

## POSITION AND CANDIDATE SPECIFICATION



### NORTHWESTERN MEDICAL FACULTY FOUNDATION

### PRESIDENT AND CHIEF EXECUTIVE OFFICER

**AND**

### FEINBERG SCHOOL OF MEDICINE

### ASSOCIATE DEAN FOR CLINICAL AFFAIRS

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## POSITION SPECIFICATION

### Client Organization

#### *Northwestern University*

Founded in 1851, Northwestern University is one of the country's leading private research and teaching universities with an enrollment of approximately 7,800 full-time undergraduate students and approximately 6,300 full-time graduate and professional students on campuses in Evanston and Chicago. Northwestern combines innovative teaching and pioneering research in a highly collaborative environment that transcends traditional academic boundaries. Northwestern provides students and faculty exceptional opportunities for intellectual, personal, and professional growth in a setting enhanced by the richness of Chicago as well as multiple programs affiliated with international universities and countries.

The University includes the following 11 schools and colleges (with year of founding):

- Feinberg School of Medicine (1859)
- Judd A. and Marjorie Weinberg College of Arts and Sciences (1851)
- School of Communication (1878)
- School of Continuing Studies (1933)
- School of Education and Social Policy (1926)
- Robert R. McCormick School of Engineering and Applied Science (1909)
- Graduate School (1910)
- Medill School of Journalism (1921)
- School of Law (1859)
- J.L. Kellogg School of Management (1908)
- Leigh and Henry Bienen School of Music (1859)

Northwestern operates with an annual budget of \$1.5 billion, an endowment of over \$7 billion and more than \$416 million in sponsored research awards.

Northwestern University's two campuses in the Chicago metropolitan area provide students, faculty, and staff a wealth of outstanding intellectual, professional, social, and cultural opportunities. Both campuses are located on Lake Michigan: Evanston's 240-acre campus is located in the first suburb north of Chicago and Chicago's 25-acre medical, law, business, and continuing education campus is located in the vibrant and beautiful neighborhood between Lake Shore Drive and Michigan Avenue. The University employs more than 2,500 full-time faculty members and 3,500 full-time staff members. Faculty members include Pulitzer Prize winners, MacArthur Fellowship recipients, Tony Award winners, and members of numerous honorary and professional societies, including the National Academy of Sciences, the National Academy of Engineering, the Institute of

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Medicine, the American Academy of Arts and Sciences, and the National Academy of Education. Its libraries' holdings rank tenth among the nation's private universities.

## ***Feinberg School of Medicine***

The Feinberg School of Medicine (FSM) plays a significant part in the vibrant educational and cultural community of Northwestern University. FSM is remarkable among the nation's research-intensive medical schools by also excelling in clinical care and education. Consistently receiving high marks in *U.S. News & World Report* surveys, the medical school attracts smart, multi-talented, dedicated people as members of its faculty, staff, and student body.

The faculty of FSM now totals over 3,600. Of these, almost 1,400 are full time, 175 part time, 1,100 contributed service, and 300 research. In addition, 224 emeritus, 216 adjunct, 4 visiting, 212 coterminous (an appointment given to chief residents, fellows, and others), and 49 clinical associates are included.

The Northwestern McGaw Medical Center of Northwestern University is a not-for-profit Illinois Corporation that oversees the residency programs at member institutions, including Northwestern Memorial Hospital, Children's Memorial Medical Center, Rehabilitation Institute of Chicago, the Jesse Brown VA Medical Center, Stroger Hospital, and several other sites. Medical students and residents receive most of their education at these hospitals, and nearly all attending staff members have faculty appointments at FSM.

The class of students graduating in 2009 will be the 150th graduating class from FSM. Among the 125 U.S. medical schools, the Feinberg School is ranked 19th overall by *U.S. News & World Report* and 9th in student selectivity. In 2009, FSM ranked 27th in research funding from the National Institutes of Health (NIH) and has one of the most rapidly growing research programs in the country.

For more information on the Feinberg School of Medicine, see [www.feinberg.northwestern.edu](http://www.feinberg.northwestern.edu).

## ***Northwestern Memorial Hospital***

Northwestern Memorial Hospital (NMH) is one of the country's premier academic medical center hospitals and a major regional referral center. NMH provides a total of 873 beds in the Feinberg Pavilion, Prentice Women's Hospital and the Stone Institute of Psychiatry. It is the primary teaching hospital for the Feinberg School of Medicine; its attending staff is composed of physicians from every medical specialty. NMH currently employs a staff of more than 7000 employees.

In 2009, 10 of NMH's medical specialties were ranked among the nation's best by *U.S. News & World Report*.

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Northwestern Memorial HealthCare (NMHC) is the corporate parent of NMH. It encompasses an ambulatory surgery center, physicians' practices, community clinics, a home hospice program, and health and wellness centers. Other subsidiaries of the NMHC health system include a primary care medical group practice, a philanthropic foundation, an insurance company, and a managed care contracts provider.

For more information on Northwestern Memorial Hospital, see [www.nmh.org](http://www.nmh.org).

