Senior Vice President of Quality and Safety

Leadership Profile

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This Leadership Profile is intended to provide information about WellStar Health System and the position of Senior Vice President Quality and Safety. It is designed to assist qualified individuals in assessing their interest.
Overview of WellStar Health System

WellStar Health System is a full service, not-for-profit, integrated health system based in Marietta, Georgia and serving the metro Atlanta market. As a leader in comprehensive care, WellStar has also been recognized on a national level by Fortune 100 as one of the best companies to work for (most recently in 2014). Their specialists and primary care providers work in a multi-disciplinary environment with more than 13,000 team members. Key components of the integrated system include five hospitals throughout northwest Atlanta, 150 + WellStar Medical Group offices, an urgent care network, ambulatory care health parks, diagnostic centers, an accountable care organization, joint venture HMO, skilled nursing services, hospice care, and senior living services.

Serving a population of more than 1.4 million residents throughout northwest metropolitan Atlanta, WellStar constantly looks at total patient wellness and works to ensure that all systems support that focus. As numerous clinical and workplace accolades show, WellStar is committed to caring for their patients, as well as their team members, like no other health system in Georgia.

Staying ahead of the technology curve has enabled WellStar to be leaders in both the diagnosis and treatment of an extensive array of health conditions. WellStar’s senior leadership, Board of Trustees, hospital authorities, regional health and Foundation boards regularly evaluate their community’s emerging needs to help equip their facilities with the best new technology.

In early 2012, WellStar leadership took a significant step in improving integration and communication throughout every corner of the system with the decision to put in place a system-wide integrated electronic medical record. WellStar’s purpose has been to unite and integrate the entire network of healthcare providers and facilities with a single medical record across the full care continuum. This system is powered by Epic software and is locally branded as WellStar Connect.

The System’s journey to world-class took another important step in 2014 when WellStar joined the Mayo Clinic Care Network. WellStar’s participation in the Network further enriches the level of care we provide through collaboration and innovation.

As a not-for-profit health system, it is WellStar’s responsibility to give back to their communities. They do this by not only providing quality care to their patients, but also through the support of the WellStar Foundation. Below are some recent Awards and Recognitions for the system as well as some key facts.
• 2014, 2015: FORTUNE’S 100 Best Companies to Work For
• 2013: Ranked as the 5th most integrated system in the country
• WellStar is the 10th largest employer in Atlanta, with over 12,500 employees
• In FY 2013, over $1.5 Billion in New Patient Revenue
• Combined over 14,000 deliveries in the Atlanta Market
• Combined over 350,000 Emergency Room Visits within the Atlanta Market
• Combined 750K Radiology exams
• Combined 1.5 million Outreach tests
• 2008-2013: Working Mother 100 Best Companies to Work For. Top 10 and ranked #3 nationally
• 2013-2014: Atlanta’s Healthiest Employers
• 2012-2013: Gallup Great Workplace Award
• 2010-2014: NAFE (National Association for Female Executives)
• 2014: AJC Top Workplaces award
• 2008-2014: Companies That Care Honor Roll
• 2010, 2012 and 2013: Dave Thomas 100 Best Adoption-Friendly Workplaces
• 2009, 2011 and 2013: AARP Best Employers for Workers over 50 (awarded every other year). Top 10 in 2013
• 2013: Working Mother Best Companies for Hourly Workers
• 2009-2013: Sloan Award for Excellence in Workplace Effectiveness and Flexibility

An overview of the key components of the system is below.

WellStar Kennestone Regional Medical Center

WellStar Kennestone Regional Medical Center in Marietta, Georgia, is known as a regional destination for world-class healthcare. The 633-bed facility – and flagship hospital of WellStar Health System – offers patients a state-of-the-art cardiac program, advanced neurosciences surgery and radiology, cutting edge cancer treatment, one of the country’s only ICU mobility programs and a nationally recognized NICU. The hospital also includes the only designated Level II Trauma Center in northwest Atlanta and is one of the busiest in the state. Plans exist to add transplantation services in the near future at this site as well as several physician residency programs to make this an academic medical center.
Recent distinctions include the prestigious “3 Star” quality rating from the Society of Thoracic Surgeons; designation as an American Heart Association/American Stroke Association Target Stroke Facility; accreditation from the Society of Chest Pain Centers; designation as a UnitedHealth Premium specialty center in total joint replacement; and designation as a Bariatric Surgery Center of Excellence. WellStar Kennestone also ranks among U.S. News & World Report’s top hospitals in Georgia. Originally known as Kennestone Hospital, WellStar renamed it Kennestone Regional Medical Center to capture the significance of the organization’s role as a regional referral center.

