Position Specification

Executive Director St. Vincent Comprehensive Women’s Center

CONFIDENTIAL

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The Organization

**St. Vincent Carmel Hospital/St. Vincent Comprehensive Women’s Center**

St. Vincent Carmel Hospital is a 132 bed, acute care hospital located in Carmel, Indiana. It is a key part of St. Vincent Health which is a faith based health system comprised of 20 hospital ministries caring for people in 47 counties throughout central Indiana. The network of over 2,500 primary care and specialty physicians includes the St. Vincent Medical Group and St. Vincent Health which is sponsored by the larger Ascension Health (both described in greater detail later).

St. Vincent Carmel Hospital has been dedicated to the care of the citizens of central Indiana since 1985 and continues to be committed to delivering compassionate care, cutting edge treatment and excellent outcomes. As an acute care facility, St. Vincent Carmel provides care for patients in the areas of maternity services, orthopedics, general surgery, bariatric surgery, and spine surgery. St. Vincent Carmel Hospital has earned Center of Excellence designations in Bariatrics and Emergency Medicine. Additionally, they are highly committed to maintaining the latest in diagnostic technology and equipment including a DaVinci Robot in surgery.

St. Vincent Carmel Hospital is now in the design phase to construct a revolutionary and cutting-edge Comprehensive Women’s Center (CWC). Gender-based medicine is the next generation of women’s health care that views women's health in a much broader perspective. Gender-based medicine for women is defined as disorders that are unique to women, disorders that are predominantly in women and disorders that have a different disease course for women. The foundation for the CWC began with bringing together two major OB/GYN practices into one physical facility. OB/GYN of Indiana (OGI) is a private, 9 physician group and Women’s Health Alliance (WHA) is a 7 physician group of employed physicians. Additional specialty and diagnostic care for female patients will be available in the facility as well. The Women’s Center will be approximately 95,000 square feet.
located on the St. Vincent Carmel Hospital campus and should be completed in July 2014.

There are two unique aspects of the CWC that distinguish it from programs that currently exist in the market. First, the concept is that care will be provided in a clinically integrated way for all patients receiving care in this facility. This will be accomplished by a common electronic medical record, centralized scheduling and single patient invoice for services in CWC. Having multiple specialists providing high quality, focused care for women in a single location improves care delivery and creates unprecedented clinical integration. Additionally, with such a high concentration of women’s services provided in one place, new and more innovative services will be added in this location over time.

Secondly, there will be a patient navigator program in place to assist patients and families with all aspects of “navigating” their way through the health care system to get the best possible care for them. This will include educating them as to their options, getting quick access to care, and utilizing the myriad of technology available to them. The navigator is instrumental in ensuring patients receive high-touch service consistent with patient expectations in this market.

St. Vincent Carmel Hospital is comprised of a medical staff of over 200 physicians, over 850 employees and 220 volunteers. The culture of the medical staff is driven by a rich, mission-driven tradition of excellence in patient care and their commitment to clinical excellence has been paramount in the development of St Vincent’s reputation and market positioning. The medical staff can be described as a collegial, loyal and supportive group of physicians. While many specialists are employed by the St. Vincent Medical Group, there are also many independent practitioners on the medical staff and in the area.

As St. Vincent Carmel Hospital continues the enhancement of the delivery of patient care, plans have been put in motion for the installation of the Eclipses enterprise wide electronic health record (EHR) and the CPOE component. There are now eight LDR
rooms (with the ability to further expand) and 28 newly renovated and modern post-partum rooms. The Level III NICU offers a unique all private room model of care and is located on the same floor as the post-partum rooms.

Below are some recent awards and recognitions for St. Vincent Carmel Hospital:

- **2011** - St. Vincent Carmel Hospital was the recipient of the 2011 Outstanding Patient Experience Award by HealthGrades, the nation's most trusted source for researching and selecting physicians and hospitals. This distinction ranked St. Vincent Carmel Hospital among the top 10 percent of hospitals nationwide based on an analysis of patient satisfaction data for approximately 3,800 hospitals.

