Executive Vice President for Health Affairs
Chief Executive Officer, Georgia Regents Medical Center & Georgia Regents Medical Associates

Integrated Academic Health Center within a Premier Public Comprehensive Academic & Research University

Georgia Regents Medical Center, a world-class health care network offering the most comprehensive primary, specialty and subspecialty care in the region, and part of Georgia Regents University, a premier public comprehensive academic and research university and major integrated academic health center, announces a national search for Executive Vice President for Health Affairs of Georgia Regents Health System (“Health System”). Under the bylaws of both MCG Health, Inc., d/b/a Georgia Regents Medical Center (“Medical Center”) and The Medical College of Georgia Physician’s Practice Group Foundation d/b/a Georgia Regents Medical Associates (“Medical Associates”), the position will also hold the title of CEO for Medical Center and Medical Associates.

Vision, initiative, leadership and skill to make a decisive impact will distinguish the Executive Vice President prepared to advance to this key executive position within a dynamic academic healthcare enterprise. Select EVP brings an exceptional array of expertise and experience to capitalize on a career-making leadership opportunity in a prime location. Candidate is to be a visionary, well versed in all phases of current clinical services delivery, and one who can play an integral part in crafting and implementing the system's overall strategic plan. Chosen candidate will possess the necessary background, intangibles, and innate desire to oversee and orchestrate the health system’s and to lead and mentor a top-level system toward broader service and greater success.

About Georgia Regents Health System (GRHealth)

Georgia Regents Health System (GRHealth) includes Georgia Regents Medical Center, Georgia Regents Medical Associates and the Children's Hospital of Georgia. Georgia Regents University and GRHealth comprise one of the largest employers in the Augusta area, and generates an overall economic impact exceeding $1 billion on the area's economy.

Georgia Regents Medical Center is a not-for-profit corporation that manages the clinical operations associated with Georgia Regents University. The Georgia Regents enterprise is an academic health center providing skilled, compassionate care to its patients, conducting leading-edge clinical research and fostering the education and training of tomorrow’s health care practitioners. Here healthcare professionals train the next generation of caregivers, conduct pioneering research, and drive advancements in medical diagnosis, treatments & technology, health services delivery, and patient experience, bringing the medicine and healthcare of tomorrow to patient care today. Physicians affiliated with GRMC have access to the latest technology and the most recent advances in academic medical research.

The Medical Center includes the 478-bed Georgia Regents Medical Center; the Georgia Regents Medical Office Building, with more than 80 outpatient practice sites in one setting; the Critical Care Center, housing a 13-county regional Level I trauma center; the 154-bed Children's Hospital of Georgia (CHoG); and a variety of centers and units including the Sports Medicine Center, Georgia Regents Radiation Therapy Center, and more. In addition to
providing care to the local area and surrounding communities, members of the Georgia Regents clinical staff travel to satellite practice sites throughout the state, demonstrating full commitment to delivering widespread quality care.

Georgia Regents Medical Center is part of a thriving academic health system that also includes Georgia Regents University's Health Sciences Campus, composed of the Colleges of Allied Health, Dental Medicine, Graduate Studies and Nursing and the Medical College of Georgia - the nation's 13th oldest and sixth largest medical school; and multiple Faculty Group Practice Plans, including the Georgia Regents Medical Associates, the Dental Practice Group, the Allied Health Practice Group and the Georgia Regents Nursing Associates.

The GRU Cancer Center, which is working toward NCI designation, includes a 167,000-square-foot research building, which opened in 2006, and a clinical facility that opened in 2010. Together they provide state-of-the-art research and treatment, including several first-in-human protocols. Effective Jan. 31, 2012, Dr. Samir N. Khleif was recruited from the National Institutes of Health, where he served as Chief of the National Cancer Institute’s Cancer Vaccine Section. Now as Director of the GRU Cancer Center, Dr. Khleif oversees all aspects of the enterprise’s cancer clinical care and research.