**WellStar Cobb Hospital**

Located just 20 minutes outside of Atlanta in Cobb County, WellStar Cobb Hospital is a leader in healthcare. The 382-bed facility offers services for the entire family from birth to geriatrics. The Family Birthplace at WellStar Cobb has a family-centered approach to care and an outstanding medical team of obstetricians and pediatricians, combined with the amenities of labor and delivery, recovery rooms, and a Level III NICU.

The hospital is home to one of the busiest emergency departments in Georgia, offering both pediatric and adult emergency care. Additionally, the Emergency Department offers a Chest Pain Center and a Fast Track service, enabling patients to receive the proper level and type of care in the most time-efficient manner.

For patients needing outpatient services, WellStar Cobb offers a multitude of high-tech services, including imaging, behavioral health, physical rehabilitation, substance abuse and surgery. WellStar Cobb also offers a comprehensive range of inpatient and outpatient surgical services, where highly skilled surgeons work with advanced equipment and utilize the latest surgical procedures in the Barrett Surgery Center. This includes being a leader in robotic surgeries in Georgia.

Other specialized procedures and treatments provided at Cobb Hospital include a burn center, cardiac catheterization, comprehensive oncology program, home health services, Joint Center of Excellence, orthopedic services, senior services, Stroke Center of Excellence, wellness and prevention programs, and wound care.

**WellStar Douglas Hospital**

Located in Douglasville, Georgia, WellStar Douglas Hospital continues to rise to the healthcare demands and needs of the community’s population of more than 120,000 residents. With 108 beds, state-of-the-art medical services and facilities, and a medical staff specializing in a wide variety of fields, the capabilities of this community-based hospital are exceptional.
WellStar Douglas offers comprehensive healthcare, including an outpatient diagnostic/treatment center, surgical services, and rehabilitation services; inpatient dialysis, intensive care, maternity services, medical surgical services, and rehabilitation services; and specialized services including interventional radiology, cardiac rehabilitation, diabetes education, a GI lab, home health, medical imaging, senior services, wellness and prevention programs, and women’s health services.

**WellStar Paulding Hospital**

Firmly rooted in Paulding County and proudly integrated in the community’s history, WellStar Paulding Hospital has recently moved into a brand-new, state-of-the-art replacement facility. Filled with natural light and innovative, safety-oriented features, the new eight-floor, 295,000-square foot hospital has 56-beds, with the ability to expand to 112-beds. The facility houses 40 emergency exam and pediatric emergency exam rooms, four surgical suites, decentralized nursing stations, private inpatient rooms, administrative offices, and a café. It is entirely electronic and was designed with the guiding purpose of being the safest hospital in the world – safe to patients and families, team members, the community, and the environment. The hospital offers full-service emergency care services for both pediatric and adult patients. Also located on the campus is the Paulding Nursing Center, a 182-bed long-term care facility – and the only nursing center within WellStar.

Inpatient services include intensive care, medical surgical and rehabilitative (long-term skilled, physical therapy and speech therapy). For outpatient needs, the hospital offers diagnostic imaging and treatment, specialized cardiac rehabilitative services and a surgery center. Among the many specialized services include cardiology, ear, nose and throat, gastroenterology, infusion therapy, maxillofacial surgery, orthopedics, podiatry, post-acute, and sinus surgery.

**WellStar Windy Hill Hospital**

WellStar Windy Hill Hospital is a 115-bed facility located in Marietta, Georgia. The hospital is known for its Long Term Acute Care (LTAC) program, specialized surgical services and interventional radiology expertise, which includes their minimally invasive Center for Fibroid Care.

Surgery at WellStar Windy Hill is highly specialized. The hospital’s operating rooms are equipped for specific procedures such as arthroscopic, eye and bladder surgeries, as well as treatment of stones in the kidney, bladder and urethra.
The hospital also is home to one of the Southeast’s largest sleep centers accredited by the American Academy of Sleep Medicine. WellStar Sleep Medicine at WellStar Windy Hill features “hotel-style” rooms dedicated to assisting their community in achieving a good night’s sleep. The Sleep Medicine program works closely with board-certified sleep specialists and other physicians to provide a custom treatment plan for both adult and pediatric patients. Other specialized services available at WellStar Windy Hill include medical imaging, rehabilitation, orthopedic, and wellness and prevention programs.

