



Confidential Position Specification  
**MetroHealth**  
Chair, Department of Medicine



THE ART   
SCIENCE  
OF TALENT

## CONFIDENTIAL POSITION SPECIFICATION

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<b>Position</b>	Chair, Department of Medicine
<b>Organization</b>	MetroHealth
<b>Location</b>	Cleveland, Ohio
<b>Reporting Relationship</b>	The Chair of Medicine reports to the Chief Medical Officer
<b>Website</b>	<a href="http://www.metrohealth.org">www.metrohealth.org</a>

## THE OPPORTUNITY

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MetroHealth Medical Center is a nationally recognized academic medical center with a century-long affiliation with Case Western Reserve University School of Medicine. MetroHealth is a county-owned, tertiary referral center with 731 licensed beds and a diverse patient population. MetroHealth is Cleveland's only Level I trauma center.

In 2008, MetroHealth was designated a Top 100 Hospital, ranking in the top 15 of the nation's 158 major teaching hospitals for quality of care. MetroHealth was also one of only 25 hospitals, nationally, that received all triple gold AHA Performance Achievement awards for care of coronary artery disease, CHF and stroke.

The Department of Medicine at MetroHealth is a unique combination of compassionate care, cutting edge technology, an internationally renowned faculty, superior educational programs and nationally competitive research programs. All of the medical staff in the Department of Medicine have faculty appointments at Case Western Reserve University (CWRU) School of Medicine.

The former Department Chair, Alfred Connors, Jr., M.D., was recently promoted to a newly created Chief Medical Officer position and a search is underway for his successor. New leadership in the hospital, coupled with changes in the governance structure, has led to an unprecedented level of integration and collaboration. The new structure includes the organization of departments into "Patient Care Units" (PCU's). The Departments of Medicine, Neurology, Psychiatry and Dermatology comprise a major PCU.

The next Chair of the Department of Medicine will be expected to embrace the new organizational structure and continue the trajectory to academic and clinical excellence, leveraging the many resources of the health system. The Chair will also serve as Vice Chair for the CWRU School of Medicine Department of Medicine. The partnership with CWRU offers a fertile environment for further development of technology-driven, patient centered clinical programs that will serve both the urban and suburban communities of Cleveland.

## THE DEPARTMENT OF MEDICINE

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The Case Department of Medicine at MetroHealth includes over 163 CWRU School of Medicine faculty members. Research funding has almost doubled since 2002. Thirty-eight faculty members in seven research centers devote the majority of their time to directing and participating in externally funded research. Currently, Department of Medicine faculty are the principal investigators of more than \$44 million in active research grants and contracts, mostly from the National Institutes of Health, and \$6 million in active clinical trials. More than 80% of residents participate in research with mentors at the MetroHealth campus and throughout the CWRU community.

The Department of Medicine consists of 11 divisions, 6 centers and 8 clinics:

### DIVISIONS

- **Cardiology** - The Division of Cardiology provides primary and tertiary care for acute and chronic cardiovascular diseases. Resources include: a Coronary Care Unit with state-of-the-art hemodynamic monitoring; telemetry unit; cardiac catheterization lab, which provides diagnostic evaluation, including coronary angiography, angioplasty and EPS; extensive non-invasive evaluation utilizing echocardiography and stress-testing; specialized ambulatory arrhythmia evaluation; and cardiology outpatient clinic. Faculty interests include: the treatment of malignant ventricular arrhythmias, non-invasive cardiac imaging, coronary angioplasty and cardiac rehabilitation.
- **Endocrinology** - The Division of Endocrinology and Metabolism in the Department of Medicine provides state-of-the-art care for patients with a variety of hormonal and metabolic disorders. The Division is also actively involved in teaching endocrinology and metabolism to the students at the Case Western Reserve University School of Medicine. Areas of clinical expertise include: diabetes mellitus, lipid disorders, osteoporosis, pituitary tumors, thyroid and adrenal diseases, hirsutism, and disorders of calcium metabolism.
- **Gastroenterology** - The Division of Gastroenterology combines active clinical services with diverse research interests. Upper endoscopy, colonoscopy, liver biopsy, and esophageal varices are among the procedures performed by division members. Faculty clinical and research interests include: esophageal motility; biliary and therapeutic endoscopy; hepatology and hepatic encephalopathy; peptic ulcer disease; and malabsorption.
- **General Internal Medicine** - The Division of General Internal Medicine provides primary care services to the patients of The MetroHealth System. As clinician-educators, the faculty provides leadership for both the Internal Medicine Residency Program and at the CWRU School of Medicine. Faculty expertise includes weight management, thromboembolic disease management, pre-surgical evaluation and diabetes care.
- **Geriatrics & Palliative Care Medicine** - MetroHealth has an interdisciplinary Palliative Care Service providing expertise in symptom management, medical decision-making, support to patients, families and the team providing care. The team assists in

