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Vice President & Chief Operating Officer Georgia Regents Medical Associates

Faculty Practice Plan of the Integrated Academic Health Center within a Premier Public Comprehensive Academic & Research University

POSITION OVERVIEW

Vision, initiative, and a track record for being a decisive and insightful leader will distinguish the proven professional chosen for this high impact, strategic leadership appointment. Strong interpersonal, communication, and teambuilding skills, hands-on decisive leadership style, detail-oriented work ethic, organizational skills, initiative to make immediate and long-term impact, and in-depth physician practice group knowledge and experience will identify this results-oriented leader prepared to advance to this key role within a premier, advancing institution.

Select operations executive joins Georgia Regents Medical Associates, the Faculty Practice Plan associated with Georgia Regents Medical Center, Georgia Regents University, and the Medical College of Georgia - a premier public comprehensive academic and research university and major integrated academic health center. The Faculty Practice Plan has a demonstrated commitment to excellence in the clinical enterprise, and the chosen Chief Operating Officer will be a critical element in ensuring that excellence is part of the Health System's vibrant executive leadership team, directing the physician organization while ensuring that all physician strategies and operations are aligned with the enterprise mission, vision, values, objectives, and the exemplar of a high performing integrated group practice.

The winning candidate brings an exceptional array of skills and experiences to capitalize on an expanding, career-making leadership opportunity within a 400 physician multi-specialty medical group affiliated with a market leading academic health center and the region's comprehensive academic and research university. The COO is to be a collaborative, team-oriented visionary leader, well versed in effective and efficient implementation of physician alignment strategies, management of physician practices and growth strategies, physician contracting, key medical staff recruitment initiatives, as well as healthcare economics relating to physician organizations of the future, and will view and value the impact and importance of physician services as an essential element of marketplace competitiveness and the overall delivery of healthcare excellence.

As a key strategic leaders and partner to medical center executives, university administration and the clinicians represented by the faculty plan, the COO will possess the necessary background, intangibles, and innate desire to function in a fast-paced environment, and will be positioned to create a program with expanding statewide and regional influence, developing a showcase model for others to emulate.

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 its overall economic impact on the area's economy approached nearly \$2 billion in 2012.

Georgia Regents Medical Center, a world-class health care network offering the most comprehensive primary, specialty and subspecialty care in the region, 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.

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 Relationships for the Chief Operating Officer, Georgia Regents Medical Associates (GRMA)

The COO will be responsible for the administration of the practice and for the business operations of the practice under the direct oversight of the CEO and the Chair of the Foundation, subject to the powers reserved to GRHS under the Joint Operating Agreement.

Reports to:

- GRMA Chief Executive Officer (who is also the Executive Vice President for Health Affairs)
- Chair of the Foundation of GRMA

Direct Reports include:

- GRMA Chief Financial Officer (matrixed to the Chief Business Officer)
- Vice President, Ambulatory Care Services
- Senior Director, Revenue Cycle Management , Managed Care Services and IT Services
- Director, Administrative Services
- Risk Manager
- Compliance Coordinator

Key Relationships include:

- Officers of the GRMA Board of Trustees
- Medical College of Georgia Dean (who is also the GRMA Board Chair)
- Medical College of Georgia Clinical Department Chairs
- Georgia Regents Health System Service Line Directors and Administrators
- Vice President and Chief Operating Officer, Georgia Regents Medical Center
- Vice President and Chief Financial Officer, Georgia Regents Medical Center
- Vice President and Chief Medical Officer, Georgia Regents Medical Center
- Vice President, Professional Services, Georgia Regents Medical Center
- Vice President, Chief Legal Officer, Georgia Regents Health System
- Vice President and Enterprise Chief Information Officer
- Vice President, Enterprise Chief Human Resources
- Vice President, Enterprise Facilities Support Services
- Vice President, Enterprise Partnerships and Strategic Affiliations
- Vice President, Enterprise Chief Marketing and Communications
- Administrator, Women and Children's Services
- Director, Patient Engagement Services

Other Key Relationships:

- GRMA Board of Directors
- Georgia Regents Health System Board Members
- Georgia Regents Medical Center Board Members

JOB SPECIFICATIONS

Specific background/experiences and skills/accomplishments that appear to be the most important for success in the position.

