



**Senior Vice President,
Physician Practices & Medical Affairs
WakeMed Physician Practices
WakeMed Health & Hospitals
Raleigh, NC**

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Summary

WakeMed Health and Hospitals (WakeMed) is an integrated health organization anchored by an 870 bed tertiary care hospital system in Raleigh, North Carolina. WakeMed Physician Practices (WPP) employs about 250 physicians in the community and in the hospitals. WPP seeks an MD who has both clinical and business leadership credibility to become their Senior Vice President, reporting to WakeMed's CEO, and be responsible for leading all of WPP.

The Opportunity

This Senior Vice President (SVP) will lead a financially healthy organization that is in a strong market position in one of the most attractive regions of the country to live. Reporting to the CEO, this position is an opportunity to exercise great autonomy in building an organization that will serve the needs of about 250 employed physicians, with the high likelihood that this number will grow significantly.

WakeMed provides a very high quality level of service through a top-notch medical staff, a great percentage of whom were trained at world-renowned medical schools. As the area's "Safety Net" health facility, it features a highly mission-driven culture that incorporates great diversity in cultural, ethnic, and socio-economic representation. Financially sound, well-run, and growing significantly, WakeMed has a practice-oriented, physician-friendly culture. WakeMed is a stable organization with a progressive and dynamic senior leadership, and a practical, down-to-earth, unpretentious style. A highly collaborative environment, WakeMed's healthy culture values respect, teamwork, hard work, and perpetual striving for improvement.

The Organization

WakeMed Health & Hospitals (www.WakeMed.org) is an 870-bed, \$1.1B private nonprofit health care system headquartered in Raleigh, North Carolina. Employing about 8,500, WakeMed operates a multi-facility health care system that serves a primary market of an estimated 1.7 million people in an eight-county region. The System's healthcare facilities consist of two acute care hospitals, one physical rehabilitation hospital, two skilled nursing facilities, and several ambulatory/outpatient facilities with locations in and around Raleigh. The system specializes in a variety of services including cardiology, neurology, orthopaedics, high-risk obstetrics, children's care, trauma, physical rehabilitation, and critical care transport. Highlights of the System include the following:

- North Carolina's first freestanding Children's Emergency Department
- Home to one of the leading heart centers in North Carolina
- Mobile critical care services offering ground and air transport for adults and children
- One of only nine mother's milk banks in the world
- Two nationally accredited Chest Pain Centers

In addition, the System is home to Wake County's only:

- Level 1 Trauma Center as designated by the North Carolina Office of Emergency Medical Services
- Licensed rehabilitation hospital with a comprehensive physical rehabilitation continuum of care
- Level IV Neonatal Intensive Care Unit

- Neuro-intensive care unit and dedicated neurosciences inpatient unit
- Children's [inpatient unit and intensive care unit](#) - staffed around the clock by pediatric intensivists
- Children's [diabetes](#) and [asthma](#) programs
- Emergency Services Institute focusing on research, emergency preparedness, and response in the event of community emergencies and disasters, either natural or man-made
- Patient Simulation Center for training health professionals

WakeMed is composed of:

- **WakeMed Raleigh Campus** is the flagship facility of the System in Raleigh, NC and a leading provider of critical care services. It is a 575-bed acute care tertiary hospital offering primary, acute, specialty and subspecialty care services and rehabilitation. It is comprised of 1,565,219 square feet and sits on 42.25 acres. It was Wake County's first Level 1 Trauma Center and serves as a referral center for trauma patients from surrounding counties. In addition, WakeMed Raleigh Campus is home to Wake County's first certified Primary Stroke Center, first Neuro-intensive Care Unit, Pediatric Inpatient Unit, Pediatric Intensive Care Unit, and Level IV Neonatal Intensive Care Unit ("NICU"), one of only seven national training sites for specialists in infant development. WakeMed Raleigh Campus houses a 24-hour Adult Emergency Department and a 24-hour Children's Emergency Department. It is also home to the [45-bed] WakeMed Children's Hospital and the 84-bed WakeMed Rehab Hospital.
- **WakeMed Cary Hospital** is a 156-bed full service community hospital in Cary, NC, comprised of 473,845 square feet on 23 acres. WakeMed Cary Hospital is the only full-service hospital in Cary, NC and provides inpatient services, comprehensive operative services, imaging services, laboratory services, cardiopulmonary services, neurodiagnostic services, and inpatient physical rehabilitation. It is home to the Women's Pavilion and Birthplace, which is the only facility located in Cary where women can give birth. It also provides a Level III Neonatal Special Care Nursery, specializing in treating babies needing short-term intensive care. In addition, WakeMed Cary Hospital houses a 24-hour Emergency Department.
- **WakeMed Rehab Hospital** is an 84-bed rehabilitation hospital located on WakeMed Raleigh Campus. It is the largest inpatient rehabilitation hospital in the area and includes rehabilitation programs to help patients rebuild their health, function, and independence. Specialties include brain injury, spinal cord injury, and orthopaedic rehabilitation.
- **WakeMed Fuquay-Varina SNF** is a 36-bed skilled nursing facility in Fuquay-Varina, NC. It is comprised of 27,152 square feet and sits on five acres. This facility serves patients requiring custodial or long-term care.
- **WakeMed Zebulon-Wendell SNF** is a 19-bed orthopaedic skilled nursing facility in Zebulon, NC, comprised of 21,166 square feet located on 5.14 acres. It is specially designed to meet the needs of patients with joint replacements, fractures, amputations, and other orthopaedic or functionally limiting problems.

