

## POSITION AND CANDIDATE SPECIFICATION



## GEISINGER HEALTH SYSTEM

## CHAIR, WOMEN'S HEALTH SERVICE LINE

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## POSITION SPECIFICATION

### Client Organization

#### Geisinger Health System

Geisinger Health System is a physician-led, integrated health services organization that has as its main components:

- An array of health services providers, including 12 hospital campuses and a drug and alcohol treatment facility (2,224 licensed hospital beds, 344 skilled nursing facility beds and 91 chemical dependency beds);
- A multispecialty physician group practice of more than 1,200 physicians practicing at 83 primary and specialty clinics;
- One of the nation's largest rural health insurance organizations with approximately 510,000 members; and
- An active and progressive research component including the Weis Research Center and the Henry Hood Center for Health Research that is key to the development and implementation of the next generation of best practices in disease prevention and improved outcomes. Geisinger and Regeneron Pharmaceuticals announced in 2014 a major collaboration to study the genetic determinants of human disease and foresee disease before the onset of symptoms, diagnose chronic and potentially fatal conditions before it is too late to intervene, and determine how best to optimize health and well-being for our patients.

Geisinger operates in 45 of Pennsylvania's 67 counties, with a significant presence in central, south-central and northeastern Pennsylvania, primarily outside the major metropolitan areas.

*Mission:* Geisinger's mission is to enhance the quality of life through an integrated health service organization based on a balanced program of patient care, education, research, and community service. This mission statement has been summarized into four words – "Heal, Teach, Discover, Serve."

*History:* Geisinger had its beginnings in the small community of Danville, which is located in central Pennsylvania on the northern branch of the Susquehanna River. There, in 1915, Abigail A. Geisinger founded the George F. Geisinger Memorial Hospital in memory of her husband. From the beginning, the new hospital was designed as a comprehensive healthcare institution that would offer specialized medical care to people in the rural areas of central and northeastern Pennsylvania. Unlike most healthcare systems, which evolved with a hospital focus, Geisinger's history and tradition is that of a physician-led and physician-driven healthcare organization. This tradition began when Mrs. Geisinger

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brought Dr. Harold Foss, a Mayo Clinic trained physician, to be her hospital's "Superintendent" and first chief of staff.

Today, Geisinger is regarded as a national model of healthcare delivery centered on a sophisticated multispecialty group practice. Since the 1970s, Geisinger's strategy of integrating physicians and hospitals expanded to include the management of health and the financing of healthcare services through its wholly controlled health maintenance organization, Geisinger Health Plan, founded in 1972 and reorganized in 1985. Two indemnity health insurers, Geisinger Indemnity Insurance Company and Geisinger Quality Options, Inc., known collectively with Geisinger Health Plan as "Geisinger Insurance Operations" or "GIO," has been added in recent years.

In addition, innovation and research have always been an integral element of Geisinger's mission with a focus on what can be done uniquely at Geisinger. The organization seeks to leverage its high quality patient care; fully integrated healthcare system; large, stable patient population; advanced electronic health record; and clinical data warehouse to create healthcare services and delivery which will improve quality of care while enhancing access and affordability. In 2014, Geisinger entered into a collaboration with Regeneron Pharmaceuticals to study the genetic determinants of human disease. This relationship has the potential to improve individualized patient care because of Geisinger's ability to validate and return clinically actionable results and provide well-informed anticipatory care.

Geisinger's sophisticated health information technology (HIT) enables caregivers to provide consistent care at a reduced cost across the system's footprint through a number of innovative initiatives including: ProvenCare®, a collaborative between Geisinger Clinic and Geisinger Health Plan that relies on the redesign of care processes and Geisinger's electronic health record to create and standardize evidence-based best practice "bundles" of care for both acute episodic and chronic diseases; ProvenHealth Navigator, the system's patient-centered advanced medical home initiative; Care Gaps, Personalized Health and Population Health programs.

## Major Geisinger Components

### *Geisinger Clinic*

The Geisinger Clinic operates a multispecialty physician group medical practice, one of the largest ambulatory care programs in Pennsylvania. The physician staff, which is organized within Institutes and clinical service lines, is dedicated to improving the health of the people of Pennsylvania through an integrated system of health services based upon a balanced program of patient care, education, research, and community service. The Clinic's mission is to serve the members of the community with healthcare services, research and education. Members of the group practice admit to 15 hospitals and nursing homes within the Geisinger service area.