**WellStar Medical Group (WMG)**

WellStar Medical Group is now the largest non-academic medical group in the Southeast. With more than 180 locations, WMG now includes 838 medical providers in more than 30 specialties. The roots of WMG started in 1994, when WellStar Health System launched WellStar Physicians Group with a goal of creating a truly integrated health System where hospital-employed physicians work together with System leaders toward common goals. WMG now serves as a seamless continuum of healthcare services, including primary and specialty care, acute care and ambulatory care, set in easily accessible ambulatory locations. For the patient, this means better care coordination, convenience of scheduling, co-location of specialties and the elimination of duplication through the sharing of key demographic and clinical information.

**WellStar Foundation**

For more than 15 years, the WellStar Foundation has acted as a supporting organization to WellStar. As a not-for-profit health system it is their responsibility to give back to the community. They do this by providing quality care to their patients and through the support of the Foundation. Of the tax-deductible contributions made to the Foundation, 100 percent is reinvested into services and programs for the less fortunate in their communities as well as enhancing their facilities at WellStar.

**WellStar Health Parks and Ambulatory Care Centers**

WellStar’s Health Parks initiative involves the development of community-based outpatient care centers to be strategically located for convenient access within the northwest Atlanta metro area. Each Health Park may be slightly different in the services provided, but should contain some or all of the following: office space for primary care, pediatric and specialty physicians, outpatient surgery, diagnostic imaging and lab services, urgent care, primary care and specialty outpatient services such as cardiac, oncology, physical rehabilitation and women’s health. The system also plans to focus on the overall health and wellness of the community, not only through clinical services, but also by providing services such as chronic disease management, complementary medicine, screenings, fitness programs, and education.
At this time, there are two large full service Health Parks including the Acworth Health Park and the newly opened East Cobb Health Park. Additional facilities and services include seven urgent care centers and sixteen diagnostic imaging centers. Many of these are integrated with WellStar Medical Group clinic sites.

**Piedmont WellStar HealthPlans**

Piedmont WellStar Medicare Choice is a recent partnership between two of Atlanta’s largest health systems – Piedmont Healthcare and WellStar - who came together in an innovative joint venture to tackle the rising costs of healthcare for the local community. It is an HMO designed to give seniors access to the same high quality healthcare at a lower cost than traditional fee-for-service Medicare. They currently offer a new Medicare Advantage plan for seniors in the Atlanta area, called Piedmont WellStar Medicare Choice.

**WellStar Health Network**

WellStar Health Network has been selected to participate in the Medicare Shared Savings Program (Shared Savings Program), Accountable Care Organization (ACO), a multifaceted new program sponsored by the Centers for Medicare and Medicaid Services (CMS). Through the Shared Savings Program, WellStar Health Network will work with CMS to provide Medicare fee-for-service beneficiaries with high quality service. It includes both WellStar Medical Group physicians as well as non-employed physicians that wish to participate with WellStar on these initiatives.

**WellStar’s Vision:** To deliver world-class healthcare.

**WellStar’s Mission:** To create and deliver high quality hospital, physician and other healthcare related services that improve the health and well-being of the individuals and communities we serve.

For additional information, please access: [http://www.wellstar.org](http://www.wellstar.org)
Position Summary

The Senior Vice President of Quality and Safety (SVP of Quality and Safety) reports directly to the Chief Operating Officer. The SVP of Quality and Safety will be a thought leader who will act as a facilitator to ensure the successful development and deployment of WellStar’s Quality strategy. This role will serve as a champion for WellStar’s quality and safety platform, creating a culture of individual accountability and support while effectively integrating functions and coordinating collaboration across the care continuum. The SVP of Quality and Safety will be accountable to ensure successful development and deployment of the WellStar Quality and Safety strategy to all care sites and services lines including WellStar Medical Group, WellStar Clinical Partners, Accountable Care Organization, Piedmont WellStar Health Plans.

The SVP will work collaboratively with system level executives and clinical leaders as a deployed resource and a strategic advisory, proactively analyzing, collaboratively seeking out opportunities to improve operational, clinical, quality, and patient satisfaction enhancements.

The SVP will continually search and identify ways in which to optimize performance, building out the internal competencies and creating a more rigorous approach to quality throughout the enterprise, bringing a strong focus on accountability and the appropriate system-wide resources. The establishment of a culture of ownership, responsibility, and accountability will be a foundational charter for this role.