- **2010** – St. Vincent Carmel Hospital Emergency Department is the recipient of the Emergency Center of Excellence designation by EmEx.

- **2009** – For the fourth consecutive year, St. Vincent Carmel Hospital is the recipient of the HealthGrades Joint Replacement Excellence Award, ranked among the top 10 percent in the nation, and earned a five-star rating for joint replacement.

- **2009** – St. Vincent Bariatric Center of Excellence received a Consumers' Choice Award for Best Weight Control Center

The Indianapolis market is very competitive, with several major healthcare providers: St. Vincent Indianapolis Hospital, Indiana University Health, St. Francis Health and Community Health Network. St. Vincent Hospital and Health Care Center's primary service area is comprised of 12 counties which account for 80 percent of the inpatient volume. In 2011, within the primary service area, St. Vincent Hospital and Health Care Center's overall market share was approximately 14 percent.

**St. Vincent Health**

St. Vincent Health is a mission-based alliance of healthcare providers. Established in 1998, St. Vincent Health is dedicated to improving the lives and health of residents of the community it serves by providing a continuum of holistic and high-quality healthcare services. St. Vincent Health is a regionally based, spiritually centered healthcare system comprised of 20 hospital ministries and a network of over 2,500 primary care and specialty physicians including St. Vincent Medical Group caring for people in 47 counties throughout central Indiana. The St. Vincent Health system is comprised of a quaternary facility, Saint Vincent Hospital and Health Care Center; three tertiary care hospitals; eight critical access hospitals; seven specialty hospitals and several joint venture partnerships and clinical affiliation across Indiana. St. Vincent Health is a member of Ascension Health, the nation's largest Catholic and nonprofit health system.
The St. Vincent Health ministry includes St. Vincent Hospital and Health Care Center; St. Joseph Hospital in Kokomo; Saint John’s Health System in Anderson; St. Vincent Carmel Hospital in Carmel; St. Vincent Women’s Hospital in Indianapolis; Seton Specialty Hospital in Indianapolis; St. Vincent Clay Hospital in Brazil; St. Vincent Frankfort Hospital; St. Vincent Jennings Hospital in North Vernon; St. Vincent Mercy Hospital in Elwood; St. Vincent New Hope in Indianapolis; St. Vincent Randolph Hospital in Winchester; St. Vincent Stress Center in Indianapolis; St. Vincent Williamsport Hospital; Peyton Manning Children’s Hospital in Indianapolis; St. Vincent Dunn Hospital in Bedford; St. Vincent Heart Center in Indianapolis; St. Vincent Seton Specialty Hospital in Lafayette; St Vincent Salem Hospital and St. Vincent Medical Center Northeast.

St. Vincent Hospital and Health Care Center is the largest facility with over 700-beds and has been dedicated to the care of the citizens of central Indiana for over 130 years. As a quaternary care facility and level II trauma center, the hospital is well grounded in acute and non-acute delivery of healthcare services and also includes St. Vincent Women’s Hospital, Peyton Manning Children’s Hospital at St. Vincent and St. Vincent Stress Center. St. Vincent offers centers of excellence in orthopedics, spine, heart care, neuroscience, bariatrics and cancer care. St. Vincent Hospital and Health Care Center has an established hospitalist program that cares for 50% of the hospital admissions and also provides hospitalist services to other St. Vincent Health facilities.

Below are some recent awards and recognitions for St. Vincent Health:

- 2012 - St.Vincent Health was identified in the Thomson Reuters 100 Top Hospitals: 15 Top Health Systems study as one of 15 best health systems in the nation. The faith-based health system is the only one in Indiana and the Midwest to be honored in the large health system group.
- 2011 - St.Vincent Carmel Hospital, St.Vincent Heart Center of Indiana and St.Vincent Indianapolis Hospital: 2011 Outstanding Patient Experience Award by HealthGrades
- 2011 - The National Quality Measures for Breast Centers Program (NQMBC) has recognized St.Vincent Breast Center at Indianapolis, St.Vincent Breast Center at Carmel, St.Vincent Breast Center at Medical Center Northeast, and the St.Vincent Mobile Screening Services as Certified Quality Breast Centers of Excellence – the highest certification level available from NQMBC.
• 2011 - St. Vincent Indianapolis Hospital, St. Vincent Carmel Hospital and St. Vincent Heart Center of Indiana were recognized as high-performing by U.S. News & World Report in its "America's Best Regional Hospitals" rankings for 2011.