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The Sigfried and Janet Weis Center for Research is a state-of-the-art basic science laboratory facility on the Geisinger Medical Center (GMC) campus whose primary mission is to conduct original and innovative research focusing on laboratory research and research training and supporting the clinical staff in their research programs. The GMC campus also houses the Henry Hood Center for Health Research. Its mission is to discover and validate efficient, accessible, and effective means of improving and protecting health, focusing on outcomes research, rural health policy, environmental health, EHR safety and genomics. In 2013, the Autism and Developmental Medicine Institute was also opened.

## *Geisinger Insurance Operations (GIO)*

The strategic vision of the GIO is to be one of the nation's most respected health plans, providing measurable value to the residents of Pennsylvania and elsewhere through innovative models of care and coverage. GIO is comprised of three companies: Geisinger Health Plan (GHP), Geisinger Quality Options (GQO) and Geisinger Indemnity Insurance Company (GIIC). GHP offers traditional HMO services to businesses of all sizes; GQO provides PPO options and GHP provides third-party administrative services. All three companies are licensed by the Pennsylvania Department of Insurance and operate in 43 contiguous counties of central and northeastern Pennsylvania. In addition to Pennsylvania, GIO operates in other states including Maine, Delaware, West Virginia and New Jersey.

As part of an integrated health system, GIO and the System's clinical enterprise share a "sweet spot." The sweet spot is the overlap of GIO's members who also access the System's providers and facilities. Through this sweet spot, GIO is able to channel experience, knowledge and funds to pursue projects with the System. Not only does this relationship allow GIO and the System to work together to develop new innovative programs to provide better care and value, but also to quickly implement these innovations. This knowledge is then expanded to include all GIO's members and the System's patients. No other organization in the region has both payer and provider joining together to create synergies that improve the health of the communities that they serve. In addition, GIO is further differentiated in that 50% of the provider network is actually non-Geisinger, allowing an even greater scalability.

## *Geisinger Medical Center (GMC)*

GMC, designated as a Magnet™ hospital by the American Nurses Credentialing Center, is the system's central "hub" operating the largest regional referral, tertiary/quaternary care teaching hospital throughout central and northeastern Pennsylvania. Including a children's hospital and overall serving more than 2 million residents, its core strategy is to advance the continued development of its tertiary and quaternary programs, offering some of the most advanced technology in the country.

GMC continues to expand its service market and physical plant. On January 1, 2012, GMC merged with Shamokin Area Community Hospital (SACH), a 55-bed acute care facility located in Coal Township, PA, approximately 16 miles southwest of GMC. The

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merger agreement provided for a full integration of SACH into GMC to promote quality, cost-effective care and enhance access to healthcare services in the communities served by SACH (now GSACH). The combined GMC platform is now licensed for 560 acute care beds and 15 skilled nursing beds. GMC is staffed by physicians employed by the Clinic; GSACH operates an open-staff community physician model in addition to physicians employed by the Clinic.

In early 2010, GMC opened the Hospital for Advanced Medicine, a nine-story, 308,000-square-foot facility expansion on the GMC campus. Phase I provided for 60 additional inpatient beds and is based on a specialty hospital, or "hospital within a hospital" model, achieved through the reorganization of existing capacity and the creation of new capacity around the cardiovascular, cardiology medicine, vascular and thoracic service lines. Phase II included a state-of-the-art cardiac catheterization and electrophysiology suite, a 30-bed orthopaedic inpatient unit, an endoscopy suite, endovascular/hybrid ORs and an expanded interventional radiology suite.

## *Geisinger Wyoming Valley Medical Center (GWV)*

GWV is a 276-licensed-bed acute tertiary hospital and regional referral center serving the healthcare needs of northeastern Pennsylvania. It is an open staff hospital with 861 physicians having medical staff privileges. Located in Plains Township, near Wilkes-Barre, PA, it is approximately 60 miles northeast of Danville.