communication with chronically and critically ill patients and their families about medical treatment and possible end-of-life goals and then takes the steps needed to ensure these goals are met. The team also provides increasing levels of support as illness progresses by addressing the physical, mental and spiritual needs of patients and their loved ones.

- **Hematology & Oncology** - The Division of Hematology/Oncology supervises an inpatient oncology unit providing comprehensive and coordinated medical and surgical care to oncology patients. Members of the division are active in the Eastern Cooperative Oncology Group (ECOG) and participate in ongoing clinical trials. Faculty interests include: iron metabolism, red blood cell disorders, hematologic malignancies, head and neck malignancies and the medical management of gynecologic malignancies.
- **Hospital Medicine** - Hospital Medicine faculty provide patient care in a number of settings. The primary focus is the care of the hospitalized medical patient. The Division sees patients who have a wide variety of reasons to be hospitalized, but a few of the more common problems are: pneumonia, congestive heart failure, chronic obstructive pulmonary disease, asthma, complications of diabetes, and skin infections. The Division also runs a Medicine Consult Service in conjunction with the Division of General Internal Medicine. The final component of the Division's clinical service is the pre-surgical evaluation of patients.
- **Infectious Diseases** - The Division of Infectious Diseases provides one of the most active consultation services in the hospital. Consults are received from all medical and surgical divisions including the medical, surgical, and burn intensive care units. Outpatient experience is gained in the areas of sexually transmitted diseases, HIV, and mycobacterial diseases. The Cuyahoga County Tuberculosis Clinic at MetroHealth enjoys a national reputation and receives patient referrals from throughout the Eastern United States and Canada. Faculty research interests include: host defense mechanisms, tuberculosis, cellular immunology, burn infections, molecular biology and microbiology, and clinical studies of antimicrobial efficacy.
- **Nephrology** - The Division of Nephrology provides care to both hospitalized and ambulatory patients through its consultation services, Hypertension and Nephrology Outpatient Clinics, and Renal Dialysis Center. Faculty research interests include: hypertension, renal disease in pregnancy, glomerular immune injury, and health outcomes in patients with end stage renal disease.
- **Pulmonary & Critical Care Medicine** - The Pulmonary, Critical Care and Sleep Medicine Division at MetroHealth Medical Center is dedicated to the delivery of state-of-the-art care, to the education of health care providers and to the investigation of pulmonary disease, critical illness and sleep disorders. The Division enjoys a long and proud history of making important contributions to the understanding of major diseases and of playing a vital role in providing medical care in the community. The Division is recognized regionally and nationally for continued leadership in these endeavors. The Division has an integrated team of expert pulmonologists/intensivists, sleep specialists, nurse practitioners and respiratory therapists that provide unsurpassed care with compassion. The Division staffs a 13-bed medical intensive care unit, as well as a 16-bed stepdown unit and operates an 8-bed sleep lab and a specialized Sleep

Clinic. The Division has three Asthma Clinics: one at the main campus and two in the community.

- **Rheumatology** - The Rheumatology Division has as its primary goal the evaluation, diagnosis and treatment of patients with disorders of the musculoskeletal system. Acute and chronic conditions affecting joints, muscles, tendons and bursitis are managed in outpatient clinics. The Division provides teaching and patient care through the inpatient consultation service and two interdisciplinary outpatient clinics, Arthritis Clinic and Lupus Clinic. Faculty research interests include the acute phase reactant, C-reactive protein and mechanisms of inflammation, systemic lupus erythematosus, and ankylosing spondylitis.