Duties and Responsibilities

It is expected that all of the duties and responsibilities of this position will be performed in a manner that reflects the values of WellStar Health System.

Results-Oriented Leadership of Quality & Safety

- Planning and implementation of key clinical quality initiatives that are defined by executive and physician leadership (Hospital, Ambulatory, WellStar Clinical Partners, Accountable Care Organization) by the direction of the WellStar Clinical Council and the WellStar Executive Leadership Team.
- Provide strategic direction and guidance to Executive Leadership regarding quality and timelines for new guidelines, regulations and processes.
- Supports processes and framework for the System’s Quality Plan and Strategy.
- Assists the Enterprise Intelligence team on the oversight and communication of ongoing research on the direction of Public Reporting of Quality Measures.
- Provides active participation in the Executive Leadership Strategic Planning Process; supports and provides resources for the strategic plan set forth by the WellStar Clinical Council and the WellStar Executive Leadership team.
- Sets challenging and productive goals for team; holds team accountable for actions while providing leadership and motivation.

- Provides resources and support for all Quality and Safety initiatives.

- Uses checkpoints and data to track progress, setting up systems and processes to measure results.

**Financial and Quality Performance**

- Accountability for financial, programmatic and quality performance, regulatory oversight, standardization and prioritization of operations to achieve system objectives while assuring continuous quality improvement and outcome excellence.

- Develops operating and capital budgets in coordination with system initiatives; monitors to insure variance analysis and resolution.

- Identifies high risk areas for regulatory compliance; trains staff, monitors and insures compliance.

- Monitors clinical and performance outcomes via benchmark analysis and facilitates accountability via defined expectations and goals.

- Develops departmental strategic plans and works with unit managers to facilitate goal achievement.

**Supports Vision and Growth**

- Monitors industry trends in the area of Quality and Safety; identifies opportunities and threats. Investigates best practice standards to optimize resources and patient care outcomes.

- Communicates relevant Quality and Safety activities across the system to foster a continued learning environment for all staff.

- Develops a model for change in order to facilitate creative and innovative solutions.

- Grows leaders who are resilient, adapt quickly and take measured risks.

**Facilitates Resources and Support**

- Engages leaders in decision-making and partners with others to promote patient centered care and service excellence while effectively providing leadership and management skills for a specific business/clinical unit, possesses strong and effective negotiation and mediation skills.

- Serves to support the Quality and Safety department to promote the effective operations of all Quality and Safety initiatives. Serves as a resource for all leaders and accepts additional leadership responsibilities.

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• Analyzes and manages financial resources; uses Lean Six Sigma principles and other quality skills to support fiscal responsibility, reduce waste and improve performance.

• Participates in workforce planning and redesign and champions a diverse workforce particularly as this relates to a workforce that mirrors the diversity of the community served by the System.

• Hires and develops an engaged team of leaders and staff that raises collective performance to achieve top percentile standing in all WellStar Health System’s Performance Pillar Goals.

**Promotes Collaboration and Partnership**

• Works collaboratively and as a team member with hospital leadership. Partners with Human Resources to achieve desired organizational culture, staffing and workforce metrics.

• Fosters positive working relationships between staff and physicians across the System.

• Fosters a culture that focuses on patient satisfaction, safety, customer service, staff participation, collaboration, motivation and effective communication.
Goals and Objectives

The Senior Vice President of Quality and Safety will be expected to have made measurable progress or achieved the following key objectives within the first 12 to 18 months. The goals represent some of these challenges (not listed in order of priority).

- Establish the personal and professional credibility, gain respect and build trust with leadership, peers and subordinates. Become known as a collaborative, relationship-oriented, visible member of the Executive Leadership Team at WellStar.

- Develop a vision and executable plan to attain a World Class Quality & Safety function and outcomes across the WellStar system. Identify opportunities for short and long term gains in standardization and reduction of variability.

- Be recognized as the “evangelist” for Quality & Safety and have identified key physician, financial, and operational leaders to gain support as early adopters. Drive a culture change that is visible to every level in the organization, incorporating messaging that is consistent and creates ownership for quality and safety by every employee.

- Establish a new Quality Transformation Council that will provide clear communication of strategy and execution.

- Partner with the Enterprise Intelligence Group to identify data required to evaluate/monitor quality and safety. Create tools, training and leadership development venues to hardwire a culture of quality and safety across the organization.

