley Memorial Hospital is to provide quality health services and facilities for the community, to promote wellness, to relieve suffering, and to restore health as swiftly, safely, and humanely as it can be done consistent with the best service that can given at the highest value for all concerned.

About Sibley Memorial Hospital

Sibley Memorial Hospital, located in northwest Washington, D.C., has a distinguished history of serving the community since its founding in 1890 by the Woman’s Home Missionary Society of the Methodist Episcopal Church. As a not-for-profit, full-service, 318-bed community hospital, Sibley offers surgical, intensive care, obstetric, psychiatric, oncologic and skilled nursing inpatient services and operates a 24-hour emergency department. Its campus also is home to Grand Oaks, an assisted living residence, and the Sibley Renaissance, which houses the Center for Rehabilitative Medicine, Sibley Senior Services, specialty centers, a skilled nursing care unit and a residential Alzheimer’s unit.

Sibley’s mission is to provide quality health services and facilities for the community, to promote wellness, to relieve suffering and restore health as swiftly, safely and humanely as it can be done, consistent with the best service one can give at the highest value for all concerned. Sibley is fully accredited by the Joint Commission and licensed by the District of Columbia Department of Health and Human Resources (DCRA). The Commission on Cancer (CoC) of the American College of Surgeons granted its 2009 Outstanding Achievement Award to Sibley’s Cancer Center.

Over time, the hospital has expanded to meet the needs of its community and has completed the construction of the new $55M Medical Building in 2011, which added 62,000 square feet of physician offices, a three-suite outpatient surgery center and an imaging center with CT, MRI, radiography and Ultrasound, a state-of-the-art 300 seat auditorium as well as retail space. Phase two of the hospital expansion project (2012-2015) will include a new radiation oncology center, a new patient pavilion and a new emergency department. There will be a focus on clinical development that will include implementation of a community-based comprehensive cancer center on Sibley’s campus, a geriatric center of excellence, and the expansion of obstetrics, orthopedic surgery and general surgery programs. The new building will be LLED certified.

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Hospital affiliated with The Johns Hopkins Health System (JHHS) Corporation and became a member of Johns Hopkins Medicine in November 2010. Sibley retains its name and commitment to the local community while gaining access to the significant research and clinical programs at Johns Hopkins.

Clinical Programs & Services

Surgery

Sibley is a major provider of surgical services, most notably in the areas of obstetrics, gynecology, orthopedics, neurology, otolaryngology, cosmetic, thoracic, urology and general surgery. Surgical facilities are equipped with state-of-the-art equipment, including lasers, operating microscopes and support for minimally invasive surgical techniques. Sibley surgeons are among the leaders in the Washington metropolitan area in the development of new operative techniques and many of the advanced procedures in laparoscopic surgery as well as specialized techniques in breast and endocrine surgery were first performed in this area by surgeons at Sibley. Sibley has special expertise in laparoscopic abdominal surgery, laparoscopic gastrointestinal surgery and colorectal surgery, laparoscopic and open hernia surgery including hiatal hernias, surgical oncology, breast surgery, thyroid surgery, minimally invasive radio-guided parathyroid surgery and melanoma and skin cancer surgery.

Sibley’s Ambulatory Surgery Center is primarily for outpatient surgery, including general, orthopedic and cosmetic procedures. The center is self-contained with its own registration process, and is steps away from the main OR, should a higher level of care become necessary.

Obstetrics

In 2009, 3,500 babies were born at Sibley. Sibley offers state-of-the-art delivery rooms equipped for complicated deliveries, three fully equipped operating rooms ready and able to accommodate multiple birth deliveries at any time, and two triage rooms. The family centered care units consist of 34 private rooms and four semi-private rooms. The level II Special Care Nursery is equipped with state-of-the art technology and is able to deliver optimal around the clock care to babies with specialized needs and is staffed with experienced neonatal nurses and Neonatologists who are here 24-hours a day, seven days a week.
Orthopedics

Sibley has one of the most active orthopedic surgery programs of any hospital in the District of Columbia, with special expertise in joint replacement surgeries. A special nursing unit is dedicated to the care of orthopedic surgery patients. The Sibley Institute of Bone and Joint Health is ranked as one of the top 100 hospitals in the country for hip replacement and is a benchmark hospital for successful hip replacement according to HCIA. Over 60 arthroscopic surgeries are performed each week at Sibley, over 3000 surgeries each year, and thousands of DC-area residents receive their non-surgical orthopedic care, including physical therapy, exercise and other rehabilitation services, from Sibley’s Center for Rehabilitation Medicine.