GWV, including its South Wilkes-Barre ambulatory campus with a small short stay surgical inpatient service, Geisinger-Community Medical Center (GCMC) and a series of regional clinics, form the System's northeastern hub. The GWV main campus is home to the Henry Cancer Center which develops cancer prevention strategies, cultivates cancer research, and provides access to advanced treatment and clinical trials for people in northeastern Pennsylvania. The campus also houses the three-story, 48,000-square-foot Pearsall Heart Hospital. In 2008, a new critical care building was opened increasing the size of the GWV campus by 45 percent. This new facility is comprised of six floors and houses an expanded emergency services department and trauma center that accommodates more than 50,000 visits per year and a new surgical suite which includes 12 ORs.

## *Geisinger-Community Medical Center (GCMC)*

GCMC is a 293-licensed-bed acute tertiary hospital serving the healthcare needs of northeastern Pennsylvania. It is an open staff hospital with approximately 627 physicians having medical staff privileges. Located in Scranton, PA, it is approximately 80 miles northeast of Danville and 15 miles north of GWV.

In June 2013, GCMC broke ground on a \$100 million expansion project. Completed in the summer of 2015, the expansion includes a 14-room operating suite, a re-designed intensive care unit, an enhanced and expanded lobby and additional clinical and physician office space. With the completion of this project, the 355,000 square-foot campus will increase to 400,000 square feet.

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On January 1, 2013, GCMC, Surgical Care Affiliates, LLC, and North East Surgery Center, a partnership including 38 local surgeons, formed a joint venture to further surgical care for patients in Lackawanna County and the surrounding area. Located in Dickson City near Scranton, the 13,200-square-foot facility houses three operating rooms and two procedure rooms with the option for future expansion.

## *Geisinger-Lewistown Hospital (GLH)*

GLH is a 123-bed acute care community hospital serving the 80,000 residents of Mifflin and Juniata counties and members of the contiguous counties of Centre, Perry, Snyder and Huntingdon. Established in 1905 and becoming part of the Geisinger system in late 2013, the hospital provides inpatient, outpatient, wellness and community services while employing over 1,000 full-time and part-time employees and providing a medical staff consisting of 128 physicians and allied health practitioners representing specialties ranging from family medicine, internal medicine, and cardiovascular medicine to infectious disease and general/cardiovascular surgery.

## *Geisinger-Bloomsburg Hospital (G-BH)*

Located 10 miles east of GMC in Bloomsburg, PA, G-BH is a 72-bed acute/psychiatric care hospital (52 acute beds and 20 psychiatric beds) serving Columbia County and surrounding communities in central Pennsylvania. G-BH is an open staff hospital with 117 physicians having medical staff privileges.

## *Marworth*

In addition to the main hubs, the System includes Marworth, a 91-bed inpatient center with a broad-based outpatient program for the treatment of alcohol and chemical dependency. Marworth, located in Waverly, PA, near Scranton is nationally recognized for treating a wide variety of patients with addiction including healthcare, firefighters, and law enforcement professionals.

## *AtlantiCare*

A member of Geisinger Health System, AtlantiCare is an integrated system of services including AtlantiCare Regional Medical Center City Campus, AtlantiCare Regional Medical Center Mainland Campus, AtlantiCare Surgery Center, AtlantiCare Health Solutions, the AtlantiCare Physician Group and AtlantiCare Regional Health Services. Its more than 5,400 employees and 700 open staff physicians serve the community in nearly 70 locations. A 2009 Malcolm Baldrige Award recipient, AtlantiCare's Regional Medical Center is designated as a Magnet™ hospital.

## *Holy Spirit Hospital*

A Geisinger affiliate, Holy Spirit Hospital is a 307-bed acute care facility in Camp Hill, PA, with numerous primary and specialty physician practices and outpatient locations throughout south central Pennsylvania. Holy Spirit has more than 2,600 employees and 500 physicians on its medical staff.

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## Other Geisinger Affiliated Entities

Geisinger has numerous additional affiliated entities in its portfolio, including xG Health Solutions, Inc.<sup>TM</sup> xG is a Delaware corporation, representing a collaboration between the Geisinger Health System Foundation and Oak Investment Partners, offering consulting, healthcare analytics, and care management services to help other healthcare provider and insurer organizations become high-performing population health management systems by providing solutions based primarily upon Geisinger's methods, experience and innovations.