## CLINICAL CENTERS

- **Cancer Center** - The MetroHealth Cancer Care Center is committed to providing cancer patients the most up-to-date care in a personalized setting. MetroHealth is just one of 93 hospitals nationwide to be recognized by the Commission on Cancer with an Outstanding Achievement Award. The expert staff, using a team approach with members from several disciplines, compassionately treats the patient and also offers support to his/her family in an academic setting. MetroHealth is the only facility on Cleveland's west side to offer comprehensive cancer care on one campus. The oncology service, consisting of two inpatient units and one multimodal outpatient clinic, was established in 1973 and has since grown into a major referral center for cancer care. The Cancer Center brings together services from several divisions including, Hematology/Oncology, Surgical Oncology, Gynecologic Oncology, and Radiation Oncology.
- **Heart and Vascular Center** - The Heart and Vascular Center provides comprehensive cardiovascular services to individuals throughout Northeastern Ohio, and is nationally recognized for its leadership in diagnosis, treatment and research of cardiovascular disease. This multi-disciplinary Center includes clinical cardiology, cardiothoracic surgery, vascular surgery and the Heart and Vascular Research Center. There is a strong emphasis on prediction, prevention and treatment of heart disease using state-of-the-art technologies, evidence-based practice and scientific discovery. All Heart and Vascular researchers and scientists are full-time faculty members at Case Western Reserve University.

## RESEARCH CENTERS

- **Center for Health Care Research & Policy** - The mission of the Center for Health Care Research and Policy is to: (1) improve the health of the public by conducting research that examines access to health care, increases the quality of health care services, and informs health policy and practice; and (2) lead educational programs that promote these goals. Center faculty lead and collaborate across the Case Western Reserve University community on more than 40 multi-disciplinary research and training grants funded by federal, state, and foundation sources. The broad and diverse expertise has contributed to the funding success of numerous faculty, departments, and centers,

including the award in 2007 of the prestigious NIH-funded Clinical and Translational Science Award, in which Center faculty contribute to core programs in community-based research, practice-based research networks, statistical methods, and post-doctoral clinical research training. As of July 1, 2008, Center faculty serve as PIs or co-PIs on grants totaling more than \$44 million in direct and indirect costs over the total award period, including almost \$7 million during calendar year 2008

- **Center for Reducing Health Disparities** - In January 2004, Case Western Reserve University and MetroHealth Medical Center created the Center for Reducing Health Disparities. The mission of the Center is to reduce health disparities through (a) research on root causes, mechanisms, and interventions, (b) education of students, providers, and policy makers, and (c) partnership with community organizations and government agencies. The long term goals of the Center are a) to create a durable academic-community partnership to develop innovative interventions that achieve measurable reductions in health disparities in the greater Cleveland area, b) to promote successful intervention strategies that can be replicated in other regions, and c) to train a new generation of health activists committed to eliminating health disparities.
- **Heart and Vascular Research Center** - The Heart and Vascular Research Center was established to promote excellence in cardiovascular research at MetroHealth Medical Center. The Center was developed using a cross-disciplinary integrative approach to exploit the extraordinary range of outstanding talent of the institution. The aim of the Center is develop novel insights to mechanisms, diagnosis, and treatment of cardiovascular disease by applying state-of-the-art engineering, molecular, cellular, organ level, and clinical investigative approaches to specific cardiac disease states. HRVC promotes an outstanding training environment for developing the next generation of cardiovascular investigators.
- **Kidney Disease Research Center** - The completion of the human genome has energized the investigative community to define the molecular bases of human diseases and to use this knowledge to develop new treatments and cures. To accomplish these goals for kidney diseases, clinical, translational and basic research should be integrated, allowing investigators to seamlessly move between each domain. The mission of the Kidney Disease Research Center is to accelerate discovery and its translation for treatment and cure of kidney disease in an interdisciplinary environment. The faculty is an accomplished and highly interactive group of investigators and consists of 14 investigators in the adult or pediatric Divisions of Nephrology in CWRU-affiliated hospitals and 17 other clinical and basic scientists, all of whom actively study kidney biology and disease. Research interests of the faculty include glomerular development and disease, epithelial cell biology and ion transport, genetic epidemiology, health services research and clinical trials. Research faculty apply cellular, molecular, biological, genetic, genomic and epidemiological methods to in vitro models, animal models and/or patients.

**CLINICS**

- Asthma Clinic
- Bariatrics Clinic
- Endoscopy Clinic
- Gastroenterology (GI) Clinic
- Liver Clinic
- Pulmonary Clinic
- Sleep Clinic
- Tuberculosis (TB) Clinic

Statistics for 2008 financial performance, patient care and admissions include the following:

Total Operating Revenue	\$77 Million
Total Operating Income	\$11.8 Million
Outpatient Visits	134,201
Inpatient Days	50,960
Procedures	368,979
Physician FTE	99
Total FTE	572

**EDUCATION**

MetroHealth has been a primary teaching hospital of the Case Western Reserve University School of Medicine since 1914. All faculty in the Department of Medicine have appointments on the faculty of the Case Western Reserve University School of Medicine.

