



President/CEO
St. Vincent's Clinically Integrated Network
Bridgeport, CT

The Organization

St. Vincent's Clinically Integrated Network

In equal collaboration with independent physicians from its medical staff, St. Vincent's Medical Center is in the process of developing a Clinically Integrated Network (SVCIN) to serve Southwestern Connecticut. The SVCIN will be 50 percent owned by the Medical Center and 50 percent by independent physicians, and will be governed by a board reflecting the same 50/50 split. The main benefit of the SVCIN will be to its patients; through care coordination and data sharing enabled by the SVCIN, the Medical Center and physicians will be aligned to provide better healthcare to their patients across the entire continuum of care. In addition, through the SVCIN, the Medical Center and participating physicians will seek to position themselves to perform well under novel reimbursement models that reward clinical integration and improved quality of care. The SVCIN will also provide the scale to save significant costs through volume-purchasing and shared management services. The healthcare landscape is changing rapidly; this SVCIN will provide a strategy to effectively deal with this new environment while benefiting patients, physicians, and the Medical Center alike.

There are three Board committees presently: Population Health Management/Finance, Technology & Information Management and Quality/Utilization Review; more are anticipated as the organization grows. SVCIN leadership has established short- and long-term goals in areas of growth in physician membership, number of managed care contracts, infrastructure, finance, preventable utilization and quality pathways.

St. Vincent's Medical Center

St. Vincent's Medical Center in Bridgeport, CT is a 473-bed community teaching and referral hospital with a Level II trauma center and a 76-bed inpatient psychiatric facility in Westport. St. Vincent's provides a full range of inpatient and outpatient services with regional centers of excellence in cardiology, surgery, cancer care, orthopedics, diagnostics, women's and family services, behavioral health, senior health and an array of specialized services. The organization is in strong financial condition; it has shown a surplus from operations for many years, has recently completed a \$60M capital campaign and a \$145M master facilities plan/expansion. For more information see www.stvincents.org.

St. Vincent's Medical Center is a subsidiary of St. Vincent's Health Services, which include St. Vincent's Behavioral Health Services, Westport Campus; St. Vincent's College; St. Vincent's Special Needs Services; St. Vincent's Medical Center Foundation; St. Vincent's Multi-Specialty Group and the Medical Center. St. Vincent's also participates in international research programs. St. Vincent's has an active medical staff of 450 physicians representing a comprehensive range of more than 50 specialty and subspecialty medical and surgical disciplines.

St. Vincent's has been recognized as one of the top 100 heart hospitals in the United States. They have earned national and regional recognition for the compassion of its staff, the commitment to patient satisfaction and the quality of its care.

Ascension Health

St. Vincent's is a part of Ascension Health. Ascension Health is transforming healthcare by providing the highest quality care to all, with special attention to the poor and vulnerable. Ascension Health, which provided \$1.08B in care of persons who are poor and community benefit last year, is the nation's largest Catholic and nonprofit health system, and the third-largest system (based on revenues) in the United States. See www.ascensionhealth.org.

Frank H. Netter School of Medicine

The newly-formed Frank H. Netter School of Medicine of Quinnipiac University has selected St. Vincent's Medical Center as its principal clinical partner, according to an October 2011 joint announcement made by Dr. Bruce Koeppen, Founding Dean of the School of Medicine, and Susan Davis, RN, EdD, President and CEO of St. Vincent's. More information is available at the St. Vincent's website.

St. Vincent's medical staff will work with the leadership of the School of Medicine to design the clinical components of the curriculum and academic policies and procedures; recruit physicians to teach students; ensure the high quality of the educational experience. The Clinical Chairman at St. Vincent's will become the Chairs of the corresponding departments in the School of Medicine. Pending LCME accreditation, the School of Medicine is scheduled to start offering classes in the fall of 2013.

"St. Vincent's affiliation with Ascension Health will give Quinnipiac medical students access to a network of hospitals where they can complete electives, seek residency placements and explore possible employment opportunities once they complete their training," Dr. Koeppen said.

The Location

Located about an hour northeast of NYC on the beautiful Connecticut shoreline, the greater Bridgeport area offers a wide range of cultural, educational, professional and recreational opportunities. For more information see the web site of the Bridgeport Regional Business Council at www.chamberofcommercebridgeportct.org.

The Position

The President/CEO is responsible for the development, oversight and ongoing operation of the newly-created St. Vincent's Clinically Integrated Network. The President/CEO of SVCIN must be a visionary leader and builder, able to position the organization, build programs, develop infrastructure and be a trusted agent of both the physicians, the Hospital and Affiliated Organizations. This President/CEO must drive the growth of the SVCIN, which includes branding the organization as one that will proactively address the rapid changes in the national and regional health care landscape. He or she must be able to work independently without great infrastructure in building a new organization.