• 2011 - St. Vincent Indianapolis Hospital was ranked one of the top performers in 12 adult specialties: Cancer, Diabetes & Endocrinology; Ear, Nose & Throat; Gastroenterology, Geriatrics, Gynecology, Heart & Heart Surgery; Kidney Disorders; Neurology & Neurosurgery; Orthopedics, Pulmonology and Urology. St. Vincent Indianapolis Hospital scored high in patient safety, demonstrating commitment to reducing accidents and medical mistakes.

• 2011 - St. Vincent Carmel Hospital was recognized for their high performance in Diabetes & Endocrinology, Gastroenterology, Orthopedics, and Kidney Disorders. St. Vincent Carmel also scored high in patient safety, demonstrating commitment to reducing accidents and medical mistakes.

• 2011 - St. Vincent Heart Center of Indiana received recognition for their high-level performance in Geriatrics and Heart & Heart Surgery.

• 2010 – Great Places to Work in Indiana – Indiana Chamber of Commerce

St. Vincent Medical Group (SVMG) is the physician led, comprehensive network of primary and specialty care physicians of St. Vincent Health. SVMG is recognized on a national and international basis for its person centered, physician-led, technologically advanced network that provides high quality, integrated care at the lowest cost. St. Vincent Medical Group was established in 2010 with the merger of St. Vincent Physician Network (250 + primary care physicians and specialists), The Care Group (a multispecialty group including primary care physicians and over 90 cardiologists) and CorVasc, (a cardiac, thoracic and vascular surgical practice of 23 physicians). SVMG is currently comprised of over 600 providers delivering care at 133 practice sites, including three immediate care locations. SVMG is committed to their patients' long-term health and to building strong relationships with patients and their families.

Ascension Health

Ascension Health is a faith-based healthcare organization dedicated to the missions of the four provinces of the Daughters of Charity; three provinces of the Sisters of St. Joseph of Carondelet, and the congregation of the Sisters of St. Joseph of Nazareth, Michigan. Ascension Health, based in St. Louis, Missouri, includes 67 acute care hospitals in 20 states and the District of Columbia. More than 100,000 associates are employed by Ascension Health.

Ascension Health was formed in 1999, when the four provinces of the Daughters of Charity of St Vincent de Paul that were Sponsors of the Daughters of Charity National Health System (now combined into one – the St. Louise Province), and the Sisters of St.
Josephs of Nazareth (now part of the Congregation of St. Joseph), brought their health systems together. In 2002, the Congregation of the Sisters of St. Joseph of Carondelet became the sister Sponsor when the health system became part of Ascension Health.

In September 2011, Ascension Health transitioned to a non-congregational Public Juridic Person (PJP) sole sponsorship model. The new PJP is known as Ascension Health Ministries and is authorized to carry out a ministry or apostolate in the name of the Catholic Church.

Below are the Mission, Vision and Values for St. Vincent Health. These powerful core statements communicate the system’s purpose and express the heart and soul of all they do, and why they do it.

