Westchester Medical Center

Leadership Profile

Chief Operating Officer

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This Leadership Profile is intended to provide information about Westchester Medical Center and the position of Chief Operating Officer. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

Westchester Medical Center seeks a progressive and experienced executive to serve as its Chief Operating Officer for the main Valhalla campus. Westchester Medical Center (WMC) is a complex, high quality, $1.2 billion academic medical center that serves as the largest entity of WMC Health, a growing, high quality health network serving the 6,000 square mile Hudson Valley region of New York.

The COO role marks an important step in the evolution of WMC Health and its academic medical center. Reporting to the Senior Executive Vice President of WMC Health, Gary Brudnicki, the COO is a member of the WMC Health Network executive team and oversees the operations of WMC. He/she will ensure that high quality patient care and services of WMC meet the needs of the patients, physicians and the community. The new leader will also work with the other WMC network member leaders and the WMC executive team to develop new strategies to improve and consolidate processes and operations, reduce costs, grow revenues, and help lead the organization’s shift from a fee-for-service model to the new models that are rapidly emerging.

Given the significant growth of Westchester Medical Center and the network in the last decade, and WMC’s strengths as a high quality academic medical center, this represents an exciting time for a leader who will further elevate WMC’s performance, while also supporting initiatives that will expand WMC and WMC Health.

Located in the heart of the Hudson Valley, WMC has served as the region’s tertiary and quaternary care referral center, providing high-quality advanced health services and treating the region’s most complex clinical cases. WMC is also home to a 136-bed comprehensive children’s hospital. As the Hudson Valley’s only academic medical center, WMC is the primary training ground for the next generation of physicians, and a leader in conducting cutting-edge research that brings new life-saving treatments to the children and adults of the region. Through a vital partnership with New York Medical College, WMC is home to approximately 330 residents through a wide range of graduate medical education programs.

The environment within which WMC operates is rapidly shifting. Galvanizing forces impacting WMC’s structure and operations include: changing economics driven by the Affordable Care Act (ACA) and the New York State Medicaid program; market consolidation in New York City and the Hudson Valley; a growing, diversified and aging patient population across the region; fiscal pressures in clinical, academic, and research enterprises; advances in the delivery of healthcare services; and payers’ increasing focus on new payment models based on higher quality care at lower cost. WMC’s success in this emerging environment is contingent upon developing a true system of care within the Hudson Valley that integrates and coordinates patient services across the continuum, from preventive and primary care to the most complex procedures and advanced treatments delivered by specialists. The first step in the development of this system was the 2014 acquisition of Saint Francis Hospital and its integration as the new MidHudson Regional Hospital of WMC.

Over the course of the next five years, WMC will continue to develop and optimize other system components critical to its evolution, including: a robust physician network of primary care physicians and specialists; a strong network of community providers throughout the Hudson Valley.
Valley; robust outpatient services and access sites; a network of continuing care providers; world-class information technology and analytics; and a renewed emphasis on growth and improvement in WMC’s medical education programs and research initiatives linked to its newly evolving clinical enterprise.

Candidates should have a minimum of ten years health care management experience, including five years of progressive senior-level operations and leadership experience with a successful track record of financial management, strategic planning, oversight and expansion of clinical services, clinical/quality management and developing high performing teams. Leadership experience in an academic medical center or complex community teaching hospital/health system is highly desired. Extensive, successful and innovative experience partnering with physicians and physician organizations and with nurses and other health professionals within a teaching hospital environment, and a record of building and maintaining trusting, collaborative relationships is required. Above all, candidates should possess outstanding communication and relationship building skills and a visible and accessible leadership style. Candidates must be solutions oriented and motivated to be at the forefront of helping to develop a high-performing regional health system that is well-poised to be successful in the context of health reform.
Expectations for Leadership

The successful candidate will pursue the following goals and objectives in the first 18 to 36 months of employment:

**Oversee WMC clinical and support operations, identifying areas for efficiency and improvement, elevating all aspects of service excellence and performance**

The COO will ensure operational efficiencies and quality service through quantitative monitoring of operational performance, and developing and implementing action plans to secure efficient operations. He/she will ensure Westchester Medical Center operates with rigor to generate sustained financial performance to support growth initiatives of the hospital. The financial performance of Westchester Medical Center’s operations has a profound impact on the overall system’s financial success.