The vast majority of the clinical providers in the Georgia Regents Health System are the 410 physician members of Georgia Regents Medical Associates (GRMA). These members are employed by Georgia Regents University and are faculty of the Medical College of Georgia. Established in 1958 as an affiliated organization of the University, GRMA’s mission is to administer the practice of medicine, manage ambulatory care services and other clinical services, and acquire and administer funds and property which, after the payment of necessary expenses, is devoted exclusively to the charitable, scientific and educational missions of GRU. In addition to its member-providers, GRMA employs over 50 physicians and physician extenders for services such as the Hospitalists program in the GRMC, Hospitalists and Emergency Room staffing in surrounding hospitals, physician services at off-campus ambulatory sites, and CRNA staffing at the GRMC and CHoG Operating rooms.

**Position Summary**

The **Executive Vice President for Health Affairs of Georgia Regents Health System** (“Health System”), who under the bylaws of both MCG Health, Inc., d/b/a Georgia Regents Medical Center (“Medical Center”) and The Medical College of Georgia Physician’s Practice Group Foundation d/b/a Georgia Regents Medical Associates (“Medical Associates”), serves as CEO for Medical Center and Medical Associates reports directly to the Chief Executive Officer, Georgia Regents Health System, Ricardo Azziz, MD, MBA, MPH, and will be a critical component of GRU & GRHealth’s executive team. Other members of the executive team include:

- Executive Vice President of Academic Affairs / Provost, Georgia Regents University
- Executive Vice President of Administration & Finance, Georgia Regents University & Health System
- Chief of Staff, Georgia Regents University & Health System

**Direct Reports**

- Chief Operating Officer, Georgia Regents Medical Center
- Chief Operating Officer, Georgia Regents Medical Associates
- Vice President, Partnerships and Strategic Affiliations
- Director, Georgia Correctional Healthcare
Other Key Relationships:

- Vice President and Chief Financial Officer, Georgia Regents Medical Associates
- GRU Health Sciences Deans, Clinical Chairs and other leaders
- Vice President and Chief Financial Officer, Georgia Regents Medical Center
- Chair, Board of Trustees, Georgia Regents Medical Associates
- Vice President and Chief Medical Officer, Georgia Regents Health System
- General Counsel, Georgia Regents Health System
- Chief Integrity Officer, GRU & GR Health System
- Chief Audit Officer, GRU & GR Health System
- Vice President and Chief Information Officer, GRU & GR Health System
- Vice President, Professional Services, Georgia Regents Medical Center
- Vice President, Human Resources, GRU & GR Health System
- Vice President, Facilities Support Services, GRU & GR Health System
- Director, Patient Engagement Services, Georgia Regents Medical Center
- GRMC Trustees
- Board of Regents
- Business and Government Leaders
- Executive Director, Georgia Regents Roosevelt Warm Springs Rehabilitation & Specialty Hospital

Relates to: Other Health System Senior Leadership

Key Accountabilities And Functions

The EVP of Health Affairs will provide leadership, embrace responsibility and be accountable for the overall strategic planning and operational excellence of the Georgia Regents Medical Center, Georgia Regents Medical Associates, and Georgia Regents Roosevelt Warm Springs Rehabilitation & Specialty Hospitals, which comprise the Georgia Regents Health System (GRHS). This will be done in concert with the leadership of the Health System Executive Team, and the leadership teams within each entity.

The candidate must possess the attitude, ability, and interest to optimally collaborate with the physicians. The individual must in seeking to balance the duality of roles as CEO of hospital and practice plan, support GRMA in all endeavors. The individual must embrace and support the academic faculty practice model and leverage this alongside the hospital and university entities.

Centering on five key areas, the major responsibilities are:

1. Provide leadership and direction to GRMC, GRMA, Georgia Correctional Health Care (GCHC), and the Georgia War Veterans Nursing Home personnel and resources in order to fully maximize the power of the union of GRMC, GRMA, and the Health Science schools through the existing governance structures. Where possible and advantageous, collaborate with University leaders to coordinate and leverage GRU personnel and resources.
2. Improve the operational efficiency and effectiveness of GRHS to achieve the optimal level of patient safety, clinical quality, cost, finances, and patient, physician, and staff satisfaction.

3. Within the constraints of available resources, allocate and manage multi-year capital and operating budgets to:
   - Advance the strategic objectives of GRU and GRHS;
   - Achieve long-term sustainability; and manage financial resources for human capital, technology, and facility investments in order to forward GRHS as a healthcare leader in Georgia and the nation.

