



December 2019

Position Specification

UH Cleveland Medical Center Chief Medical Officer

Retained Search Services by:



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This Position Specification is intended to provide additional information about University Hospitals (UH) and the position of **UH Cleveland Medical Center Chief Medical Officer**. It is designed to assist qualified individuals in assessing their interest in the position. UH has retained the Summit Talent Group to conduct this national search. UH is an Equal Opportunity Employer.

Position Summary

[University Hospitals \(UH\)](#) has retained [Summit Talent Group](#) to conduct a national search for the position of UH Cleveland Medical Center (UH CMC) Chief Medical Officer (CMO). University Hospitals (UH) is a nationally recognized health system with 18 hospitals, including three joint ventures and \$4.1b in net patient revenue, serving Ohio. The System's 1,032-bed tertiary medical center, UH Cleveland Medical Center, is an affiliate of Case Western Reserve University. Included in UH are: UH Rainbow Babies & Children's Hospital and UH Seidman Cancer Center, part of National Cancer Institute-designated Case Comprehensive Cancer Centers.

Reporting to Robyn Strosaker, MD, UH CMC's Chief Operating Officer and serving as a member of the UH CMC Senior Management team, the incumbent works in partnership with the UH CMC COO and the UH CMO, providing leadership for the department Chairs and hospital medical staff and plays an integral role in ensuring the delivery & transition of patient care -- with creative approaches that establish collaboration for what is "best for the patient."

The UH CMC CMO is responsible for operationalizing initiatives in line with system goals regarding performance improvement, resource management, and quality-related activities across the following disciplines: High Reliability Medicine; Quality & Safety; Patient Advocacy & Engagement; Infection Control; Medication Safety; Throughput; Physician Relations; Professional Development; Credentialing & Medical Staff; Community Outreach; and Utilization & Case Management.

Critical to success in this position is a physician executive that brings to the organization expertise in the areas of standardization, technology optimization, enhanced revenue opportunities, and knowledge of national trends & benchmarks. In addition, UH CMC highly values talent able to advocate and influence the implementation of best practices in achieving consistent results above the national average in the areas of: LOS, Readmissions, ED wait times, patient discharge time, and the like.

The incumbent will devote time and energy to the physician community, offering support and programs that build upon UH's incredibly talented provider base, reflected in the recruitment and retention of accomplished physicians, and a culture that addresses provider burnout & physician engagement. With more than 1,000 medical residents, the incumbent will facilitate the development of leadership paths and other career avenues for physicians.

The incumbent will ensure that UH CMC meets the requirements of Joint Commission and other regulatory bodies, with responsibility for integrating both quality and cost information through data-driven initiatives and for ensuring the appropriate involvement required by the various physician departments Chairs and committees.

Stylistically, the ideal candidate will be a leader who is visible, approachable, respectful, and builds consensus; a change-agent that inspires collaboration with a confident tone and sense of humor. The UH CMC CMO will be insightful and humble in their approach, demonstrating an investment in people; acknowledging individual issues and challenges, managing expectations, and being respectful of diverse points of view.

Position Qualifications

Education

- Doctor of Medicine or Osteopathy with an unrestricted license to practice medicine in the State of Ohio required. M.B.A and/or M.P.H. preferred

Experience

- 7+ years progressive experience and leadership in large, complex healthcare settings

Credentials, Licensure or Certification

- Maintenance of clinical licensure

Knowledge, Skills & Abilities

- Superior written, oral & interpersonal communication skills especially with both internal & external medical communities
- In-depth knowledge of healthcare industry, trends and delivery systems
- Demonstrated ability to manage through influence and develop collaborative culture
- Prior experience developing and managing budgets
- Measurable results in driving patient satisfaction and quality initiatives
- Ability to strategically align business operations with organizational goals
- Demonstrated experience and results in developing physician leaders and holding them accountable to achieve results in their respective areas.