**Support initiatives that elevate WMC’s quality and patient safety performance**

He/she will be a champion of clinical excellence initiatives and customer service initiatives that will continue to differentiate Westchester Medical Center’s quality performance and customer service.

**Guide effective master facility planning and the successful completion of major projects**

Westchester Medical Center is in the midst of constructing a $230-million, 280,000-square-foot Ambulatory Care Pavilion adjacent to Westchester Medical Center on its Valhalla campus. In partnership with others, the incoming COO will play a key role in shepherding the successful completion of this critical project.

**Establish outstanding relationships with WMC’s physicians, nurses, caregivers and employees**

The COO will establish collaborative, collegial, and strong relationships with the medical staff, nursing staff, and employees. He/she will actively engage clinical staff in discussions regarding the strategy of the organization, thoughtfully consider strategic and operational options, and be timely and proactive in communicating decisions.

**Lead WMC’s preparations for changes in the industry**

WMC is actively addressing its future success through physician alignment, affiliating with partners across the region, assessing its footprint in the market, and transforming into an organization focused on population health management and quality. WMC Health plays a convening role with many regional partners through DISRIP. In order to successfully prepare for the move to value-based care, WMC will need to increase efficiencies while maintaining its commitment to be a leader in delivering high quality patient care. The COO will lead efforts on improving cost structure, and drive efforts at process improvement in a collaborative and transparent manner.
Support efforts for closer integration and synergies across WMC

Given the scope and complexity of the market, the COO will be a key leader and catalyst for the integration of clinical service lines and collaboration between the network members. The COO will need to quickly build effective working relationships with his/her counterparts across the network, work to promote common measures of success and break down silos, and look for opportunities to provide care most effectively across the entire system. While the academic medical center will continue to house much of the tertiary care services offered throughout WMC, the President should identify “win/win” solutions to ensure the continued viability of each of the network members and of WMC Health overall.

Similarly, the growth of the system allows opportunities for the expansion and redistribution of teaching sites and programs across the region. This will allow for richer learning environments for students and trainees while ensuring minimum thresholds are met for residency programs. As the COO of the academic medical center, the leader will partner with others working to help facilitate this process.

Build, Lead, Mentor the WMC Leadership Team

As WMC continues to expand and evolve as a growing regional health system, a talented and dedicated corps of WMC leaders will be involved in Network level activities. This will be a time of opportunity to coalesce the WMC team, setting expectations for individuals and organization-wide performance, and to mentor the next generation of operational leadership for WMC. This will be a time of exceptional opportunity for the COO to develop a high performance leadership group that will sustain and enhance the medical center’s growth, productivity, integration and distinctiveness.

Support External-Facing Leadership Activities

While this role will initially and principally be heavily focused on gaining a close understanding of WMC, its people, processes, operating performance and building trusting relationships that will be vital for success, the COO will be called on to support the CEO and others with external-facing responsibilities that include supporting philanthropic/donor, advocacy and community relations activities, and interfacing with community, regulatory and political leaders. Given the culture and scale of the market, and WMC’s role in the region, the COO should be both comfortable and effective in these types of activities.
Candidate Qualifications

Westchester is seeking an executive with the following qualifications:

Education/Certification

- B.A. or B.S. and M.H.A., M.B.A., or M.S. in healthcare administration, business administration, public health administration or related field.

Experience

- Minimum of ten years health care senior operations leadership experience, with a successful track record of financial management, strategic planning, market share growth, clinical/quality management.

- Demonstrated ability to understand and lead a complex academic medical center. Significant management experience to help guide a complex academic institution that serves a deeply involved community. Significant management experience in an academic medical center or complex community teaching hospital/health system is preferred. Candidates will also demonstrate an appreciation for the role of children’s hospitals.

- Expertise in managing large complex budgets, facilities, and clinical operations.

- A successful track record of developing and managing clinical service lines.

- Extensive experience in partnering with physicians, nurses and other health professionals within a teaching hospital environment; a record of building and maintaining trusting, collaborative relationships, and with serving as a role model with developing and promoting models of inter-professional healthcare.

- Substantial involvement with the planning and implementation of large capital projects and the ability to integrate new and efficient and care models is helpful.

- A champion for improving quality and patient satisfaction, with experience in quality and process excellence initiatives.

- A track record of consistently improving outcomes and efficiency throughout a medical center.

- Knowledge of the complexities of, and experience in, the acute-care setting including national trends in reimbursement, particularly those affecting academic medical centers.