## ***Northwestern Medical Faculty Foundation***

Northwestern Medical Faculty Foundation (NMFF) is a physician led, premier, multispecialty physician organization committed to providing high quality care to patients, and to supporting the research and academic endeavors of the Feinberg School of Medicine at Northwestern University. Founded in 1980, it is an independent, not-for-profit 501(c)(3) corporation, governed by a Board of Directors. NMFF physicians are full-time faculty members at the Feinberg School of Medicine and are on the medical staff at Northwestern Memorial Hospital.

NMFF includes more than 650 physicians and over 1,000 health professionals and other staff, working together in more than 40 medical and surgical specialties and subspecialties. Most of the clinical practices are housed in the Galter pavilion (opened in 1999) of the Northwestern medical complex. NMFF has experienced consistent growth over the last decade with a compounded growth rate in cash collections of 8.8% from FY-04 to FY-07. With FY08 revenues exceeding \$436 million, it is one of the largest faculty practice plans in the US. NMFF was an early adopter of electronic health records and uses EPIC throughout its practices. Together with NMH and FSM, NMFF has created an electronic data warehouse that serves as a data repository for clinical research and quality improvement.

NMFF bylaws provide that all Department Chairs serve on the board and that the FSM Dean/NU Vice President for Health Affairs chairs the board. NMFF supports the academic activities of the Feinberg School of Medicine by providing an exemplary clinical environment in which to learn the practice of medicine, by teaching and research conducted by its members, and by extraordinary financial support to the Dean/VP and to individual departments.

For more information on Northwestern Medical Faculty Foundation, see [www.nmff.org](http://www.nmff.org).

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## Position Summary

The President and CEO of Northwestern Medical Faculty Foundation (NMFF) and Associate Dean for Clinical Affairs of FSM is the principal clinical, strategic, and business leader of the physician faculty at Northwestern, overseeing all NMFF operations and working in tandem with the Feinberg School of Medicine and Northwestern Memorial Hospital on the shared vision of building a Great Academic Medical Center (Great AMC). While Children's Memorial Hospital is a free-standing children's hospital whose faculty are not part of NMFF, the hospital will transition to the medical school campus in 2012. Thus, planning efforts also include clinical programs with pediatric specialties. Reporting to the Board of NMFF, which is chaired by the Dean/VP of the School of Medicine, the President and CEO serves as the key clinical spokesperson for the School and supports the Dean in clinical program development and operations. As the Dean's lead executive for clinical affairs, he/she works closely with the department chairs in developing and implementing the clinical practice strategies for NMFF in order to ensure the ongoing growth and success of these practices. He/she also has responsibility for ensuring quality of care and regulatory compliance within Northwestern's faculty physicians.

The Great AMC concept and strategy has recently grown out of a joint planning process between NMH and FSM. Specifically, the organizations committed to collaborate in an integrated partnership to excel in high quality clinical care, innovation, and to provide the best patient experience. Ultimately, the goal is to create and disseminate new knowledge, cultivate future leaders, and apply the combined resources and expertise to accelerate recognition of Northwestern as a Great Academic Medical Center. The institutions are truly on the cusp of something great and exciting. Northwestern is committed to joining the seven academic medical centers that are recognized for both top ten honor roll hospitals and top ten medical schools as ranked by *U.S. News & World Report* by 2020.

The NMFF President and CEO will play an essential role in achieving the bold vision of the Great AMC. As such, he/she must embrace the vision of building a more aligned and strategic organization focused on shared goals and objectives. He/she must assume a strategic leadership role within Northwestern and provide a positive force for change and collaboration. In addition, NMFF has an opportunity to develop innovative clinical care delivery and adapt effectively to changes in healthcare. The NMFF President and CEO should be an active participant in national forums on healthcare reform, both to bring innovative best practices and to share our experiences and data with other leaders nationally and internationally.

The NMFF President and CEO is also operationally responsible and accountable for the key finance functions, information systems, human resources, marketing, public relations and legal services within NMFF. Central to NMFF's finance functions is a top decile revenue cycle operation, contract negotiation, and collections.

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## Key Relationships

Reports to: NMFF Board  
Chairman of the NMFF Board/Dean, FSM

Direct reports: NMFF Chief Operating Officer  
NMFF Chief Information Officer  
NMFF Vice President, Legal Services and General Counsel

Other key relationships: Executive Vice President and COO, NMH  
FSM Department Chairs  
Northwestern University Vice-Presidents  
NMHC Executive Administration  
FSM Vice-Deans  
FSM Department Administrators