Specific Duties and Responsibilities

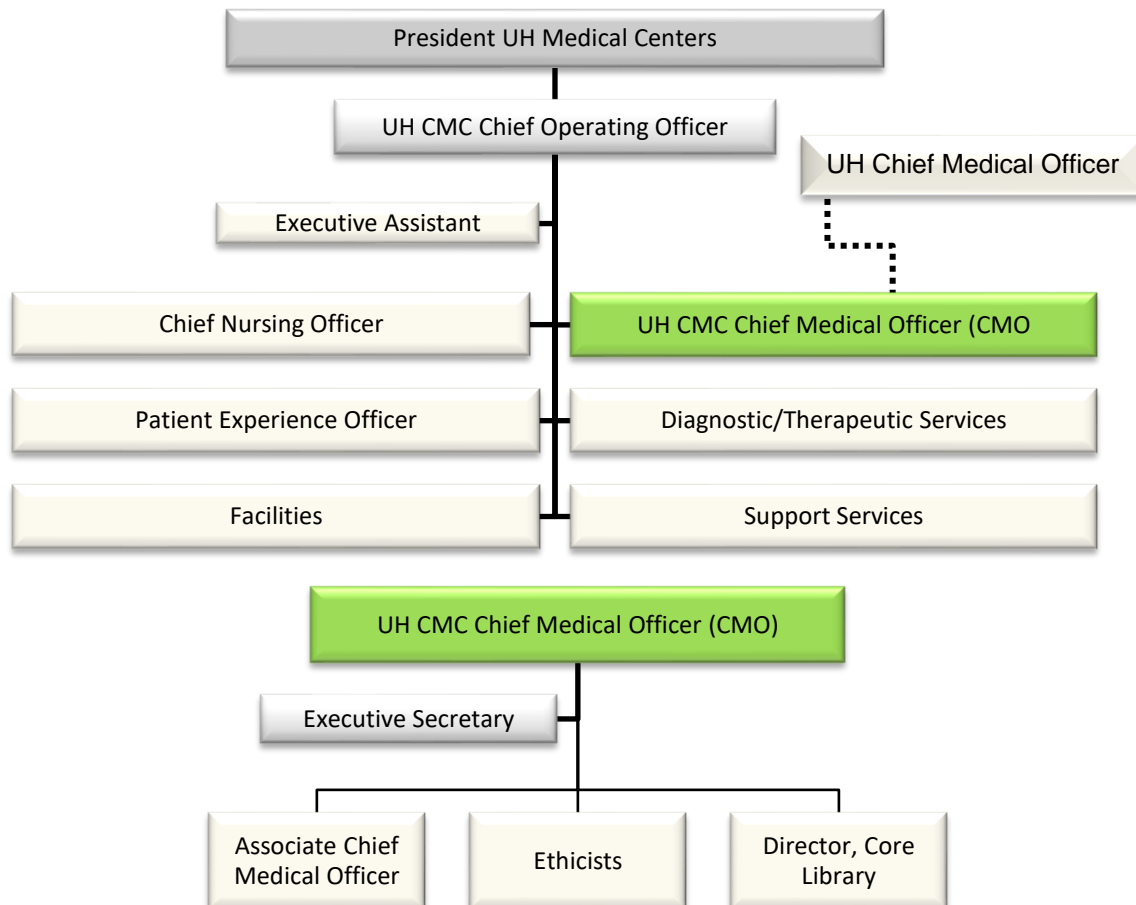
- Serve as the UHCMC Leader to drive HRM and HRO.
- Serve as a member of the UHCMC Senior Management team. Work closely with the senior leadership of CMC, especially the UHCMC Chief Nursing Officer. As part of the senior management team, participate in strategic planning for UHCMC, and assist in matters related to the medical staff and clinical care delivery systems. Collaborate with administrative leadership on the development of clinical service lines and strategic plans.
- Work collaboratively with the nursing staff, allied staff, and other administrative professionals in the delivery of care to UHCMC patients. Work closely with all clinical chairs and chiefs to ensure optimal performance of each clinical department.
- Collaborate with the medical staff and other professional staff members in developing, measuring, implementing, and evaluating policies and programs for continual improvement in the delivery of high quality and cost-effective care and services. Assure compliance with the requirements of all governmental and other agencies regulating healthcare quality and accreditation.
- Work with UH CMO on patient safety initiatives for UHCMC.
- Direct the development and use of mechanisms to monitor and report progress in achieving the system's strategic goals and key objectives in the quality, clinical improvement, and patient safety arenas. Assure the provision of leadership and resources necessary to define the measures of effective and efficient patient care and achieve the highest reasonable level of error-free delivery of such services. When measures are established or elevated such that UHCMC is not performing at

an optimal level, the CMO will put a plan in place to elevate such performance and hold accountable those assigned to implement the plan.