4. Support the network of affiliated health care providers, including community hospitals, teaching affiliates, Federally Qualified Health Centers, and physicians to ensure strong relationships and a vibrant coordinated continuum-of-care for the citizens of Augusta and Georgia.

5. In partnership with the GRU President/GRHS CEO and other GRU, GRMC and GRMA leaders, create and align an overarching vision for the enterprise and implement GRHS' strategic plans and participate in the development of future multi-mission strategic plans.

6. Support Chief of Staff to ensure clinical plans are integrated with overall mission and strategic plan.

**Specific Responsibilities**

The GRHS Executive's specific responsibilities will include:

1) Establish GRHS' strategic direction in partnership with the GRU President/CEO, GR Health System, the GRU Provost/EVP for Academic Affairs, the EVP, Administration & Finance/Chief Business Officer, the Dean, Medical College of Georgia, clinical chairs and other faculty and executive leaders across GRU and GRHS, and oversee implementation of those initiatives that are primarily within GRHS.

2) Recommend the allocation of resources as reflected through GRHS operating budget, capital budget and facility plans that advance GRHS strategic objectives, and implementing these budgets and plans as approved by the GRU President/CEO, GRMC Board and in coordination with the GRU Provost and MCG Dean.

3) Collaborate with the CBO to create and oversee a coordinated and integrated multi-year strategic & tactical:
   - funds flow model that leverages the capabilities of the entire GRU enterprise
   - clinical information technology capabilities
   - bioinformatics and health services research IT capabilities
   - administrative IT infrastructure (e.g., ERP for HR, Finance, and Supply Chain capabilities; grants management; research administration)

4) Collaborate with the MCG Dean to support and enhance the academic environment, including allocation of resources to advance training and research.
5) Integrate and organize the management and patient care functions between the hospitals, GRMA, and clinics. Maximize market opportunities for growth and affiliations and apply tactics of a well-coordinated "physician-health professions-hospital" team for the continuum of ambulatory care, inpatient services, and community care. Establish and implement policies and systems to deliver superior patient care consistent with GRU’s role as a leading academic health enterprise.

6) Ensure optimal use of human capital and efficient non-labor core processes within GRMC and GRMA; measure and enhance clinical outcomes, patient safety, and operations; and positively impact patient, staff, and physician satisfaction.

7) Lead the development of systems to improve appropriate patient and process flows to enhance operating efficiencies.

8) Building on the long-standing commitment to Patient & Family Centered Care, lead and foster a service excellence focus and mindset and champion improvements in patient access to care.

9) Set policies and establish systems to deliver superior patient care at the forefront of medicine.

10) Develop and maintain optimal physician and provider relationships to ensure success of GRHS.

11) Partner with the Provost, Health Sciences Deans, Clinical Chairs and other GRU leaders to fully leverage the competitive advantage of GRU’s faculty and programs.

12) Lead the business development activities for the clinical enterprise, including the identification of potential internal and/or external business opportunities/partnerships and alliances (both new opportunities and existing programs), negotiation, implementation, measuring and monitoring identified outcomes that will enhance patient care while also contributing to the financial success of the health system.

13) Coordinate with the Chief Communications & Marketing Officer for all marketing/regional development, communications, strategic planning, public and media relations, and community relations.

14) Collaborate with other GRU colleges and academic programs by providing access to GRHS resources; develop new models of care that leverage the capabilities across GRU and GRHS.

15) Provide inspired leadership and develop a high-performance management team for the GRMA and GRMC; setting and monitoring their goals and objectives.

16) Support the integrity of GRMA physician practice plan as a strategic entity.

17) Create and implement a "talent management" approach to the GRHS workforce (locate ~ recruit ~ orient ~ train & develop ~ retain ~ succession cycle); further develop a skilled and motivated workforce with particular emphasis on enhancing the professional environment for nursing staff. Provide direction to and support for leadership development protocols and develop 'next generation' leaders.
18) Collaborate with other institutions and government agencies and officials to establish a sustainable health care system for the Augusta and Georgia communities.

19) Contribute to the GRHS and GRU’s representation in regional and national health care organizations and forums to advance their missions, interests and prestige.

20) Establish credible, productive and positive relationships with a wide range of individuals including GRMC Trustees, Clinical Chairs, USG leadership and Board of Regents, business and government leaders, and management, professional, and support staff.