At any given time, approximately 36% of the Case third and fourth year medical students are on the MetroHealth Campus receiving clinical training and experience. The Department of Medicine provides clinical clerkships, acting internships and opportunities for rotations in all subspecialties.

MetroHealth has an excellent reputation nationally for its Internal Medicine Residency Program. The department of Medicine also has accredited fellowship programs in Cardiology, Gastroenterology, Pulmonary, Critical Care, Nephrology, Hematology/Oncology, Infectious Diseases and Rheumatology.

## ABOUT METROHEATH

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The MetroHealth System is one of the largest, most comprehensive health care providers in Northeast Ohio, serving the medical needs of the Greater Cleveland community for 170 years. More than 500 primary care and specialty care physicians practice within The MetroHealth System. Affiliated since 1914 with Case Western Reserve University School of Medicine, MetroHealth is a center for medical research and education, with all active staff physicians holding Case faculty appointments.

The MetroHealth System is comprised of a major medical center, a rehabilitation hospital, two long-term care/skilled nursing centers, an outpatient surgery center, and a network of community-based health care centers.

**MetroHealth Medical Center**, located on the near west side of Cleveland, is a leader in trauma, emergency and critical care; women's and children's services, including high-risk obstetrical care and neonatal intensive care; comprehensive medical and surgical subspecialties; heart and vascular care; cancer care; senior health; stroke and rehabilitative health care services. MetroHealth Medical Center offers the most advanced techniques in treating complex medical problems.

MetroHealth Medical Center provides care to nearly 30,000 inpatients, including more than 3,400 newborns annually. Nearly 800,000 visits are recorded each year in the medical center's outpatient centers. Patient visits to the emergency department are nearly 90,000 each year.

**MetroHealth's Critical Care Pavilion**, opened in 2004, is one of the nation's most technologically advanced centers for emergency medicine, trauma, and surgical care and a facility on par with MetroHealth's standing as Cleveland's highest-accredited trauma center.

MetroHealth continually strives to create an environment that attracts prominent physicians and researchers. MetroHealth's Charles H. Rammelkamp, Jr., M.D., Center for Education and Research houses education and research programs, including laboratories, support areas, classrooms, and a 10,300-square-foot medical library.

MetroHealth's Outpatient Plaza, on the campus of the medical center, consists of four pavilions each dedicated to a specialty area.

- Rehabilitation Pavilion - offers a range of rehabilitative programs, including physical therapy, occupational therapy, industrial medicine and speech and hearing services.
- Women's and Children's Pavilion - encompasses all outpatient services for women and children, including pediatrics, obstetrics (normal and high-risk), gynecology, child care services and a fetal diagnostic center.
- Specialty Services Pavilion - provides a variety of medical and surgical specialties, including cardiology, orthopaedics, rheumatology, geriatrics, gastroenterology, neurology, ophthalmology, dermatology, and otolaryngology.

- Cancer Care Pavilion - consolidates MetroHealth's outpatient cancer care programs and services, including chemotherapy and radiation therapy, into one convenient location.

Beyond the medical center campus, MetroHealth Center for Community Health operates nine neighborhood health care centers designed to provide outpatient medical services to people in their communities. A comprehensive staff of physicians, registered nurses, dentists, social workers, counselors, and other professionals offer primary care and specialty services for the entire family.

The two newest community health sites, MetroHealth Buckeye Health Center and MetroHealth Broadway Health Center, mirror MetroHealth's growth into convenient retail locations. MetroHealth has demonstrated success of its "retail model" in establishing outpatient health centers where people shop, bank or dine, making access to physicians as easy as possible. These sites join MetroHealth Lee-Harvard Health Center and MetroHealth Asia Plaza Health Center on Cleveland's east side.

Other MetroHealth health centers include MetroHealth Brooklyn Medical Group, MetroHealth Strongsville Medical Group, and the MetroHealth West Park Medical Building. They serve the primary health care needs of the Cleveland metropolitan area's west-side residents. Physicians at these sites provide multi-specialty, family-oriented health care in the areas of internal medicine, pediatrics, obstetrics and gynecology, and specialty services.

In addition, MetroHealth provides medical care at the Thomas F. McCafferty Health Center and J. Glen Smith Health Center in partnership with the City of Cleveland. Patients have direct access to all the services of The MetroHealth System, including inpatient hospitalization, emergency care, long-term care and rehabilitation.