- Educate the physician group, physician leaders, management, and staff on new clinical leadership initiatives, and advances in medical best practices. Lead the physician-focused efforts to enhance patient satisfaction, based on survey results and programs.
- Systematically evaluate clinical opportunities and target those opportunities with the greatest potential for producing positive business results.
- Collaborate on the development of appropriate recruitment, compensation, and retention programs to ensure adequate physician staffing. Improve and expand the clinical educational programs to be the best in the region and to allow for the recruitment of graduates into the group practice to foster the expansion of services.
- Lead the process of physician leadership development at UHCMC to further build clinical, operational and management strength in physician leaders at all levels.
- Facilitate and lead physician teams in identifying and implementing resource management opportunities and outcomes management programs, including: pathway development, disease management, and physician education. Have physician leaders take responsibility for achieving financial, operational and quality targets.

Reporting Relationships

The UH CMC Chief Medical Officer reports to the UH CMC Chief Operating Officer and dotted line reports to the UH System Chief Medical Officer.



University Hospitals

About University Hospitals (UH)

Facts & Figures

- Serves 15 counties in Northeast Ohio
- Nationally recognized academic medical center including leading children's and cancer hospitals
- 11 community medical centers – *Elyria is a community Medical Center & is a "health-system" of three campuses*
- Three joint-venture hospitals
- More than 40 health centers
- Second-largest employer in Northeast Ohio
- More than 4,700 total providers
- More than 25,000 employees (non-physician)
- More than 1,100 residents and fellows in training
- Over 100 residency and fellowship training programs
- Ten clinical-care-delivery institutes
- Total annual revenues of \$4 billion

In 1993, University Hospitals developed a new strategy and model for healthcare delivery. This new approach called for University Hospitals to better meet the healthcare needs of a significant portion of northeast Ohio through geographic expansion and an increase in the types of services we offer.

In the process University Hospitals was transformed from a traditional, single-site academic medical center into broad-based University Hospitals:

- To complement our nationally prominent services in tertiary medicine, we added prevention, primary care and early screening.
- To strengthen our clinical capabilities, we expanded our established areas of excellence and developed new areas at University Hospitals.
- To improve access, we forged new hospital partnerships, developed the region's largest primary care physician network, and increased the number and size of cost-effective outpatient centers.
- To enhance care in the communities served by our new partners in University Hospitals, we opened satellites of some of our centers of excellence, initially for cancer care, cardiac care, pediatrics and women's health.
- To make quality care affordable, we redesigned the way we deliver much of our care, reducing inefficiencies and redundancies.

Today, University Hospitals is one of the nation's leading health care systems, providing high-quality, patient-centered medical care at locations throughout Northeast Ohio.

Committed to advanced care and advanced caring, University Hospitals offers the region's largest network of primary care physicians, outpatient centers and hospitals. The System also includes a network of specialty care physicians, skilled nursing, elder health, rehabilitation and home care services, managed care and insurance programs, occupational health & wellness, and the most comprehensive behavioral health services in the region.

The System's 1032-bed, tertiary medical center, University Hospitals, is an affiliate of Case Western Reserve University. Included in UH are [University Hospitals Rainbow Babies & Children's Hospital](#), among the nation's best children's hospitals; [University Hospitals Seidman Cancer Center](#), part of National Cancer Institute-designated Case Comprehensive Cancer Center at Case Western Reserve University (the nation's highest designation); and [University Hospitals MacDonald Women's Hospital](#), Ohio's only hospital for women.

More than 24,000 physicians and employees constitute University Hospitals and its partnership hospitals, ranking it Northeast Ohio's second largest private sector employer. UH performs more than 4.5 million outpatient procedures and nearly 63,000 inpatient discharges annually.

University Hospitals' goal is to provide comprehensive primary and community-based care—the kind of health care people need most—as well as access to the highest quality specialty care when necessary.

Mission/Vision/Values

Mission: Why we are here

- To Heal. To Teach. To Discover.

<https://www.uhhospitals.org/about-uh/mission-vision-values>

Vision: What we want to do

- Advancing the Science of Health & *the Art of Compassion*.

<http://news.uhhospitals.org/news-releases/university-hospitals-launches-new-vision-statement-advancing-the-science-of-health-and-the-art-of-compassion.htm>

Values: What we believe

- **Excellence.** We have a continuous thirst for excellence and are always seeking ways to improve the health of those who count on us.
- **Diversity.** We embrace diversity in people, thought, experiences and perspectives.
- **Integrity.** We have a shared commitment to do what is right.
- **Compassion.** We have genuine concern for those in our community and treat them with respect and empathy.
- **Teamwork.** We work collaboratively as an integrated team to improve patient care and performance.