- Institute surveys and Town Halls to ensure interactive dialog and adoption across the organization.
Candidate Qualities and Qualifications

The following are key requirements of the ideal candidate:

**Education**

- A Bachelor’s degree in life sciences, engineering or business and Masters degree in related field is required. Lean and/or Six Sigma and Project Management experience is preferred.

**Experience**

- Ten years of administrative experience and five years of work experience in healthcare quality improvement that includes performance management, process improvement, patient safety, risk management and customer service.

**Personal Profile**

The SVP of Quality and Safety will possess:

- A high level of personal and professional integrity and trustworthiness with strong work ethic and the ability to work independently with minimal direction.

- Excellent communications and presentation skills and have the ability to develop and manage a high performance team focused on accountability, and meeting and exceeding expectations.

- Ability to lead, influence, create and work within cross-functional team environments.

- Ability to inspire, leading projects with a strong results-orientation; positive ‘can do’ attitude and a sense of urgency to get things done.

- A working knowledge of business operations, including database management and related software programs (Word, Excel, and PowerPoint), standard office equipment, business principles and practices, and report writing is required.

- Ability to carry out a varied range of administrative functions; organize, assign, direct and objectively appraise and analyze the job performance of others; maintain an effective work pace under routine and periodic deadlines; learn and apply pertinent statutory provisions, rules, regulations, policies and procedures; create action plans for special projects and manage the implementation process through completion of projects.
WellStar Core Competencies

**Communication:** Communicates well both verbally and in writing, creates accurate and punctual reports, delivers presentations, shares information and ideas with others, has good listening skills.

**Customer Focus:** Builds customer confidence, is committed to increasing customer satisfaction, sets achievable customer expectations, assumes responsibility for solving customer problems, ensures commitments to customers are met, solicits opinions and ideas from customers, responds to internal customers.

**Integrity/Ethics: Deals** with others in a straightforward and honest manner, is accountable for actions, maintains confidentiality, supports company values, conveys good news and bad.

**Financial Stewardship:** Plans for and uses resources efficiently, always looks for ways to reduce costs.

**Dependability:** Meets commitments, works independently, accepts accountability, handles change, sets personal standards, stays focused under pressure, and meets attendance/punctuality requirements.

**Job Knowledge:** Understands duties and responsibilities, has necessary job knowledge, has necessary technical skills, understands company mission/values, keeps job knowledge current, is in command of critical issues.

**Problem Solving/Analysis:** Breaks down problems into smaller components, understands underlying issues, can simplify and process complex issues, understands the difference between critical details and unimportant facts.

**Teamwork:** Meets all team deadlines and responsibilities, listens to others and values opinions, helps team leader to meet goals, welcomes newcomers and promotes a team atmosphere.

**Safety/ Work Environment:** Promotes mutual respect, demonstrates consistent application of safety absolutes and the Safety First Program and keeps workplace clean and safe.

**Quality:** Is attentive to detail and accuracy, is committed to excellence, looks for improvements continuously, monitors quality levels, finds root cause of quality problems, owns/acts on quality problems.
Community Profile

WellStar Health System is located in Marietta, Georgia, nestled just north of Atlanta and just south of the North Georgia Mountains. Marietta serves as the county seat in the center of Cobb County, Georgia. There is easy access to all points from Marietta thanks to Interstate 75, U.S. Highway 41 and many state routes.

Established in 1834, Marietta is a vibrant city that offers world-class amenities while preserving its important ties to the past.

Marietta offers residents and visitors beautiful parks, quaint streets, Victorian homes and historic sites. Area shopping and progressive businesses are found here as well. Multiple local attractions, sporting events, festivals and industry provide visitors with many exciting things to do and business to conduct.

As of the 2010 census, Marietta had a total population of 56,579, making it one of the Atlanta metropolitan area’s largest suburbs. Marietta is the fourth largest of the principal cities of the Atlanta metropolitan statistical area.

Atlanta, Georgia, located in the geographic center of the Southeast, is the nation’s 9th largest metropolitan area and home to the world’s most-traveled airport. The city of Atlanta is home to more than 425,000 people and over 5.2 million reside in the Atlanta metro area. Atlanta is a regional, national and global center for business operations of all kinds – from headquarters to life sciences, from distribution centers to traditional manufacturing.

For additional information visit:
http://www.mariettaga.gov/city/residents/newresident
www.cobbchamber.org
www.mariettaga.gov
https://en.wikipedia.org/wiki/Atlanta
Procedure for Candidacy

Applications and nominations may be sent to WellStarSVPQuality@wittkieffer.com or to the consultants supporting this search:

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