For more information, visit <http://www.geisinger.org/>

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## **Position Summary**

The Chair of the Women's Health Service Line will provide leadership to ensure the continued growth, success and excellence of the Department of OB/GYN, Women's Health and the Geisinger Health System. He/she will be responsible for accelerating the clinical growth of women's health while ensuring the highest quality in patient satisfaction, community-oriented care, and disciplined financial management. The ideal candidate must possess exceptional administrative, mentoring and recruiting skills that will create a stimulating environment for current faculty members, trainees and staff and also enable expansion to bolster the Service Line's clinical excellence and clinical research pursuits.

There are currently over 37 physicians and 33 advanced practitioners in the growing department. Training programs include an OB/GYN Residency with 15 Residents and a Maternal/Fetal Medicine fellowship with 3 Fellows.

The Chair will ensure that the Women's Health Service Line's goals and objectives are aligned with the organization's broader mission, vision, and driving strategies. This critical leadership role requires an energetic, dynamic, service-oriented leader who understands and appreciates both an employed physician model as well as a private practice model. The Chair can balance the needs of a tertiary institution with strong training programs and a robust clinical research enterprise with the needs of a community hospital committed to clinical excellence. The ideal candidate will recognize the potential that this position has in defining best-practices in women's health locally, regionally and nationally.

## **Key Relationships:**

The Chair, Women's Health Service Line will be responsible for leading and developing the talents of a high-performing team. The organizational structure associated with the role is defined below:

Reports to:	Associate Chief Medical Officer Women's and Children's Institute
Direct Reports:	Division Chiefs (4) Program Director, Ob/Gyn residency
Other Key Relationships:	Chairs of Other Departments and Service Lines Administrator, Women's Health Service Line President & CEO Chief Medical Officers Patients, families and community leaders

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## Major Responsibilities:

- Responsible for all Women's Health clinical operational activities and functions within the Department.
- Directs all patient care and OB/Gyn clinical support functions within the Department.
- Responsible for the overall operation and growth of Women's Health, in conjunction with the Administrator of Women's Health.
- Develops and implements Service department policies and procedures, in conjunction with the Administrator of Women's Health.
- Establishes long-range objectives and monitors financial performance of the department, in conjunction with the Administrator of Women's Health.
- Ensures effective, efficient and cost-effective use of clinical resources in order to maintain a productive environment.
- Provides direction to, holds accountable, develops and evaluates clinical staff in their performance of all goals and objectives of Women's Health and the Geisinger system. This includes annual Associate evaluation and management of the OB/Gyn professional compensation process consistent with the System compensation program principles.
- Evaluates regularly the effectiveness of the Women's Health organization and implements changes as necessary to promote strategic and operational effectiveness based on appropriate performance metrics for quality, financial performance, productivity, etc.
- Develops and maintains effective liaison with management, physicians, patients, and employees. This includes promoting multi-disciplinary care and planning across the relevant specialties.
- Works effectively with the Administrator of the Women's Health and leadership teams of clinical platforms (GMC/GWV/Clinics) to set and achieve budget and growth targets.
- Understands, supports and participates in information technology, development, marketing and public relations initiatives on a Department, Institute and System level.

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- Creates an environment that encourages and supports all facets of medical education and clinical research. Maintains compliance with requirements for ACGME certification of OB/GYN and related training programs.
- Serves as a liaison with community and governing authorities.
- With the Administrator of the Women's Health, represents the department at Medical Executive Committees, System Leadership Council, and other administrative/clinical forums as needed.
- Provides outstanding clinical care in the appropriate OB/Gyn specialty and/or subspecialty area of expertise.
- Ensures that the patient safety improvement and risk management program will be given high priority and will support the program.
  - Ensures that sufficient time is available for staff participation in patient safety and peer review activities at both the department and organizational level.
  - Ensures that staff attends all required patient safety education programs.
- Responsible for establishing a proactive program for recruitment and retention of physicians and staff including leadership development and succession planning.
- Ensures departmental involvement in active research projects.
- Other responsibilities/projects as assigned by the Institute Medical Director for Department activities

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## CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

### Ideal Experience

Candidates for the position of Chair, Women's Health Department will be selected from a pool reflecting gender/racial diversity and will be evaluated according to the following criteria:

