

## POSITION AND CANDIDATE SPECIFICATION



### FAIRVIEW HEALTH SERVICES

### CHIEF EXECUTIVE OFFICER

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Assignment: 15875-002

Date: November 2006

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## POSITION SPECIFICATION

### Client Company

Fairview Health Services is a not-for-profit, integrated healthcare network serving the Twin Cities of Minneapolis and St. Paul, as well as communities through greater Minnesota and the upper Midwest region. Headquartered in Minneapolis, Fairview includes seven hospitals with more than 2,500 licensed beds. Its full continuum of services bring continuity of care through its academic teaching hospital that incorporates the region's most comprehensive children's hospital, six community hospitals, more than 50 primary care and specialty clinics, home care and hospice services, rehabilitation services and inpatient and retail pharmacies. Through its Ebenezer division, Fairview provides senior services including long-term care and various levels of housing facilities, adult and intergenerational day-care programs.

In 1997, Fairview and the University of Minnesota formed a pioneering partnership that is a nationally recognized model for academic medicine – merging leading-edge research, education and patient care that creates medical breakthroughs and translates them into life-saving treatments. The University of Minnesota Medical Center, Fairview and the University of Minnesota Children's Hospital, Fairview are the core teaching hospitals for the University of Minnesota Medical School and are among the most respected teaching institutions in the nation. Fairview and its partners, the University of Minnesota's Academic Health Center and University of Minnesota Physicians, educate and train two-thirds of the state's health care professionals.

In 2006, Fairview is celebrating 100 years of excellence and innovation in health care. Begun by Norwegian Lutheran immigrants in 1906, Fairview continues its connection to the Lutheran Church through the Fairview Association, composed of 65 Lutheran Churches in the metro area. Through the Fairview Association, Fairview supports member congregations in a variety of ways, including parish nursing and clergy counseling programs. The Fairview Association also appoints board members to certain divisional and subsidiary Boards throughout the Fairview system.

Fairview is expanding with a comprehensive health care campus in Maple Grove, a rapidly-growing Twin Cities suburb. In partnership with the University of Minnesota Physicians, University of Minnesota Children's Hospital, Fairview and Ebenezer senior services, Fairview plans to open a specialty clinic and care center in 2007. The integrated care model which is the foundation of this new clinic will provide patients a care experience unparalleled in Minnesota – regularly bringing the breakthrough medicine of the University directly into the community. In addition, Minnesota Governor Tim Pawlenty recently signed the Maple Grove hospital bill into law, authorizing Fairview to partner with North Memorial, another Minneapolis based health care provider, to build a new hospital in Maple Grove. Fairview and North Memorial are currently working together to complete the design phase of the hospital, which is scheduled to open in 2009.

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Fairview is a leader in clinical excellence and innovation, and demonstrates health care leadership through national and local recognition. University of Minnesota Medical Center, Fairview was named one of America's Best Hospitals in 11 specialties by US News and World Report, 2006. University of Minnesota Children's Hospital, Fairview's Neonatal Intensive Care Unit was ranked by Wharton School of Business as one of the country's best. Fairview Southdale Hospital's Heart and Vascular Center boasts top rankings for time to treatment of heart attack patients; its stroke center holds national stroke center designation. Fairview Lakes and Fairview Northland medical centers each received two top honors for effective, effective care from the CMS/Premier Demonstration Project for clinical excellent treatment of heart attack patients. Each year, Fairview receives local recognition from the Minnesota Hospital Association for exceptional patient care and health care leadership. In 2006, Fairview's Palliative Care program received a Circle of Life award from the American Hospital Association.

More information on Fairview Health Services is available at [www.fairview.org](http://www.fairview.org).

## Position Summary

David Page, the President & CEO of Fairview Health Services, plans to retire in 2007. David was recruited to Fairview in 1998 and led the process to integrate the University of Minnesota Hospital with the Fairview organization.

As the board looks to the future, it seeks a new leader who can build on the system's reputation for delivering high-quality, integrated services and increase market share in the very competitive region in which Fairview operates. The CEO will be the principal strategic and operational leader for the organization and will be responsible for driving forward Fairview's vision to be the best healthcare delivery system in America.

The CEO will be the champion for Fairview's continued emphasis on standardization across the care delivery system, to achieve not only its quality and safety goals, but also to increase operational efficiency and provide a consistent point of service contact for its patients. The CEO must ensure that the resources and support for change initiatives are secure, including a robust plan for information technology.