21) Interface directly with the GRMC Board to effect and support the above responsibilities; partner with CEO, GRHS to manage board relations.

22) Any additional executive level duties and responsibilities as may be deemed necessary by the President & CEO, GRU/GR Health System.

**Reporting Relationships and Accountabilities**

The Executive reports directly to the GRU President/CEO and GRMC Board while collegially and collaboratively relating to the GRU EVP, Academic Affairs & Provost, GRU/HS EVP, Administration & Finance/CBO; Dean of the Medical College of Georgia and Deans of other GRU colleges.

This position will directly supervise or have within his/her span of control:

- Clinical Operations and Facilities, including
- Nursing
- Diagnostic and Therapeutic Services
- Medical Center and Medical Associates Support Services
- Quality and Compliance Programs
- Medical Center Facilities
- Physician Practice Operations and Ambulatory Clinics

The GRU/GRMC Executive will continuously interface with the:

- GRU, GRHS, GRMC and GRMA Chief Financial Officers (under the direction of the EVP, Administration & Finance) who will oversee coordinated and integrated financial operations, including budget and controllership functions, revenue cycle operations, etc.

- GRU/HS Chief Development Officer on a coordinated and integrated strategic multi-year philanthropy plan

- GRU/HS Chief Communications & Marketing Officer on a coordinated and integrated multi-year strategic/tactical communication and change management plan
- GRU/HS Vice President & Chief Information Officer to ensure best use of clinical systems of the hospitals and faculty practices

- GRU/HS Audit and Compliance leaders

Goals and Objectives

In order to be considered a success, the new EVP, Health Affairs will be expected to accomplish the following in his/her first 18 months in the position:

- Lead and ensure clinical growth
- Lead and ensure clinical operational efficiencies and high performance
- Will work towards establishing and growing a culture of collaboration across the enterprise.
- Will be active and resolute in advancing patient care, service excellence, positive patient outcomes, quality and ensure an environment that maximizes patient and employee safety.
- Charged with leading strong workforce development through effective recruitment and retention activities and methodologies. Will champion diversity and foster an environment where the potential of employees is supported and cultivated to the highest level.
- Will ensure all regulatory and compliance issues are met or surpassed.
- Will participate as needed in physician recruitment initiatives and efforts.
- Demonstrate tangible support for educational needs of students and fellows
- Build a culture of open, consistent and transparent communication that fosters an environment of trust.
- Invest in and monitor results of training and developing people.
- Lead efforts that manifest in continuous improvement and that fosters collaboration between physicians and staff, enhances revenue, is mindful of controlling costs and generates overall performance improvements.
- Improve day-to-day operational performance

Candidate Qualifications

The following describes the desired credentials, experience, skills, and personal characteristics of the ideal candidate:

Education

- Medical Degree is strongly preferred; Master’s Degree in a relevant field is required.
- Must be eligible for licensure in the State of Georgia.

Experience, Skills & Traits

- Management confidence and positive personal presence are necessary to establish trusting and credible relations with Boards and community leaders in order to successfully interface with these groups in carrying out the clinical enterprise business.
- Will have broad, meaningful and successful experience in leading administration, operations and finance in a complex healthcare delivery environment.
- Adept at navigating and providing leadership where there is complexity. The ability to meaningfully engage constituents and drive towards balance and general satisfaction where there are agendas that are not always aligned.
Empathy… the ability to understand and appreciate the perspectives of physicians and caregivers.

Understands and respects academic mission

Will be a successful relationship builder and thought leader.

Should project confidence, knowledge, passion and own a sense of humor.

Will be intellectually agile and curious capable of making mature and informed decisions.

Will be decisive yet sensitive to a distributed decision making environment.

Extensive and progressive administrative experience with at least seven years as a senior level clinical executive is required. Senior level experience in an academic medical center or full service university-affiliated hospital and/or experience in a large, complex with a teaching and research mission is needed.

Senior executive leadership experience in a clinically complex, high acuity hospital in a highly competitive market is required.

Skilled and practiced in inspiring and leading cultural transformation in a rapidly changing health care environment.

Experience leading a highly specialized academic medical center and Level One Regional Trauma Center. Experience in a Magnet hospital may be helpful, but not required.

Strong operations skills and the ability to execute a strategy. Prior experience which includes a balance of strategic new program development and innovation combined with operational improvement is an asset.