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## Major Responsibilities

- Serve as the School of Medicine's lead physician executive overseeing the faculty's medical practice. Lead the development and execution of the NMFF strategic plan, working closely with the departmental leadership and the Board, and participate in the implementation of Great AMC strategic planning.
- Direct all operational aspects of NMFF, with an emphasis on revenue cycle performance, managed care contracting, performance improvement, productivity, and regulatory compliance, while always aiming to deliver outstanding quality medical care as a first priority. While the President and CEO has responsibility and is accountable for the operations, NMFF's current administrative team is highly experienced and has developed a skilled management team who are responsible to execute NMFF operations. This infrastructure allows the NMFF President and CEO to focus on strategy, innovation and performance.
- Communicate a clear vision for NMFF throughout the organization and to the NMFF Board. Work closely with key constituents to ensure understanding and "buy-in" of all initiatives and of the progress toward achievement of overarching goals and objectives.
- Work with department leadership to develop group practice in areas of strategic importance through faculty recruitment, retention, and program development. Develop and monitor the implementation of a physician manpower plan for the practice.
- Establish and monitor key performance metrics and address physician productivity, patient communication, availability and professionalism.
- Lead the development of quality and patient safety initiatives. Establish and monitor key performance metrics of quality and patient safety.
- Foster an environment of inclusiveness and diversity, actively looking for and embracing opportunities to further diversify the faculty and staff.
- Be a positive force for change, even when change is not embraced by all. Help physicians and staff maintain a positive outlook during a dynamic period. Manage change effectively and respectfully. Lead by example.

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

### **Ideal Experience**

Candidates for the position of NMFF President and CEO will be selected from a diverse pool and will be evaluated according to the following criteria:

- At least 10 years of academic medical center experience with a progressive track record of successful leadership performance. Preferred past positions include Chief Medical Officer, Vice President of Medical/Clinical Affairs, Executive Director/President/Chief Medical Officer of a Faculty Practice Plan, Division Chief or Department Chair.
- A licensed physician who has remained clinically active is strongly preferred.
- Experience in a research intensive medical center that values the tri-partite mission and leverages synergies between research, education, and clinical care.
- A broad knowledge of the financial and operational aspects of successful group practice management. Experience in managed care contracting, leading clinical information systems and revenue cycle processes is highly desired. Familiarity with and absolute commitment to regulatory compliance.
- An understanding of physician incentives, compensation and overhead distribution methods, accompanied by an excellent track record of building physician support.
- An ability to function effectively and comfortably in a complex matrix environment in which there are multiple organizations with some shared and some competitive goals, and with complex lines of authority and responsibility.
- Experience with successful regional physician outreach strategies and programs that combine academic and community physicians.
- Experience with successful governance models is valued highly.
- History of active participation in professional organizations or national forums that foster improvements in healthcare quality, care coordination, and outcomes.

### **Critical Competencies for Success**

*Collaborative Leadership:* In a dynamic institutional environment that has recently committed to a collaborative approach to advancing the medical enterprise, the NMFF President and CEO must demonstrate a history of collaborative strategies and problem-solving. He/she will demonstrate this attribute by having a record of:

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- Working effectively and productively with Medical School leaders, department chairs and hospital executives. Documented outcomes of meaningful collaborations across these enterprises are particularly sought.
- Building the trust and respect at all levels across his/her institution. Being seen as a “trusted confidante” and a “balanced and fair” executive. Possessing strong personal integrity and professionalism. Comfortable with transparency and accountability.
- Demonstrating outstanding communication, negotiation and advocacy skills. Having a record of innovative solutions to complex problems.
- Recognition that an academic practice plan must embrace the academic mission while providing patient-centered, high quality care.

*Business Acumen:* In a faculty practice plan that has enjoyed tremendous financial success, the NMFF President and CEO must demonstrate the ability to build on the success of the existing infrastructure and team for yet better performance in the future. He/she will demonstrate this attribute by having a record of:

- Staying at the forefront of technologies and support processes to ensure an efficient revenue cycle.
- Effectively creating incentives and systems that yield optimal performance as benchmarked against UHC and MGMA.
- Entertaining creative solutions that optimize business performance while maintaining excellent patient care and supporting the broader missions of the academic medical center.
- Recognizing the need for change; adapting to and influencing others to adapt to new values, strategies, goals, and systems.
- Recognizing the importance of meeting the letter and spirit of regulatory requirements within which a faculty practice plan operates.

*Strategic Skills:* The NMFF President and CEO must demonstrate an aptitude for strategic thinking in an environment that is constantly evolving. He/she must show the ability to think ahead and be willing to take well-calculated risks to advance the overall enterprise. He/she will demonstrate this attribute by having a record of:

- Identifying and taking advantage of changes in the marketplace that advance NMFF in the context of the Great AMC strategy.

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- Thoughtfully developing an agenda that is in concert with the Great AMC strategies and advances a combined vision of excellence.
- Leading others towards innovative solutions that are seen as bold and inventive.
- An ability to implement strategic plans by setting quantifiable goals, developing metrics that allow objective assessment of performance, and fostering a culture of accountability to ensure successful achievement of goals.

## **Other Personal Characteristics**

- A strong, confident executive with a servant-leadership philosophy who is committed to achieving a shared vision of excellence for Northwestern.
- A collaborator and innovative problem-solver, who earns the trust of a diverse community by placing the goals of the organization ahead of any individual, group, or department.
- An outstanding communicator, who can clearly and effectively articulate a vision and necessary action, and bring all levels of Northwestern's organizations forward in a productive manner.
- Keen perception and strong listening skills.
- Patience, focused energy, and the capacity for managing successfully in a complex environment.

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