**Mission:** Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually centered, holistic care, which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

**Core Values:** As a member of Ascension Health, St. Vincent Health’s Core Values include:

- **Service of the Poor** - Generosity of spirit, especially for persons most in need
- **Reverence** - Respect and compassion for the dignity and diversity of life
- **Integrity** - Inspiring trust through personal leadership
- **Wisdom** - Integrating excellence and stewardship
- **Creativity** - Courageous innovation
- **Dedication** - Affirming the hope and joy of our ministry

For more information access their website: [www.stvincent.org](http://www.stvincent.org).
The Role of the Executive Director St. Vincent Comprehensive Women’s Center Position

The Executive Director of the St. Vincent Comprehensive Women’s Center is a newly-created position responsible for the development, strategic direction and the day-to-day operations of CWC. This key individual will be responsible for business and clinical practice operations which include: physician recruitment, all practice operations, physician relationships and services, marketing and business development, personnel management, preparation of operating and capital budgets, development and monitoring of IT systems for patient billing and registration, maintenance of medical records, and development of policies and procedures for this new facility and service. The Executive Director will ensure integration of existing services and develop new programs and services that will focus on the healthcare needs of women.

Additionally, the Executive Director will need to negotiate and balance physician relations among the various physician services which will include: breast, urology, gynecology, colorectal, gastrointestinal, behavioral health, maternal fetal medicine, internal medicine, cardiovascular, rheumatology and laboratory. He/she will be the CWC spokesperson representing this progressive concept within their organization, community and region. All of these components will be critical in the success of the women’s center.

Directly reporting to the Executive Director of St. Vincent Comprehensive Women’s Health Center would be the patient navigators, co-medical directors, clinic staff where applicable, and possibly the breast center. There is a matrix relationship with the information systems department. This department is currently centralized within St. Vincent Health, however, the directors involvement with IT will be essential and critical in implementing this program. The Executive Director will report directly to the Vice President of Care Services/CNO for St. Vincent Carmel Hospital.

Below are the key duties and responsibilities:

- Develop, evaluate and execute strategic direction aligning with organizational goals.
- Oversees and creates budget and manages resources to meet business targets.
- Negotiate and/or oversee regulatory compliance consistent with organizational goals. Ensure the development, implementation, and achievement of patient satisfaction goals.
- Manages interdepartmental relationships.
• Consults with other health care personnel and organizations to keep informed of trends in health care and new programs/services, in order to integrate new concepts/practices into the strategic plan.

• Develops marketing plans for CWC and determines cost, timeline and funding. Implements plans by collaborating with the centralized marketing department at St. Vincent Health.

• Acts as a consultant and resource on content knowledge surrounding the St. Vincent Comprehensive Women’s Center.

• Responsible for development and ongoing evaluation of patient navigation program.

• Develop talent to assure associate retention and successful operations.

• Develop and negotiate in center physician coverage agreements and relationships.

• Oversee and manage IT/EMR issues and enhancements required to deliver and maintain an electronic platform necessary for patient scheduling, referrals, medical record and billing.

Qualifications and Personal Qualities

The section below outlines the qualifications and selection criteria for the ideal candidate for the Executive Director of the St. Vincent Comprehensive Women’s Center position.

**Education and Experience**

• A Bachelor’s degree in nursing, business, healthcare administration or related field is required. A Master’s degree is highly preferred.

• A minimum of ten years outpatient management experience with prior women’s health experience required. Prior experience in implementation of a women’s service line is strongly preferred.

• Experience working in an acute care facility of comparable size is preferred.

• Creative approach to women’s services with the ability to create a vision and initiative for the success of this program.

• Progressive thinker with a passion for new knowledge and for keeping abreast of trends in healthcare including care delivery design, technological innovations, managed care, cost management and productivity issues. Demonstrated involvement and membership in national women’s services associations is strongly preferred.
• Anticipate a wide range of customer/patient needs and have the ability to understand the importance of customer service. Mentor staff to become effective role models of CWC.

• Manage team and contribute personally toward developing new techniques and applying new knowledge to achieve breakthrough improvements in individual, departmental, or organizational effectiveness; take a leadership role and engage staff in implementing formal and informal performance improvement projects.

• Serve as a model in identifying and engaging in collaborative opportunities within and across departmental boundaries; excel as a team leader in marshalling and recognizing the efforts of individuals toward achievement of group goals, and as a team member through individual effort and commitment to fellow team members.

• Strong understanding of technology and how to implement IT within this concept.