The Vice President-Operations/COO (COO) serves as the primary executive officer of the Medical College of Georgia Physicians Practice Group Foundation, d/b/a Georgia Regents Medical Associates (GRMA). The COO will be responsible for the administration of the practice and for the business operations of the practice under the direct oversight of the CEO and the Chair of the Foundation, subject to the powers reserved to GRHS under the Joint Operating Agreement. The COO will be responsible to the GRMA membership through the Chair of the Foundation and will report regularly to the membership. The COO will represent GRMA in its dealings with other entities internal to GRU and the GRHS, and other entities as the CEO may designate from time to time. The COO will assist the CEO, the Executive Committee and the Board of Trustees in developing a long-term vision, strategic plans, and the policies of GRMA. The COO will be responsible for implementing GRHS and GRMA strategic plans and policies. The COO will assist the Board of Trustees, the Executive Committee, the Officers, and the Foundation's committees in carrying out their functions.

- Proven record as a senior administrative/operations leader over physician practice management in a multispecialty group, or senior administrative leader of physician services within a major healthcare organization. Experience in an academic medical center or full service university-

affiliated hospital and/or experience in a large, complex enterprise with a teaching and research mission is preferred.

- Demonstrated track record of executive-level, strategic financial and administrative leadership and business development acumen, with significant experience translating strategic priorities into operational reality, aligning communication accountabilities, resource capabilities, internal processes and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.
- Demonstrated record of establishing an environment of trust, transparency, performance excellence, and collegiality. The ideal candidate will strengthen and foster a mutually beneficial relationship between the medical school and the health system and develop strong rapport with internal and external constituents at all levels, including but not limited to, the Health System CEO, the Medical Associates CEO, the Dean of the College of Medicine, GRMA officers and board members, leadership team, administrative leaders, physicians, staff members, and the community.
- Proven skill to ensure that the strategic and operational plans of the physician practice organization are achieved through responsible values-based leadership, implementation of proper oversight and accountability systems, an effective management infrastructure, and visible leadership.
- Leading the managed care contracting function and actively participating in key negotiations. Monitoring physician enrollment and credentialing functions.
- Proven experience working effectively with physicians and other clinical leaders in a multi-disciplinary environment, with record of working across organizational lines to achieve excellence in outcomes. Skill to oversee and orchestrate all aspects of administrative and operational functions to improve operational performance of the group practice, and to develop and lead integrated decision-making across a complex, integrated system of multiple constituents, with diverse and sometimes competing priorities.
- Experience and skill in providing leadership within a complex and highly-matrixed environment in which essential core functions are centralized under their respective departmental leaders (Human Resources, Information Technology, Finance, Legal, Marketing, et al). Collaboration skill sets to represent the strategies and functional requirements of the physician organization to these leaders and work with them to ensure objectives are realized with due priority and attention.
- Leadership acumen to develop and spearhead the implementation of efficient operational processes/protocols, orchestrate and grow key clinical services/programs, standardize and onboard practices, ensure physician satisfaction, compliance, and appropriate financial operations into the next generation of Value-Based Delivery of Care.
- Proven skill to lead execution of strategic and operational performance plans. Record of leadership success in driving financial improvements, consolidations, and right-sizing initiatives.
- Demonstrated expertise in building key infrastructure, managing growth, team building, developing operational efficiency and reliability. Skill to establish best practices and implement key measurement tools. Demonstrated ability to anticipate and assess operational results through benchmarking operations against peers and industry standards, and proven skill to identify roadblocks to increasing the number of patients served by the practice plan physicians from a process and business development perspective.
- Demonstrated expertise in providing leadership in growth strategies. The VP/COO will be focused upon the growth of plan and will possess expertise based on previous success to recommend pathways to increase the footprint of the organization in an assertive and prudent manner.

Demonstrated ability to identify, strategize, implement and monitor business growth opportunities/actions. Willingness and skill to research for-profit opportunities that would benefit the practice plan and its constituents while adhering to the missions of the plan, the health system and GRU.