- An M.D. or D.O. degree, Board Certification in an Obstetrics and Gynecology specialty or subspecialty and either licensed or eligible for medical licensure in Pennsylvania.
- Demonstrated leadership experience as a Chair of Ob/Gyn, Vice Chair, Residency Program Director or the equivalent. Experience with both employed and private practice physician models is highly desirable as is experience managing across several geographies.
- Outstanding credentials and experience to ensure the continuation and enhancement of the clinical, clinical research and educational pursuits of the Service Line.
- Demonstrated managerial and business acumen. Experience in and demonstrated knowledge of the complex financial pressures facing large medical centers and health care delivery organizations today.
- Politically astute and able to work well with people at all levels—hospital, community, faculty, trainees and staff. A reputation as a consensus builder and someone who can resolve conflict for the betterment of the organization.
- Emphasis on and a demonstrated commitment to increasing diversity of faculty, staff and trainees.

### **Critical Competencies for Success**

*Collaborative Leadership:* The successful candidate must possess the requisite leadership skills to foster a collaborative, inter and multi-disciplinary department in support of the individual and combined visions of Geisinger Health System and advance the regional, national and international reputation of the service line. He/she will demonstrate this through:

- A track record of working together with others to build consensus on key strategic decisions, seeking input and being an active listener, but also being able to make critical decisions when necessary;
- Being visible to multiple constituencies, actively seeking input and feedback and communicating in an open, honest and direct fashion;

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- Being able to effectively process and act on constructive criticism for the betterment of the organization;
- Being seen as a team player whom others desire to have on the team; and by
- Being willing to advocate for an unpopular position when it is justified by data and/or the organization's strategy.

*Commitment to Excellence:* The successful candidate will demonstrate the highest commitment to excellence in all activities, with a particular passion for Ob/Gyn and Women's Health in the 21<sup>st</sup> century. The ideal candidate will be able to bring new ideas and strategies for building on this legacy in a rapidly changing and increasingly competitive environment. He/she will demonstrate this ability by:

- Leading cutting-edge initiatives in his/her organization;
- Continually seeking ways to engage, mentor and advance junior faculty and trainees to achieve successful careers; and by
- Serving as a role model of excellence and someone who embodies quality at all levels.

*Business and Operational Acumen:* The successful candidate will possess a track record of overseeing his/her operation in a fiscally prudent manner. He/she will have done this through:

- Demonstrated experience making balanced, fair and appropriate decisions;
- An appreciation of and ability to balance the fiscal pressures facing Departments of OB/GYN and Women's Health, recognizing the long-term trends in medicine that are occurring at a policy level throughout the healthcare environment;
- Experience in philanthropic pursuits to support programmatic development; and a track record of running an operationally strong and financially solid organization.

*Commitment to the Geisinger Social Compact:* The successful candidate will demonstrate the highest commitment to patients, colleagues, Geisinger and the communities we serve. He/she will demonstrate this ability by exemplifying the following:

- **Taking great care of patients.** Recognizing the importance of patient care and your role(s) and responsibilities in: providing excellent Quality of care; providing an excellent Patient Experience; every patient, every interaction; and providing/ensuring Access to care for our patients
- **Helping Geisinger recruit and retain the best talent.** Understanding your role in making Geisinger a great place to work. Treating colleagues with respect. Agreeing to disagree but support a unified direction
- **Focusing on Access to Care.** As an example, achieving same day appointments.
- **Teaching.** Participating in medical student, resident and fellow teaching and mentoring. Explicitly modeling the behaviors integral to mutual respect as the foundation of inter-professional education training and practice. Engaging in scholarly inquiry with the learners, the education process and the local education infrastructure.

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- **Research.** Participate in research. As an example; discuss and enroll patients in MyCode.
- **Be a good citizen.** Be actively engaged, speak up, do things outside your job.

## **Other Personal Characteristics**

- Lives the mission, vision, culture and values of Geisinger Health System.
- The highest integrity and personal ethics.
- A commitment to service within the community.
- Outstanding communication skills.
- Strong organizational and process-management skills.
- High energy coupled with a strong work ethic and a desire to have impact.
- An upbeat, inspirational, energetic, can-do attitude.

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