University Hospital Institutes

Ten clinical-care-delivery institutes at UH are making specialized care more accessible systemwide across Northeast Ohio. Institutes bring highly trained subspecialists from different disciplines together to collaborate on the best treatment for patients. Institutes also promote uniform, standard care protocols and the sharing of best practices – all driven by the latest advances.

- The UH Health System UH Digestive Health Institute (UHHospitals.org/Digestive)
- UH Ear, Nose & Throat Institute (UHHospitals.org/ENT)
- UH Eye Institute (UHHospitals.org/Eye)
- UH Harrington Heart & Vascular Institute (UHHospitals.org/Heart)
- UH Neurological Institute (UHHospitals.org/Neuro)
- UH Primary Care Institute (UHHospitals.org/PrimaryCare)
- UH Sports Medicine Institute (UHSports.org)
- UH Transplant Institute (UHHospitals.org/Transplant)
- UH Urology Institute (UHHospitals.org/Urology)
- Angie Fowler Adolescent & Young Adult Cancer Institute (Rainbow.org/AngiesInstitute)

Accountable Care Organization

University Hospitals Provides Quality, Innovative, Coordinated and Patient-Centered Health Care
University Hospitals in Cleveland, Ohio, is a comprehensive health system recognized for providing quality and personalized coordinated health care through accountable care organizations (ACOs) built on the principles of population health. University Hospitals' ACOs include:

- [Pediatric ACO](#)
- [Employee ACO](#)
- [Medicare ACO](#)

As one of the most comprehensive medical centers in the nation, UH has the advanced technology and specialized medical services in place to effectively coordinate someone's health care needs from birth through their senior years.

University Hospitals Accountable Care Organization (UHACO) fosters long-term patient-provider relationships that help promote preventive care, increase wellness and healthy behaviors, decrease emergency episodes, and prevent hospitalizations. Additionally, our ACO clinical care coordinators help patients, primary care providers, and specialists work as an integrated team focused on keeping patients healthy and proactively managing their care.

UHACO models brings together University Hospitals' broad primary care network and advanced clinical care and specialty services with a large population of independent providers to give our members and covered dependents a substantial number of health care options.

The success of UHACO demonstrates our ability to coordinate patient care in a manner that increases the quality of care received, promotes health and wellness, improves the patient experience, and reduces overall health care costs.

Coordinated Care Through Integrated Technologies

UHACO partners with patients to help them stay well and to coordinate their health care throughout the continuum. UH clinical care coordinators leverage UH's robust technology infrastructure to proactively outreach and support members.

UHCare, our secure electronic medical record (EMR), helps connect providers with comprehensive patient information and the latest evidence-based health care guidance. In addition, UH's integrated technology infrastructure includes personal health records, population health data analytics, integrated scheduling, and [telehealth technologies](#).

This technology infrastructure combined with personalized care coordinators enables a greater opportunity for each patient to receive consistent high-quality care when and where they need medical attention the most.

Innovative Health Care Delivery Models

The foundation for UH's accountable care models is the infrastructure and experience used to manage the employee medical plan through University Hospitals Accountable Care Organization (UHACO). Since 2010, the UHACO has helped improve the health and wellness of about 25,000 UH employees and dependents enrolled in a UH medical plan. After implementing our first accountable care organization in 2010, UH launched two additional accountable care organizations in 2012:

- UH Rainbow Babies & Children's Hospital received a \$12.7 million Health Care Innovation grant from the Center for Medicare & Medicaid Innovation for its Physician Extension Team (PET). To effectuate this grant, UHACO created a Pediatric ACO called [UH Rainbow Care Connection](#), to create a physician network that will help to manage the health of 200,000 children in northeast Ohio.
- The [Medicare ACO, UH Coordinated Care Organization](#), was approved to participate in the Medicare Shared Savings Program to serve 42,000 Medicare beneficiaries as of July 1, 2012.

Together, our three innovative ACOs help position UH as the national leader in using accountable care models to increase the quality of care received by patients, improve the patient experience, and control the cost of care delivery to patients throughout all stages of their lives.

Physician Network

Our physician network comprises more than 1,700 UH-employed physicians and about 3,000 affiliated members of our medical staffs. The degree of collaboration and integration between our physicians is unsurpassed. This allows our patients to experience seamlessly coordinated care and the best possible outcomes.