## Key Relationships

Reports to:	Board of Directors
Direct reports:	SVP and Chief Operating Officer SVP and Chief Financial Officer SVP and General Counsel SVP, Human Resources

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Direct reports:  
(continued)                      SVP and Chief Clinical Officer  
    Vice President and Chief Safety Officer  
    VP, Internal Audit and Chief Compliance Officer  
    President, Fairview Foundation

Other key relationships:        Medical Staff  
    Regional Business, Community and Government Leaders  
    National Healthcare Policy Leaders

## Major Responsibilities

- Working closely with the Board, lead the development and ongoing review of the strategic plan; ensure the plan supports the organization's goal of clinical excellence, while at the same time considers the appropriate business model for the medical staff, strategic service opportunities for growth, and addresses revenue generation to sustain ongoing growth. Realize the goal of an integrated health system that leverages the advantages of an academic medical center.
- Clarify the vision for the care delivery model, including an emphasis on ambulatory services strategy, the role of the University and the use of technology to leverage innovation.
- Deliver sound fiscal results and promote enduring financial growth in the face of increasing competition and a more challenging payor environment. Increase market share.
- Work with the corporate Board as well as the hospital Boards to ensure a streamlined and effective approach to governance. Further develop the board as a strategic partner for management and a differentiating factor for the system.
- Ensure the continuation of new and innovative approaches that will improve Fairview's ability to better serve the communities in the region.
- Continue to improve the quality and safety of patient care services across the system.
- Drive organizational capability by building a highly committed and capable management team, coaching and mentoring incumbents and/or bringing in additional talent as needed. Increase accountability and streamline decision making.
- In close cooperation and partnership with the University of Minnesota School of Medicine, recruit outstanding clinical leadership and continue to build strong and innovative clinical programs.

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- Maintain positive medical staff relations throughout the system; ensure the continued recognition of the important role that both community and university-based physicians play in fulfilling the organization's mission.
- Oversee the development of the company's marketing strategies required to effectively differentiate the company and optimize growth, market share and industry visibility. Ensure these plans are effectively executed by the company's senior management team.
- Establish and maintain a transparent and highly visible approach to promote the system's culture of respect and trust, ensuring continued loyalty and support among employees and the community.
- Cultivate relationships that result in financial support for the Foundation.
- Build productive relationships with other healthcare leaders in the region to leverage resources to increase the overall quality of care as well as the region's reputation for innovative healthcare partnerships.

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## **CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA**

### **Ideal Experience**

- CEO or senior executive leadership experience in a complex, multifaceted, multi-campus, integrated healthcare system.
- Current or prior experience in an academic medical center is preferred.
- Experience working with a governing board and a successful track record of board development and building effective board relationships.
- Successful experience in building a high performance culture characterized by decisiveness and accountability.
- An undergraduate degree is required; an advanced degree in healthcare administration, business, nursing, public health or medicine is highly desirable.

### **Critical Competencies for Success**

**Leadership:** The successful candidate must be able to demonstrate strong, visionary, decisive leadership in a highly competitive and rapidly changing environment. This executive must have a track record of quickly assessing a situation and bringing the necessary parties to the table to make critical decisions. He/she must be effective in interacting across multiple constituencies and be seen as a consensus builder and facilitator, willing to make tough decisions and be able to back them up with a well thought-out, supported rationale. The successful candidate will have demonstrated exceptional relationship skills to facilitate cultural change and build physician partnerships that keep patient care and safety at the center of the debate.

**Strategic Orientation:** The successful candidate must have the ability to thoughtfully drive the business strategy. He/she must be skilled at analyzing and assessing both the organization and competitive landscape and then developing, implementing and articulating a clear vision for the future, incorporating both immediate and long-term priorities and objectives. Over the next five years, one of Fairview's goals is to innovate and lead its markets in ambulatory care. The CEO must have the necessary skill set to develop a plan of action to make this goal a reality.

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**Team Building:** The successful candidate must be able to build strong, productive working relationships across multiple constituencies in an environment that has historically been slow to change. Physician partnerships must be enhanced as part of the strategy to serve patients better.

He/she must be able to create a shared sense of purpose and foster a sense of inclusiveness for all parties.

## **Other Personal Characteristics**

- The highest personal and professional integrity.
- A passion for excellence in patient care, safety and satisfaction.
- Service-oriented with a commitment to the community.
- Open, visible and approachable.
- Intelligent, innovative and creative; flexible and adaptable.
- An appreciation for Fairview's Lutheran heritage and continued affiliation with the Lutheran church.
- An articulate and passionate spokesperson who can tell Fairview's story to diverse audiences focusing on the uniqueness of an academic medical center partnered with community hospitals and clinics.