- Demonstrated ability to assemble a highly qualified and effective management team and the corresponding ability to mentor, develop, and delegate to that team.

- A track record of being a highly effective communicator and listener at all levels of an organization, as well as within the community and at the state level.
Skills and Personal Characteristics

- **Passion for excellence** – in patient care, education, research, and service to the community.

- **A visible, engaging individual** – possessing optimism and good cheer with a strong interest in people and thoughtful consideration of others. Also possessing a sense of humor and humility to complement a confident, visible management style.

- **Impeccable reputation** – for integrity, credibility, the capacity to build trusting relationships and a management style that seeks to share information and welcomes input into the decision-making process. A respected leader who possesses the relevant interpersonal, communication and listening skills to fit the culture.

- **Collaborative** – a confident individual with a commitment to his/her ideas, and ideals, but someone who also listens with true self-awareness and empathy. A leader who possesses a “common touch” to relate comfortably and effectively with people at all levels.

- **Strong communicator and diplomat** – able to inspire; media-savvy and effectively able to communicate with wide and diverse audiences.

- **Intellectual and analytical skills** – to drive cogent planning and establishment of disciplined management systems.

- **Motivator/mentor** – a developer of people. A record of motivating people to be team players. One who will ensure accountability, as well as being supportive and open with staff.

- **Change agent and cultural leader** – who can innovatively and creatively re-engineer and construct new ways of doing things. This person needs to be futuristic and while understanding tradition, cannot be mired in the past, but instead is capable of making changes sensitively but unwaveringly.

- **Experienced team-builder** – who can pull together management, nursing, other staff, medical faculty, community physicians and others to pursue common goals of improved health outcomes.

- **A true sense of mission** – to patient care, to the community, and to the roles of education and research in a major teaching hospital.
Westchester Medical Center Overview

Located in Valhalla, New York, Westchester Medical Center is the Hudson Valley region's advanced medical care and referral hospital, serving more than 3.5 million people. Each year, more than 120,000 patients receive care at Westchester Medical Center in every clinical specialty through our main hospital, our Maria Fareri Children's Hospital – the only all-specialty children's hospital in the region - and our Behavioral Health Center. Westchester Medical Center's services are also accessible to residents of New York City and portions of Fairfield County, Connecticut.

Spanning every adult and pediatric medical specialty Westchester Medical Center (WMC), the 895-bed regional medical system serving New York’s Hudson Valley region and beyond, encompassing a regional academic medical center, children's hospital, community hospital, two inpatient behavioral health centers, homecare and numerous outpatient health and related services serves as a lifeline to the more than 3.5 million people in the 5,000-square-mile Hudson Valley region. WMC provides care for more than 120,000 adults and children each year resulting in about 25,000 admissions. Westchester Medical Center has the highest case-mix index in the U.S., caring for the most severely ill or injured patients in the nation. With a total workforce of 7,000 healthcare professionals including 1200 physicians, Westchester Medical Center is one of the region’s largest sources of employment and economic impact. From prevention to education and treatment, the physicians, health care staff and volunteers at Westchester Medical Center and our MidHudson Regional Hospital have a reputation as the region’s most advanced and innovative health care delivery system.

In 1998, Westchester Medical Center became an independent institution by breaking away from the county government. Today, in its new format as a public benefit corporation, Westchester Medical Center still maintains its public mission to treat anyone in need of advanced medical care.

As the region's only Trauma and Tertiary/Quaternary Care Center, WMC provides the most advanced level of care and medicine to tens of thousands of newborns, infants, children and adults each year. From trauma and burn care, heart, transplant and neurosurgery to the only all-specialty Children's Hospital in the New York metropolitan area, Westchester Medical Center is now one of the finest medical institutions in the nation.

Westchester Medical Center is home to the region’s:

- Only Level I Trauma Center – BOTH adult & pediatric with 24/7 Medevac
- Only Organ Transplant Center
- Only full-service Heart Center
- Only Pediatric ICU
- Only Level IV Neonatal ICU (Regional Perinatal Center)
- Only Burn Center between NYC and north to Canadian border
- Only Children’s Hospital
- ICU Focus = 143 dedicated adult, pediatric neonatal intensive care beds
At its roots is Westchester Medical Center’s (WMC) commitment to serving the healthcare needs of all Hudson Valley residents, regardless of their ability to pay. With its roots dating back to the early part of the 20th century, for nearly 40 years, WMC has served as the region’s tertiary and quaternary care referral center, providing high-quality advanced health services and treating the region’s most complex clinical cases. As the Hudson Valley’s only academic medical center, through its long term partnership with New York Medical College, WMC is the primary training ground for the next generation of physicians, and a leader in conducting cutting-edge research that brings new life-saving treatments to the children and adults of the region.