• Solid execution of strategies evidenced by timely implementation of business plan action items and monthly updates of results.

**Personal Characteristics**

• **Personal Ownership**: Someone who has a high level of ‘personal ownership’ in the future success of the departments in which they belong. They should be a strong advocate for Women’s Health and the related areas in which they lead.

• **Team Builder**: Has a collaborative team approach. One with a strong customer service orientation and responsive to those individuals and entities he/she serves. Someone who is able to work within a matrix environment who can attain results through others when not reporting directly to them. A team player and a person of high tact and diplomacy, and a good sense of humor.

• **Visibility**: A leader who leads from the front. Visible to the team, the physicians, community members, and others.

• **Strategic Mindset**: An individual that can see the bigger picture and help develop a vision and strategy to get there, yet does not get so lost in strategy that they cannot execute. Knows how to get buy-in and bring a group along the journey.

• **Action Oriented**: Enjoys working hard; is action oriented and full of energy for the things that he/she sees as challenging. Challenges self and others to be better. Demonstrated track record in growing market share in a competitive marketplace. A strong decision-maker who analyzes facts, understands needs and can make a quick decision.

• **Communication**: Skilled listener and communicator at multiple levels, both orally and written, with individuals and groups.

• **Integrity and Trust**: Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps
confidences; admits mistakes; doesn’t misrepresent him/herself for personal gain. Not afraid to stand up for what is right – even if it is not the most popular viewpoint.

- **Priority Setting:** Spends his/her time and the time of others on what is important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

- **Self Aware:** Well cultivated self awareness – one who lives by personal conviction and has good emotional intelligence.

- **Passionate about what they do:** Brings a passion to his/her role – exudes positive energy and enthusiasm for the challenges and opportunities presented to them. Someone who is energized by working with nurses, physicians and other individuals that provide care in the hospital setting. Passionate about Women’s Health.

- **Entrepreneurial:** Enjoys developing something from a concept into a finished product. Has a vision of the concept and is able to lead the process of making a new concept a reality even through resistance of individuals.

### Opportunities and Expectations for Leadership

The following goals and objectives – measures of success, have been identified as areas the new Executive Director of St. Vincent Comprehensive Women’s Center will be expected, in their first 12 months of tenure, to have accomplished:

- Develop strong and positive working relationships with the leadership of St. Vincent Carmel Hospital, St. Vincent Health, the physicians and the staff (especially within Women’s Services). Be viewed as a strong collaborator with a collaborative approach and orientation for action.

- Become an integral part of the leadership and development of the new Comprehensive Women’s Center facility. See that construction is in process and key stakeholders are highly involved in the process. See that space is maximized and key services are included and in place.

- Get to know the Women’s Health market both within Carmel and the Indianapolis metro area. Become knowledgeable of the St. Vincent Health system and physicians and specialties that provide care within the Women’s Health market.

- Working with St. Vincent Health leadership and key OB physicians in Carmel, identify all physician specialties that need to be physically present in the new Comprehensive Women’s Center. See that these are identified and contracts in process to have in the new facility upon opening.
There is an expectation that this will be a very high touch/high service culture within the new facility. The Executive Director will need to define this and see that this is a key part of the culture and that patients/family members “feel” this when there.

Put into place the concept, strategy and definition of the patient navigation function that is envisioned within the new CWC.

Have a strategic plan in place and operational teams working to provide an integrated patient registration, scheduling, and consolidated billing service in the new facility. This will involve working closely with physicians that are participating as well as St. Vincent Health system IT leadership.

Work closely with the medical staff (especially those involved in this venture) to build a trusting partnership; be viewed as an approachable and responsive Executive Director.

Working with St. Vincent Health system leadership, see that key messaging is defining the Comprehensive Women’s Center in the Indianapolis market and that awareness in the market is built for this new concept.

There will be a sense of pride and excitement both locally at St. Vincent Carmel Hospital as well as within St. Vincent Health of the opening of the St. Vincent Comprehensive Women’s Center.

**PROCEDURE FOR CANDIDACY**

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