Excellent financial skills, including proficiency in budgeting, forecasting, strategic fiscal planning, and the use of decision support systems, benchmarks and metrics to guide operating decisions.

Experience in patient and family centered care is ideal; openness to the principles of family involvement in patient care is required. Creative leadership for providing an excellent patient experience and improving patient satisfaction are essential.

Strategically oriented with the ability to contribute to, and execute, a strategic plan. Possesses the collaborative skills to work across the organization with others to articulate and execute the strategic plan.

Solid track record of effective and inspired executive leadership. Experience mentoring leaders, developing staff competency at all levels and creating a highly accountable and high performing leadership team is essential.

Proven experience working effectively with and engaging physicians and other clinical leaders in a multi-disciplinary environment. Evidence of successful integration of hospital and faculty practice interests. Works across organizational lines to achieve excellent outcomes.

Communicates effectively at all levels in the organization. Articulate and poised with well-developed presentation skills, both verbal and written.

**Personal Characteristics**

- A high energy, focused, upbeat individual who is able to work in a challenging, fast-paced, and high acuity environment. Maintains a positive outlook, is open to new ideas and conveys a high level of personal confidence.

- A creative problem solver; willing to lead new initiatives with the ability to manage change effectively. A progressive change-agent who motivates others to think creatively and embrace new ideas.

- A leadership style which emphasizes personal visibility both internally and externally. An executive who practices openness, is highly trustworthy and transparent and who is accessible to his/her peers, staff and medical staff.

- A teacher and a role model with outstanding mentoring and development skills. A leader, who develops, empowers and teaches others and also one who holds people accountable for results.
• An experienced negotiator and team player who knows how to challenge others while effectively balancing resources; possesses the ability to confront issues tactfully and diplomatically.

• A visionary with the ability to see the big picture and think strategically combined with an understanding of day-to-day details of operations.

• An inspirational leader with a commanding yet genuine presence and a personal style that builds relationships based on integrity, respect, trust, honesty, openness, and confidence.

• Effective presence and professional demeanor. Able to represent GRMC/GRMA at the highest levels within and in the outside community.

• Fully embraces cultural diversity; comfortable working with a diverse group of peers, employees and patients.

Location

Augusta is the state’s second oldest and second largest city, full of history, atmosphere, Southern charm, and activities to engage everyone’s interest. A vibrant and livable community with a cost of living that ranks among the most favorable in the U.S., the city is sited on the Savannah River with convenient access to Atlanta, nearby picturesque mountainscapes, and some of the country’s most appealing coastal destinations. Discover traditional Southern charm plus the perks of big city life—arts, culture, shopping, educational opportunities, fine cuisine, state-of-the-art healthcare, sports and a slew of recreational pursuits.

Key Attractors

• Perform as a key, strategic, highly visible leader in a positively viewed, diverse, expanding healthcare enterprise. The organization and the medical staff have a documented tradition of commitment to excellence in patient care, involvement and integration into the community, and an ongoing commitment to having superior facilities and resources.

• Opportunity to make a decisive visible impact on the future growth and direction of nursing services within a rapidly advancing healthcare system.

• Join an organization ready to embrace and support a visionary leader. Enjoy a seat at the executive table for a nationally prominent and growing institution, building upon the University’s commitment to academic teaching, research, and healthcare while advancing GRU’s mission to become one of the nation’s preeminent public comprehensive academic and research universities and major integrated academic health centers.

• A rare opportunity to play a key role in building the nation’s next great academic and research university and integrated academic health center in a position where pivotal decisions will help define, shape and elevate the future of clinical practice in an evolving institution. Bring your best ideas, create the ideal model, and make your mark while building a lasting legacy within an environment where you will be listened to, heard and affirmed.

• Geography, climate, demographics, and ambiance combine to offer a superb quality of life in a highly desirable locale where family members will discover a warm, open, sophisticated, highly educated community that offers an outstanding array of activities, amenities, services and cultural opportunities.

All candidates are required to successfully pass a Background Check review.

AA/EEO/Equal Access/ADA Employer
To advance your interest, forward your resume and biography to:

Scott Watson, Executive Officer and Senior Partner  
Angela Drew, Senior Search Consultant  
888-492-8088, Ext. 191  
Angela@whelesspartners.com

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