Emergency Services

The Emergency Department at Sibley Memorial Hospital practices leading-edge emergency medicine in a patient satisfying environment. The major treatment area has 15 beds and is open 24/7 and the Fast Track area has 5 treatment bays. Sibley’s ED services approximately 30,000 patients annually with a hallmark combination of standing clinical care, efficiency, comfort, dignity and safety.

Oncology Services

The Sibley Cancer Center is dedicated to comprehensive and coordinated care with state-of-the-art technology and recognized medical experts on staff. From surgery to radiation oncology to psychosocial support, the Sibley Cancer Center offers patients and their families a calm and private setting and the high level of patient care that is Sibley’s hallmark. The Cancer program at Sibley includes the Sullivan Center for Breast Health and the Sibley Center for Gynecologic Oncology & Advanced Pelvic Surgery. Sibley Hospital's Cancer Center is accredited by the American College of Surgeons Commission on Cancer. In addition to surgical capabilities, the hospital offers radiation oncology, chemotherapy, pain management, rehabilitative services, support groups, screening programs and community education lectures.

The Sullivan Breast Center at Sibley Memorial Hospital has emerged as a national model in providing expert care using the most minimally invasive treatments possible which offers a rare combination of medically sophisticated breast care and breast cancer treatment, state-of-the-art technology, a warm pleasant environment and a streamlined patient-centered experience. The Center has been granted a three-year/full accreditation designation by the National Accreditation Program for Breast Centers (NAPBC), a program administered by the American College of Surgeons. Only a comprehensive breast health center such as Sibley's organizes multi-disciplinary services into a fully integrated system of care. Breast imaging, breast cancer and breast reconstruction surgery, radiation oncology, medical oncology, physical therapy and other key teams collaborate closely to ensure the well-being of each patient.

The Sibley Center for Gynecologic Oncology and Advanced Pelvic Surgery was established in 2006 and is directed by Jeffrey Y. Lin, M.D., one of the leading gynecologic oncologists and gynecologic surgeons in the Washington, D.C. area. The Center is located within Sibley Memorial Hospital, giving patients easy access to laboratory testing, radiologic imaging, surgery, radiotherapy and chemotherapy all in the same facility. The gynecologic oncology physicians
work closely with surgical intensivists, anesthesiologists and medical oncologists to provide the best comprehensive care for patients.

**Pain Management**

The Sibley Pain Center provides the latest in minimally invasive treatment options for relieving pain associated with everything from sports injuries to chronic arthritis. The field of pain management is filled with new, minimally invasive pain treatment modalities that are replacing oral narcotics as the standard of care—giving more pain management options to patients.

**Rehabilitative Medicine**

The Sibley Center for Rehabilitation Medicine provides services to inpatients--both in the hospital and in our skilled nursing facility--and to outpatients. Sibley’s comprehensive, state-of-the-art Center for Rehabilitation Medicine is on the first floor of the Sibley Renaissance Building. Sibley also provides rehabilitation services to many assisted living facilities in the community. These include Grand Oaks (located on Sibley’s campus) and Fox Hill Senior Living Community.

**Grand Oaks Assisted Living**

The gracious Georgian-style resident opened its doors in 2000 to provide the combination of comfortable surroundings, personalized assistance, 24-hour support and a full range of services and activities in a long-term residential care setting. With 139 apartments, studios and one and two-bedroom units, Grand Oaks is managed by Sunrise Assisted Living, Inc, one of the nation’s oldest, largest and most respected providers of long-term care. Within the continuum of services provided at Grand Oaks, the Reminiscence Neighborhood provided a dedicated memory impairment care unit with structured daily routines and attentive care for people with memory disorders and Alzheimer’s disease.

The **Sibley Physician Group (SPG)** is an integrated team of exceptional, board-certified primary care and specialty physicians dedicated to delivering quality compassionate care and services. The team is comprised of primary care and specialty physicians and nurse practitioners, physician assistants, nurses, clinical associates, diagnostic staff and non-clinical staff. The diverse group of physicians delivers care across a range of clinical specialties. This growing list of specialty practices includes: breast radiology, breast surgery, general surgery, gynecological oncology and surgery, hospital-based medicine, palliative care, internal medicine, and primary care.
From the 1889 opening of The Johns Hopkins Hospital, to the opening of the School of Medicine four years later, there emerged the concept of combining research, teaching and patient care. This model, the first of its kind, would lead to a national and international reputation for excellence and discovery. Today, Johns Hopkins uses one overarching name—Johns Hopkins Medicine—to identify its entire medical enterprise. This $5 billion system unites the physicians and scientists of the Johns Hopkins University School of Medicine with the health professionals and facilities that make up the broad, integrated Johns Hopkins Health System.