Mission

Our vital mission is to provide the highest-quality care for all residents of the Hudson Valley regardless of ability to pay. We will build on our long tradition of delivering the most advanced services in the region by providing a network that ensures access to a coordinated continuum of care for our community. Home to the region’s only academic medical center, we are committed to educating the next generation of caregivers for the Hudson Valley and integrating research to advance treatment, expand knowledge, and improve lives.

Vision

Our vision is to be the provider of choice for Hudson Valley residents by establishing a system of care with multiple points of access to ensure availability of care close to home. We will leverage our unique strength as an academic medical center to provide the highest quality, patient-centered care in a respectful and compassionate environment and lead the transformation of health care in the Hudson Valley to continuously respond to the needs of our community.
Our Values (VITAL)

Grounded in our Standards of Behavior, and representing both who we are and to what we aspire, are our organizational values:

**Value**
Everyone
We value and respect each other, our patients and their families and the members of the larger community we serve. We are committed to treating everyone with dignity and compassion—the way they would like to be treated. We take personal pride in our work, our organization and recognize our vital role in the community.

*Standards: Diversity & Inclusion, Pride, Respect*

**Integrity**
Proud to Be WMC
Our actions reflect our values. We communicate with transparency and behave ethically in all we do. We provide the highest level of care and service across the spectrum, from wellness programs to lifesaving medical treatment, regardless of ability to pay.

*Standards: Excellence, Service*

**Transformation & Innovation**
Anything is Possible
We strive to advance excellence, always innovating and improving our services, technology, clinical research and processes. We are continuously evaluating performance, encouraging new ideas and diverse perspectives, and exceeding the expectations of those we serve. It is through teamwork and individual responsibility that we achieve, combining expertise and empathy to change lives, create possibilities and bring hope.

*Standards: Excellence, Service*

**Accountability**
It’s Up to Me
We perform our services with honesty and sensitivity, abiding by ethical work practices. We are fiscally responsible, committed to quality services, outcomes and measures. We work effectively to achieve individual and collective goals. We foster an environment that is patient-centered, family-focused and supports employee engagement, service excellence and patient safety.

*Standards: Excellence, Teamwork*

**Leadership & Learning**
Advancing Health
As leaders in our field, we are committed to advancing health in our region and our organization through excellent clinical care and service, research, and education. We embrace learning and are role models for creating an environment where everyone is inspired to do their best work and take initiative. We recognize everyone’s contributions and accomplishments.

*Standards: Communication, Diversity & Inclusion, Employee Initiative*
Westchester Medical Center Health Network

The Westchester Medical Center Health Network (WMCH) is a 1,700-bed healthcare system headquartered in Valhalla, New York, with 10 hospitals on eight campuses spanning 6,200 square miles of the Hudson Valley. WMCH employs more than 12,000 people and has nearly 3,000 attending physicians. From Level 1, Level 2 and Pediatric Trauma Centers, the region’s only acute care children’s hospital, an academic medical center, several community hospitals, dozens of specialized institutes and centers, skilled nursing, assisted living facilities, homecare services and one of the largest mental health systems in New York State, today WMCH is the pre-eminent provider of integrated healthcare in the Hudson Valley.

Our Hospitals

- Westchester Medical Center
- Maria Fareri Children’s Hospital
- Behavioral Health Center
- Bon Secours Community Hospital
- Good Samaritan Hospital
- HealthAlliance
- Margaretville Hospital
- MidHudson Regional Hospital
- St. Anthony Community Hospital

Our Medical Practices

- Advanced Physician Services
- Bon Secours Medical Group

Additional Information

For more information on Westchester Medical Center and WMC Health Network, including a copy of WMC Health Network’s strategic plan, please visit http://www.westchestermedicalcenter.com/wmc/home.aspx.
Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest, and applications including a cover letter and résumé should be submitted electronically to Paul Bohne through the office of Lisa DeSimone Arthur at lisad@wittkieffer.com, Westchester Medical Center’s Executive Search Consultant:

Lisa DeSimone Arthur
Witt/Kieffer
New York, NY
917/209-0331

The Westchester Medical Center values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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