MetroHealth Outpatient Surgery Center is a state-of-the-art facility for a wide range of outpatient surgical procedures and physician offices in several medical and surgical specialties, including otolaryngology, ophthalmology, orthopaedics and pain management.

Two facilities at MetroHealth Medical Center's main campus serve patients requiring skilled nursing or long-term care: a 29-bed sub-acute unit, and The Elisabeth Severance Prentiss Center for Skilled Nursing Care, a 150-bed facility, which opened in 2000. These facilities have a broad patient care program with continual expansion of patient care services. They are accredited by the Joint Commission on Accreditation of Healthcare Organizations and approved by the Ohio Department of Health for Medicare and Medicaid.

The Senior Health & Wellness Center at MetroHealth Old Brooklyn Campus, site of the former Deaconess Hospital, opened in October of 2007. A \$30 million renovation transformed the former hospital to house 144 long-term care beds, 14 hospice beds, primary and specialty care, home- and community-based nursing and personal care services, and offices for various senior citizen organizations. MetroHealth worked in collaboration with Benjamin Rose Institute, Concordia Care, and the Visiting Nurse Association's Hospice and Palliative Care Partners of Ohio to create the comprehensive senior health center, the first of its kind in the country.

## CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE

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Since its founding in 1843, the School of Medicine has been at the forefront of medical education and research. Already a leading educational institution for more than a century, in 1952 the School of Medicine initiated the most advanced medical curriculum in the country, integrating the basic and clinical sciences, focusing on organ systems, and featuring an introduction to patients in the first year. The School of Medicine is one of only three schools in history to receive a flawless accreditation report from the Liaison Committee on Medical Education, the authority that grants accreditation to U.S. and Canadian M.D. programs.

The School of Medicine consists of 54 academic departments and 28 research centers and institutes. In addition, the School of Medicine offers 25 graduate degree options, including M.D., dual M.D./Ph.D. degrees and combined M.S./Ph.D. programs.

The largest medical research institution in Ohio, the School of Medicine at Case Western Reserve University was ranked 15th highest in research funding by the National Institutes of Health in 2007. The School of Medicine is ranked as one of the nation's top 25 medical schools by *U.S. News & World Report's* 2008 Guide to Graduate Education. Additionally, the Departments of Family Medicine and Pediatrics are ranked 13th in the country.

The CWRU School of Medicine fully embraces community service, local to international, as a fundamental mission. The Office of Urban Health and the Urban Area Health Education Center (OUH-UHEC) enhances health services, medical education, and health promotion/disease prevention in urban Cleveland through university and community partnerships. By facilitating medical student, community, and faculty involvement, the OUH fosters programs and initiatives that focus on improving the health of the underserved. OUH-UHEC is also the home of NetWellness at CWRU, a collaborative consumer health website now in its 11th year, offered by CWRU, the Ohio State University and the University of Cincinnati. The Center for Reducing Health Disparities is a distinctive department designed to reduce health disparities through (a) research on root causes, mechanisms, and interventions, (b) education of students, providers, and policy makers, and (c) partnership with community organizations and government agencies.

## LEADERSHIP CHARACTERISTICS

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### **Demonstrating Personal Flexibility**

- Open to lifelong, continuous personal improvement; aware of self and impact on others; responsive to feedback; is very flexible; can act in ways that seem contradictory and is adaptable to demand characteristics of different situations.

### **Creating the New and Different**

- Is able to come up with the next great breakthrough thing to do; is creative, a visionary, and can manage innovation; is an effective strategist full of ideas and possibilities; sees multiple

futures; has broad interests and knowledge; can both create and bring exciting ideas to market; comfortable speculating about alternative futures without all of the data.

### **Inspiring Others**

- Is skilled at getting individuals, teams, and an entire organization to perform at a higher level and to embrace change; negotiates skillfully to achieve a fair outcome or promote a common cause; communicates a compelling vision and is committed to what needs to be done; inspires others; builds motivated, high-performing teams; understands what motivates different people.

### **Dealing with Challenges/Difficulties**

- Fearlessly takes on all issues, challenges, and people; comfortably confronts and works through conflict; delivers negative feedback and messages without hesitation; deals promptly and fairly with problem performers; lets everyone know where they stand; thrives in crises and is energized by tough challenges; not afraid to make negative decisions and take tough action; challenges the status quo.