**Johns Hopkins Health System**

For more than a century, Johns Hopkins has been recognized as a leader in patient care, medical research and teaching. Today, Johns Hopkins Medicine is known for its excellent faculty, nurses and staff specializing in every aspect of medical care. In the past decade, as the healthcare environment has changed drastically, particularly in the financing of patient care and research. Johns Hopkins Medicine responded by creating the Johns Hopkins Health System -- moving into the community, establishing clinics and affiliating with other hospitals in order to provide a broader spectrum of patient care and different resources for teaching and research. Johns Hopkins Medicine includes six academic and community hospitals, four suburban health care and surgery centers, more than 30 primary health care outpatient sites, as well as programs for national and international patient activities.

**Member Hospitals**

In addition to Sibley Memorial Hospital, the hospitals that comprise JHM include:

- **The Johns Hopkins Hospital** has had a tradition and mission of striving to lead the world in the diagnosis and treatment of disease and to train tomorrow's great physicians, nurses and scientists. Above all, the aim is to provide the highest quality health care and service to all patients. The Charlotte R. Bloomberg Children's Center Tower and the Sheikh Zayed Adult Tower opened in May 2012, adding approximately 1.6 million square feet of state-of-the-art medical facilities. The 12-story towers mark a new era for The Johns Hopkins Hospital. Johns Hopkins Hospital is ranked #1 in the nation in five specialties, #1 hospital in Maryland and the only Maryland hospital to be nationally ranked in all 16 medical specialties in the 2012 – 2013 *U.S. News & World Report* "Best Hospitals" report and is the only hospital in history to have been ranked #1 in the nation for 21 years in a row.

- A full-service academic medical center on a completely modernized 130-acre campus, **Johns Hopkins Bayview Medical Center** traces its history of patient care to the founding of its ancestor, the Baltimore City and County Almshouse, in 1773; to its decades of service as an innovative municipal facility known as Baltimore City Hospitals;
and to its 1984 acquisition by The Johns Hopkins Hospital. Johns Hopkins Bayview physicians hold full-time faculty positions in the Johns Hopkins School of Medicine, and the medical center campus is also home to research facilities for the National Institute on Drug Abuse and the National Institute on Aging, a nationally renowned geriatrics center and a state-designated Level II trauma center and Level IIIb neonatal intensive care unit that are part of the Maryland Institute for Emergency Medical Services Systems. The Johns Hopkins Burn Center, the only burn trauma and surgical facility in the region, is accredited by the American Burn Association and is federally designated as a model system of state-of-the-art, coordinated care for burn patients.

- **From its beginnings as the Columbia Hospital and Clinics Foundation in 1973, Howard County General Hospital** has evolved into a 267-bed, comprehensive, acute-care medical center specializing in women's and children's services, surgery, cardiology, oncology, orthopedics, gerontology, psychiatry, emergency services and community health education. The hospital has been recognized by several national organizations for its initiatives to enhance clinical excellence and was recognized by HealthGrades as a distinguished hospital for clinical excellence for three years in a row (2009, 2010, and 2011). Given to the top 5 percent of hospitals in the nation, the award recognizes superior clinical quality in treating the most common conditions for hospitalized patients.

- **Suburban Hospital** has remained committed to quality in every facet of the health care process since its founding in 1943. As a community-based, not-for-profit hospital serving Montgomery County and the surrounding area, the institution takes seriously its responsibility to provide safe, effective, compassionate medical care in a patient-centered setting. With nationally recognized care, known throughout the region and the nation for its exceptional services and programs, Suburban Hospital is accredited by the Joint Commission, the College of American Pathologists, the American College of Surgeons Commission on Cancer, and the Maryland Institute for Emergency Medical Services Systems. The hospital is the state-designated Level II Adult Trauma Center for Montgomery County.