For information on the clinical expertise found within University Hospitals, visit [UHDoctor.org](#), our new online resource for physicians and other clinicians. The site includes articles on clinical practice, patient care, research and education.

University Hospitals also offers the online appointment scheduling service Zocdoc. It allows patients to schedule their own appointments instantly and conveniently using a home computer or an app on a smartphone or tablet.

Awards & Achievements

- **UH Cleveland Medical Center ranks high among America's Best Hospitals** for a wide range of advanced care, according to U.S. News & World Report. Our flagship academic medical center is among the country's Top 50 in eight specialties. These rankings reflect our exemplary success in providing care to patients with the most serious and complex needs. Our results place us among the top 1 percent of more than 5,000 rankings-eligible hospitals nationwide. UH Cleveland Medical Center is one of 100 Great Hospitals in America for 2016, according to Becker's Hospital Review, which compiles its list based on its own research and other hospital rankings.

- **UH Accountable Care Organization is among “100 ACOs to Know” in America**, according to Becker’s Hospital Review, for excellence in quality, achievements in driving down cost and ability to grow and take on risk. Health Data Management ranked UH ACO as the nation’s fifth largest with more than 300,000 individuals.
- UH is one of 364 hospitals and health systems nationwide and one of only 24 in Ohio to be named a **2016 Most Wired Hospital** by the American Hospital Association’s Hospitals & Health Networks magazine. The distinction recognizes UH for advanced technology adoption and use, including clinical integration (UHCare), patient engagement (MyUHCare Personal Health Record) and extensive security measures to protect patient data.
- UH Cleveland Medical Center is one of just 20 total organizations in Ohio to earn the **Gold Level Encouraging Environmental Excellence (E3) Award** from the Ohio EPA. Examples of our environmental stewardship include the LEED-certified UH Seidman Cancer Center building, green spaces in Alfred and Norma Lerner Tower and the Atrium, Angie’s Garden in UH Rainbow Babies & Children’s Hospital, the North Union Farmer’s Market and the UHBikes bike share system.
- **UH earned 13 Environmental Excellence awards from Practice Greenhealth**, including the prestigious System for Change award. The awards recognize our health system’s achievements in environmental-sustainability programs in 2015.
- UH Rainbow Babies & Children’s Hospital stands tall among America’s finest children’s hospitals in the **2016 Best Children’s Hospitals rankings from U.S. News & World Report** (*Also in 2017 & 2018*). Ranking among the nation’s best in every one of the 10 pediatric specialties U.S. News evaluates, and our scores improved in seven of the 10. UH Rainbow Babies & Children’s remains the No. 1 children’s hospital in Ohio for newborn care, and No. 4 in the U.S.

About Cleveland, OH



Photo: Marvin Fong, *The Plain Dealer*

From the World Travel Guide website (<https://www.worldtravelguide.net/guides/north-america/united-states-of-america/ohio/cleveland/>): Gritty, no-nonsense, and unassuming it may be, but Cleveland has grown beyond its blue-collar image as an industrial hub, to become a vibrant and ethnically diverse metropolis. It may not have the glamorously hip image of some other American cities and is widely seen as a place where people watch sports, drink beer, and listen to classic rock. But while there are touches of such character in this city on the southern shores of Lake Erie, look closer and you'll find surprising elements of art and natural beauty. Visitors are often taken aback to discover the vibrant downtown with its characterful neighborhoods and lively atmosphere.

Cleveland has been rejuvenated in the past few decades and become something of a model for modern urban planning. Downtown is the center of things, with historic Public Square - a European-style plaza with statues and fountains - its focal point. The lakefront is home to the stunning Rock and Roll Hall of Fame and Museum, which epitomizes the city's growing cultural presence.

One less obvious legacy of Cleveland's industrial wealth is the treasure trove of cultural establishments and institutions, from the Playhouse Square Center (the second-largest performing arts center in the USA) and the Cleveland Museum of Art. Downtown areas such as the Theater District, the Historic Warehouse District, the Flats Entertainment District and the Historic Gateway District, are just a few of the trendy spots that continue to attract businesses and residents alike. And a more recent addition to Downtown is the Great Lakes Science Center and the Cleveland Clinic OMNIMAX Theater.

There are all the ethnic restaurants and shops you would expect to find in any big modern city, but Cleveland is especially blessed with a strong Polish community, and the Polish food served here is among the best in the country. There are also large Italian and Irish populations, as well as Czech and Slovenian communities, all of which add their own personal flavors into the culinary and cultural mixing bowl that makes up this proud city.