### **Being Organizationally Savvy**

- Maneuvers well to get things done; maze bright; knows where to go to get what he/she needs; politically aware and agile; knows what the right thing to do is; presents views and arguments well.

### **Communicating Effectively**

- Writes and presents effectively; adjusts to fit the audience and the message; strongly gets a message across.

## **KEY RESPONSIBILITIES**

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### **Leadership**

- Understands the organizational landscape and is able to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving and program building.
- Is skilled at recruiting and retention, and values the role of leaders in mentoring.
- Acts with honor and integrity in personal and professional actions.

### **Management**

- Ability to manage a complex organization with success defined according to broadly accepted measures.
- Skilled at organizing and managing human resources, including resolving conflict.
- Understands and passionately advocates for compliance with institutional and external regulations.
- Ability to delegate effectively while maintaining focus on strategy and overall goals of the Health System.

- Understands the nuances of administration of educational and research activities.
- Has participated in the management of a clinical enterprise and demonstrates an understanding of the issues involved.

### **Mission Performance**

- Enthusiastic advocacy for MetroHealth's multiple missions and its commitments to gender equity and diversity.
- Demonstrates an appropriate understanding of and enthusiasm for each of the three missions of an academic medical organization.
- Demonstrates commitment to the teaching mission through didactic activity, participation in curriculum oversight and planning, and developing innovation approaches to education and training.
- Understands the broad research mission - basic, translational, and clinical - and is committed to its growth.

### **Personal and Interpersonal**

- A style that fosters and supports change and innovation, with an ability to delegate yet maintain overall control and to set high standards.
- Exhibits self-awareness, humility, and empathy in his/her interactions with others.
- Has the courage to act on convictions after adequate communication and gathering of facts and input.
- Exhibits optimism and a high energy level with an orientation towards innovation and action.
- Exhibits the values and behavior of a good citizen in his/her actions within the organization at large.
- Encourages trust, transparency, and optimism by his/her actions.
- Communicates naturally, frequently, and effectively.
- Demonstrates cultural sensitivity and a commitment to diversity.

### **External Activities**

- Has experience working with leadership of hospitals, faculty practice organizations, research institutes, or other mission-critical institutions as appropriate.
- Demonstrates, or exhibits the apparent ability to build productive relationships with alumni, donors, government leaders, and related external stakeholders.
- Demonstrates sensitivity to the culture, needs, and aspirations of the community.

### **Relevant Experience**

- A distinguished record of research, teaching, clinical care and administration that is recognized nationally and internationally.
- Has participated in the management of a large, complex, clinical enterprise and demonstrates an understanding of the issues involved.
- A visionary and strategic leader with knowledge and experience in academic institutions, health centers, and teaching hospitals.
- Demonstrated experience as a leader who inspires faculty and staff to work together to

- maximize the potential of the department.
- Understands clinical medicine from the perspective of personal clinical practice experience.
- Demonstrated experience in fiscal management.
- Knowledge of the value of health-related research and education and the capability to help to integrate the medical school and the clinical enterprise.

## **EDUCATION AND CREDENTIALS**

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An M.D., or M.D./Ph.D. with ABIM certification is required, with proven scholarly accomplishments, and national recognition in a medical sciences discipline as evidenced by involvement in academic societies at a national level.

## **COMPENSATION**

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Compensation arrangements are competitive and commensurate with both experience and achievement. MetroHealth is an Equal Opportunity / Affirmative Action / ADA Employer.

## **KORN/FERRY CONTACTS**

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Glenn C. Davis, M.D.  
Senior Client Partner  
Korn/Ferry International  
1835 Market Street, Suite 2000  
Philadelphia, PA 19103  
215.656.5321 (office)  
215.756.2400 (cell)  
email: [glenn.davis@kornferry.com](mailto:glenn.davis@kornferry.com)

Thomas Giella  
Practice Leader, Healthcare Services  
Korn/Ferry International  
Sears Tower  
233 South Wacker Drive, Suite 3300  
Chicago, IL 60606  
312.526.0575 (office)  
email: [thomas.giella@kornferry.com](mailto:thomas.giella@kornferry.com)

Shannon Yeatman  
Senior Associate  
Korn/Ferry International  
1835 Market Street, Suite 2000  
Philadelphia, PA 19103  
215.656.5346 (office)  
202.251.3222 (cell)  
email: [shannon.yeatman@kornferry.com](mailto:shannon.yeatman@kornferry.com)