- **All Children’s Hospital**, located in St. Petersburg, Florida, was founded in 1926 as the American Legion Hospital for Crippled Children and has grown into a leading pediatric referral center for children with some of the most challenging medical problems. More than 200 pediatric specialists provide state-of-the-art care in more than 30 medical and surgical programs. In January 2010, All Children’s moved into a new 259-bed hospital with individual patient rooms and 1 million square feet of space designed to provide an ideal healing environment. Eleven regional outpatient centers provide services in eight surrounding counties. Patients from throughout Florida as well as other states and countries come to All Children’s Hospital for expert care. Centers of excellence include neonatal intensive care, cardiology and heart surgery, cancer and blood disorders, bone marrow transplantation, surgery, neuroscience, immunology, genetics and cystic fibrosis. The hospital received the Pediatric Patient Safety Award from HealthGrades in 2010. All Children’s Hospital became the first U.S. hospital outside the Baltimore-Washington, D.C. region to achieve membership in Johns Hopkins Medicine.

**Johns Hopkins Community Physicians (JHCP)** offers close, caring and convenient health care for patients and families throughout the Johns Hopkins community. In addition to
providing primary care in the communities it serves, JHCP is leading enhanced access to specialty care for patients in several areas, including obstetrics and gynecology, gastroenterology, podiatry and neurology. JHCP has received accreditation for ten level 3 patient-centered medical homes.

**Johns Hopkins Medicine International (JHI)** facilitates the global expansion of the Johns Hopkins Medicine mission: to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care. JHI provides personalized, culturally appropriate care for patients traveling to Johns Hopkins from outside Maryland and the United States, and for local patients with limited English proficiency. JHI also leverages Hopkins’ extensive knowledge base in medicine, nursing, public health, medical education, research and health care administration to improve health care delivery through sustainable, high-impact collaborations throughout the world.

**Johns Hopkins Home Care Group** is a diverse and inclusive, fully integrated member of Johns Hopkins Medicine serving as an integral component of the healthcare continuum by supporting the JHM mission of safe, quality patient care, education and research. JHHCG strives to be the pre-eminent home care provider to the Johns Hopkins community in a diverse and inclusive environment by integrating comprehensive home care services and products through a single point of access, utilizing clinical expertise and exhibiting outstanding service excellence.

Jointly owned by the Johns Hopkins Health System and the Johns Hopkins University School of Medicine, **Johns Hopkins HealthCare (JHHC)** develops and manages medical care contracts with organizations, government programs, and health care providers for more than 250,000 plan members. A dedicated advocate for client-employers, patient-members and physician-providers, JHHC believes that collaboration between the three creates optimal results for patients and healthy financial outcomes for providers and employers. JHHC serves three lines of business: Johns Hopkins Employer Health Programs (EHP), Priority Partners, and Johns Hopkins US Family Health Plan.

**Johns Hopkins University School of Medicine**

“*Medicine is learned by the bedside and not in the classroom ... See and then research, compare and control. But see first.*” – William Osler, the first Chief of Medicine at The Johns Hopkins Hospital and the founder of the institution’s residency program.

More than a century ago, Baltimore merchant Johns Hopkins left behind $7 million after his death, along with a mandate that would change the face of medical education throughout the United States and beyond. The money would go to build a hospital and a university of the highest stature in the heart of Baltimore, Md., a place where all patients—rich or poor, black or white, male or female—could receive care.

From the institution’s beginnings in 1876, Hopkins leaders have understood that to practice medicine, young physicians need frontline training alongside veteran physicians whose knowledge and experience provides the best means of fighting disease. The faculty believes that to best grasp illness, student-physicians must also understand the patients who are afflicted and constantly be searching for better treatments, newer answers and greater ideas. It
is a crucial aspect of improving health across the world, and it’s what medical education at Johns Hopkins is all about.
Timeline for Search

Applicants should make note of the following dates as part of the Sibley Memorial hospital search process:

- Presentation of candidate pool to search committee: October 10, 2013
- 1st round interviews with search committee: Week of October 21, 2013
- 2nd round interviews for finalists: Week of November 4, 2013

Procedure for Candidacy

Please direct all nominations and resumes to Kimberly Smith, Howard T. Jessamy and Jennifer G. Bauer, the Witt/Kieffer executive search consultants assisting Sibley Memorial Hospital, preferably via e-mail to SibleyMemorialVPMACMO@wittkieffer.com. Items which cannot be sent electronically may be mailed to:

Witt/Kieffer
Attn: Sibley Memorial Hospital VPMA/CMO search
7201 Wisconsin Avenue, Suite 775
Bethesda, Maryland 20814
301-654-5070
SibleyMemorialVPMACMO@wittkieffer.com

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