- Participate in developing an overall risk management program including appropriate insurance that provides adequate protection from losses consistent with established board/organizational policy.
- Experience and working knowledge in the development of contemporary practices, value-based care delivery and reimbursement, population health management, medical homes, and the identification of insurance partners / payor relationships. Examines opportunities to provide a more balanced payer mix and to present it to the physician organization.
- Skill to ensure scheduled procedures to be performed by clinicians are airtight through collaboration with insurance partners/payers with the resultant outcome of minimizing delays and or cancellations.
- Recruiting, training and retaining a management team and administrative staff to meet the needs of the Practice Plan. Develop the conceptual design of a standard performance appraisal system to measure the productivity and contribution of Practice Plan employees, identifying training needs, effective utilization of employee talents and providing a basis for career development.
- Experience developing and implementing a comprehensive plan to standardize and optimize operational and financial performance of individual group practices to successfully function as a large consolidated multi-specialty group, considered a strong plus.
- Record of establishing and advancing best practices of medical group management in key areas such as access and throughput, clinical outcomes, physician alignment, clinical productivity, practice efficiencies, patient satisfaction, physician satisfaction, appropriate staffing and employee engagement.
- Skill to work in concert with key stakeholders to ensure the capture of complex medical cases in the across a regional health system service area in its current form and in anticipation of future physician organization approaches.
- The operation and management of some/all ambulatory care activities of the Practice Plan.
- Brings expertise to facilitate clinical integration and population management initiatives, enhancing the abilities of the group to participate in future shared risk agreements.
- 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. Management skills to facilitate the flow of operations & financial information between the medical group and the medical center. Record of ensuring accurate and appropriate point-of-care billing practices to optimize revenue cycle performance.
- Collaboration skills to work in concert with Health System colleagues who have financial responsibility for hospital-owned practices, teaming together on plans to strengthen and grow key clinical service lines. Entrepreneurial mindset to seek out and identify opportunities to expand service lines, with business acumen to ensure return on investment while adhering to the practice plan mission.
- Automation via information systems for electronic health records, billing and collection and management reporting. Develops the conceptual design for improved physician and management

information systems, data collection and data base accessibility to commonly required information essential for operation and policy decisions.

- Leadership acumen and communications skill to serve as a resource to the Georgia Regents Executive Leadership Team and Boards, providing education, insight on strategy, and updates on progress relative to the organization's goals.
- Leading all dispute resolution activities of the Practice Plan.
- Record of ensuring compliance with the requirements of all applicable regulatory and accreditation agencies.
- MD, MBA, MHA and/or other appropriate advanced business or healthcare management degree required. Significant experience (i.e., 10 years) in large multi-specialty medical group operations leadership. Experience managing practice operations across multiple locations is highly desired. Clinical background in oncology, neuroscience cardiology, and/or perioperative services considered a plus.

PEOPLE SPECIFICATIONS

Those human traits and abilities which appear to be most important for the success of this position.

- Supports and strengthens a culture that values collaboration, compassion, diversity, excellence, innovation, integrity, and leadership.
- Collaborative, collegial, team-oriented leader with a partnership mentality focused on elevating the effectiveness and brand equity of the team. A passionate advocate and champion for practice plan members.
- A diplomatic, collaborative leader who shares and seeks data, advice and feedback before making a decision, and is deliberate about communicating across a complex system.
- A high energy, focused, upbeat individual with the ability 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.
- Effective and creative problem-solver; comfortable leading within an environment of ambiguity and transformation with the ability to effectively manage change and motivate others to think creatively and embrace new ideas
- Proven experience in making sound judgments in a complex environment. Possess the ability to analyze existing paradigms and create streamlined processes.
- An inventive architect with an entrepreneurial mindset, strategic and future-oriented, with a tangible, demonstrated, robust commitment to growth strategies.
- A responsible steward of organizational resources.
- A courageous trailblazer with a record of driving for excellence and surpassing expectations
- Ability to sell a point in a non-polarizing manner; effective social skills. The instinct to be politically astute, yet non-partisan.
- 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 in a spirit of candor and trust.
- 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. An approachable, engaging, responsive personal style that builds relationships based on integrity, respect, trust, honesty, openness, and confidence.
- Effective presence and professional demeanor. Able to represent GRMA at the highest levels of the GRHealth, GRU and in the outside community.
- Fully embraces cultural diversity; comfortable working with a diverse group of peers, employees and patients.

KEY ATTRACTORS TO THIS ROLE

Key points Administration believes are strong attractors to extraordinary candidates.

- 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 physician services within a rapidly advancing healthcare system.
- Join an administrative and physician 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 & integrated academic health center in a position where pivotal decisions will help define, shape and elevate the future of physician 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:
COOGRMA@WhelessPartners.com

For more information or to discuss this position, contact:
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Wheless Partners provides an array of leadership consulting services, Succession Planning, Talent Mapping and Board, and Management search services to include Board of Directors, Chancellor, President, Chief Executive, Chief Officers, and other Executive and mid-level management roles. The firm's contributions include and management leadership to internationally known and Fortune 100 organizations, mid-size corporations, and advancing small enterprises. Additionally, Wheless Partners has demonstrated expertise in conducting assignments on behalf of foundations, governmental agencies, and non-profit organizations. According to the sentinel guide of the leadership and search industry, John Lucht's *Rites of Passage At \$100,000 to \$1 Million+*, these efforts have resulted in the firm being continuously ranked among the top search and leadership consulting firms.

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