Reporting to the SVCIN Board and working very collaboratively with the St. Vincent's Medical Center, Physician Membership and SVCIN Affiliated Organizations, the President/CEO strives to fulfill the organization's mission vision and strategy. He or she will work with the Board to understand the changes in the healthcare environment, the impact on the organization and how best to position the SVCIN for current and future success. The President will develop effective, constructive and collaborative communications/work processes between the organization's growing number of constituents. Specifically, the CEO must:

- Adhere to and support the mission, purpose, philosophy, objectives, policies and procedures of SVCIN
- Maintain a collaborative relationship with St. Vincent's Medical Center, Physician Members of the SVCIN and its affiliates
- Develop and maintain excellent relationships with both internal and external customers and work to build the consensus needed for the SVCIN to succeed
- Recruit, retain and develop an administrative team to support the functions of the PHO within budgetary constraints
- Develop, manage, and oversee the SVCIN operating budget and actual revenue/expenses;
- Always be a resource for problem resolution and relationship building
- Oversee the development and implementation of the SVCIN operational and quality improvement initiatives
- Adhere to the principles of managing a risk contract, including accurately interpreting utilization, cost, quality and financial reporting data
- Negotiate and administer all third-party agreements, technical and professional fee schedules to maximize provider benefit within regulatory limitations
- Develop hospital and physician network recruitment strategies
- Approve goals and objectives for the effective operations of the SVCIN
- Develop annual capital and operational budgets submitted to Board of Directors
- Monitor the SVCIN's key performance indicators to identify significant trends, patterns, and changes in performance, and routinely review with SVCIN Board and key physicians to ensure that they are performing at their optimum level when compared with local and national standards of care
- Maintain strict confidentiality and professional standards;
- Cultivate strategic alliances and relationships with key internal and external partners
- Oversee all hiring, training, orientation and management of SVCIN staff

The Opportunity

This is a true building opportunity, one to create an organization virtually from scratch that will be aligned to address health care of the future. It is supported by a healthy, financially strong organization that is patient-centric and that has strong performance on clinical quality indicators. St. Vincent's features an excellent leadership team that is visionary and highly capable, a culture characterized by open communication and transparency, and the opportunity to become a major academic medical center through its recent affiliation with the Frank H. Netter School of Medicine at Quinnipiac University. Additionally, it offers great visibility before St. Vincent's parent organization, Ascension Health.

The Candidate

The right candidate for this position must have held a leadership position in a PHO, Managed Care Organization or Multi-Specialty Group Practice. Previous experience starting up or significantly building such an organization is very important; key to this position is the ability to build an infrastructure that will address the full continuum of care. He or she should understand the principles of managing a risk contract, and must be able to proactively adjust to a rapidly changing business and regulatory environment. An MBA, MHA or equivalent is required. Candidates who are MDs without other graduate degrees are welcome.

As important as technical experience are the personal attributes that the selected candidate brings to the position. He or she must be an entrepreneurial person who will work well without a great deal of infrastructure, and will in fact help form the infrastructure required to transform the SVCIN from a young start-up to a highly functional entity, as well as become a community leader within the Bridgeport market.

He or she must be a highly visible champion of the SVCIN for internal and external audiences, a visionary leader able to brand the SVCIN and generate the interest and enthusiasm that will lead to growth. The right candidate must have strong commitment and high professionalism, always bringing initiative and energy to their work. The ability to anticipate and proactively address strategic performance issues is essential. Important personal characteristics include:

- Leadership credibility arising from high professionalism, competence and confidence
- The ability to gracefully build trusting and productive relationships with physicians, the Medical Center and other involved organizations
- Strong analytic and problem solving skills, with the ability to interpret data and information
- Being an excellent listener and transparent communicator
- The poise and diplomacy to represent SVCIN to internal and external groups, and to achieve results through credible influence rather than direct control
- The ability to work well with others and build collaborative relationships; he or she must be a true team player, inclined to build both internal and external consensus. Is a natural bridge builder
- Being at ease in a high visibility role
- A broad, long-range strategic vision that is well-integrated with being hands-on
- Paying appropriate attention to detail
- Strong negotiation and mediation skills

- Excellent soft skills with an outgoing and engaging personality, political *savior faire*, composure, good judgment, flexibility and creativity
- Strong writing skills and presentation ability, understanding how to customize messages appropriately to different audiences

Compensation

A compensation package will be constructed commensurate with the background and accomplishments of the selected candidate, and will include competitive base salary, incentives and liberal benefits.

For More Information

Referral of prospective candidates and/or networking sources is welcome. Interested parties please send resume and cover letter to StVincentsCEO2002@ZurickDavis.com. For additional questions please contact **Beth Ross** or **Jeff Zegas** at 781.938.1975. All contact with our office will remain confidential.