Photo from Wikimedia Commons: Cleveland Supermoon by Erik Drost

Best places to visit while in Cleveland:

Rock and Roll Hall of Fame and Museum

The term 'rock and roll' was coined by a Cleveland disc jockey in 1951 and it was largely for this reason that Cleveland became home to this institution dedicated to it. When the Rock and Roll Hall of Fame and Museum opened in 1995, it was already emblematic of the city's revival. Designed by the renowned architect I M Pei, the attraction celebrates the American pop-cultural institution of rock music by honoring its popular and influential performers, producers, songwriters and disc jockeys. Various exhibits, films and displays explore nearly all aspects of rock and roll - from the roots of the genre in folk music, blues and country music to a large variety of rock and roll artefacts.

Great Lakes Science Center

The Great Lakes Science Center is one of the largest science museums in America. Rather than feature three or four major exhibits, this science center offers over 340 interactive exhibits, covering a very wide variety of themes, including meteorology, aquatic environments, the planet earth, pollution, sports and music. It focuses on science as it applies to Cleveland in particular - situated as it is on Lake Erie. There is also a children's area and an OMNIMAX theatre.

Cleveland Botanical Garden

Founded in 1930, the Cleveland Botanical Garden is the oldest civic garden in America. Its 4 hectares (10 acres) of meticulously kept greenery includes eleven different types of garden - Japanese, herb, rose, inspirational, terrace, gateway, children's, therapeutic, topiary, woodland and perennial. The amazing Eleanor Armstrong Smith Glasshouse includes a vast greenhouse with recreations of two of the world's most fragile ecosystems, the sunbaked spiny desert of Madagascar and the misty cloud forest of Costa Rica, as well as an extensive library, a cafe and gift shop and other visitor services.

Cleveland Museum of Natural History

The Cleveland Museum of Natural History imaginatively brings to life the natural sciences. Disciplines celebrated include archaeology, astronomy, botany, cultural anthropology, paleobotany and zoology. Among its most celebrated features are the Reinberger Hall of Earth and Planetary Systems, where geology and astronomy are integrated, allowing visitors to touch volcanic rock or experience the rumbling of an earthquake, and the Shafran Planetarium and Astronomy Exhibit Hall. The museum also houses an extensive collection of gemstones.

Steamship William G Mather Museum

The Steamship William G Mather Museum is a living relic of Cleveland's historic role in the Great Lakes steel industry. Built in 1925, the bulk freighter plied the waters of the Great Lakes, supplying coal and

ore to Cleveland's steel yards. In 1980, the ship was taken out of active service and, since 1990, has been this floating museum, restored to bring to life the everyday lives of its crew.

Western Reserve Historical Society Museum/Crawford Auto-Aviation Museum

This museum combines a glimpse into Cleveland's past, a research and genealogy library and a record of the city's prominent role in the transportation industry with more than 200 cars on display. The museum also provides visitors a peak into life along Millionaire's Row by offering a tour through its Hay-McKinney Mansion located next door.

Cleveland Metroparks Zoo

Founded in 1882, the Cleveland Metroparks Zoo is the seventh oldest in the United States and home to thousands of animals representing seven continents. The zoo has an outdoor area covering 66 hectares (165 acres) and an indoor area covering 0.8 hectares (2 acres). Exhibits include a Northern Trek, featuring bears, Siberian tigers, sea lions and reindeer, an Australian Adventure, with koalas, snakes, kangaroos and wallabies, and the Primate Cat and Aquatics Building, which houses animals including gorillas, lungfish and cheetahs. One of the zoo's most famous exhibits is the Rainforest, an indoor area that presents the delicate animal and plant life of the disappearing tropical rainforests.

Cleveland Museum of Art

Known for the breadth and quality of its collection, the Cleveland Museum of Art opened in 1916. The collection covers 5,000 years of art history, including genres such as Arms and Armor, Medieval and Islamic Art, 19th-century European Painting, American Painting and contemporary Art and Photography.

Other information links:

- https://www.tripadvisor.com/Tourism-g50207-Cleveland_Ohio-Vacations.html
- <https://www.tripsavvy.com/best-things-about-living-in-cleveland-753098>
- <https://realestate.usnews.com/places/ohio/cleveland>
- <https://www.britannica.com/place/Cleveland-Ohio>
- <https://www.thisiscleveland.com/>
- <http://city.cleveland.oh.us/>

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