- **WakeMed Healthplex** operates three (soon to be four) full-service, stand-alone 24/7 Emergency Departments that are backed by radiology and laboratory services, which are referred to as “Healthplexes.” These facilities are as follows:
 - *WakeMed North Healthplex*, opened in 2005, is located in North Raleigh and was the first 24-hour, full service, freestanding emergency department in North Carolina. The emergency department provides 14 private treatment rooms, a minor emergency care area, private patient triage rooms, radiology equipment, and an ambulance receiving area. In addition, WakeMed North Healthplex includes four operating rooms and a minor procedure room. Imaging services, laboratory services, and outpatient rehabilitation are also provided at this location. WakeMed was awarded a Certificate of Need (CON) in January 2009 to add 41 beds, which WakeMed will transfer from the WakeMed Raleigh Campus to WakeMed North Healthplex. Over the next two years, WakeMed will be transforming the WakeMed North Healthplex site into a 61-bed women’s hospital.
 - *WakeMed Apex Healthplex* opened in 2008 and is located in Apex, NC. It offers a full range of outpatient health care services. WakeMed Apex Healthplex houses a 24/7, full-service emergency department with areas designed for children and adults. The emergency department provides 12 private treatment rooms, radiology equipment, and an ambulance receiving area. Comprehensive imaging services and laboratory services are also provided at this location.
 - *WakeMed Brier Creek Healthplex* opened in January 2012 and is located in Raleigh near the border of Durham and Wake counties. WakeMed Brier Creek Healthplex houses a 24/7, full-service emergency department with 12 private treatment rooms, radiology equipment, and an ambulance receiving area. Comprehensive imaging services and an on-site laboratory are also provided at this location.
 - *WakeMed Garner Healthplex* will open in August 2013. It will be home to WakeMed’s seventh 24/7, full-service stand-alone emergency department. It will also offer imaging and laboratory services along with several physician practices.
- **Outpatient Facilities and YMCA Facilities.** Other outpatient facilities offer physical rehabilitation, imaging, laboratory, and physician offices in Raleigh (WakeMed Brier Creek Medical Park) and Clayton in Johnston County (WakeMed Clayton Medical Park). Rehabilitation services and community health programs are also offered by WakeMed at five YMCA facilities within Wake County.

WakeMed Physician Practices

WakeMed Physician Practices (www.WakeMedPhysicians.com) is a key business unit of WakeMed and includes a comprehensive network of physicians. The network includes three distinct groups: WakeMed Faculty Physicians, Wake Specialty Physicians and Wake Orthopaedics. WakeMed Physician Practices (WPP) employs about 1,200 in 50 office sites with about 250 employed physicians who had 258,186 practice visits in 2012. At this time WPP consists of three organizations:

- *Wake Specialty Physicians* is a comprehensive network of physicians who practice in a private office setting, primarily in Wake County, but also extending into Harnett and Johnston County. Wake Specialty Physicians was formed in 2009 and allows physicians who want to work in a private practice setting to partner with WakeMed. WSP covers a broad range of specialties including primary care, urgent care, cardiology, cardiovascular and thoracic surgery, ear, nose and throat (“ENT”), urology, general and bariatric surgery, pulmonology, pediatric surgery, and obstetrics and gynecology.
- *WakeMed Faculty Physicians* is a multi-specialty group that provides support for the System’s hospital operations, hospital call coverage, inpatient care, graduate medical education, and key specialist support for signature programs of the health system. Specialties covered include: hospital medicine (hospitalists), critical care (intensivists), internal medicine, cardiology, children’s diabetes and endocrinology, gastroenterology, pediatrics, neonatology, urology, ENT, general surgery and trauma, maternal fetal medicine, pediatric surgery, neurovascular surgery, vascular surgery, and obstetrics and gynecology. WakeMed Faculty Physicians’ hospitalists and intensivists provide inpatient care at both WakeMed Raleigh Campus and WakeMed Cary Hospital.

WakeMed Faculty Physicians partners with the University of North Carolina School of Medicine on residency/teaching programs for a wide variety of specialties including internal medicine, obstetrics and gynecology, orthopaedics, otolaryngology, pediatrics, surgery and urology. Third- and fourth-year medical students complete a combined 700 weeks of education at WakeMed Raleigh Campus. Each of the 60 physicians with Wake Area Health Education Center either holds a teaching position or is tenure-track faculty at UNC School of Medicine. WakeMed is a Major Teaching Institution providing residency rotations and teaching programs approved by the American Medical Association’s Accreditation Council for Graduate Medical Education.

- *Wake Orthopaedics* is a comprehensive group of orthopaedic specialists, covering a broad range of sub-specialties including sports medicine, joint replacement, pediatric orthopaedics, hip and knee, hand and wrist, foot and ankle, shoulder and elbow, and back, neck and spine. Wake Orthopaedics has four offices, ten physicians, and a dedicated team of physician’s assistants, physical therapists, and nurses.

The Position

Reporting directly to the WakeMed CEO, the Senior Vice President of Physician Practices & Medical Affairs will be responsible for the complete leadership of WakeMed Physician Practices. This incorporates visionary strategic leadership, planning and program development, financial stewardship, operations, and human resources management.

The position is chartered with enhancing the integration between WakeMed Physician Practices and WakeMed as a whole. It will entail creating an organization, with the appropriate infrastructure, that will better serve the WPP physicians, and also entails developing mechanisms to strengthen the level of accountability throughout WakeMed. This is a highly visible position that must be regarded as a truthful, transparent advocate for the WPP physicians, while retaining the “big picture” perspective of the entire organization.

An important aspect of this position will be to move WPP further along toward health care reform, incorporating current national health policy initiatives such as Accountable Care Organizations, Pay-for-Performance mechanisms, and Patient-Centered Medical Home models. Specific responsibilities of this position include:

Leadership –

- Works closely with other executives and departments in the system to ensure shared vision, mutual understanding of goals/challenges and support of WakeMed organizational priorities.
- Effectively represents WakeMed and specific areas of responsibility within the organization and to all external audiences including medical staff, customers, the community, regulatory agencies, and accrediting bodies.
- Manages areas of responsibility in a manner that facilitates the achievement of strategic goals and operating objectives.
- Sets policies, procedures, and outcome standards to guide the performance of staff.
- Facilitates change when needed to achieve desired performance outcomes.
- Integrates the WakeMed mission, vision, values, and focus on quality and patient-centered care into daily physician practice operations.
- Communicates organizational goals and objectives to all personnel ensuring a focus on quality, patient safety, and service.
- Maintains effective working relationships with superiors, medical staff, and peers to meet the performance standards for areas of responsibility.
- Takes responsibility for providing high quality education and training programs at the undergraduate and graduate level in allied health, dentistry, medicine, nursing, pharmacy and public health.
- Adopts policies and procedures to guide the performance of department personnel. Ensures adherence to WakeMed Administrative, Corporate, Personnel, and Safety Policies and Procedures.
- Develops, motivates, and leads all departmental personnel.
- Ensures that all departmental performance practices are in compliance with accrediting bodies including JCAHO, professional practice, and legal requirements.

Planning and Program Development –

- Initiates strategic planning and program development in WakeMed Physician Practices, Medical Staff Affairs, and Medical Education.
- Maintains effective communication links with physician leaders by coordinating regular meetings, engaging them in decision-making, and including them in planning.
- Oversees the management of clinic operations and financial affairs by ensuring competent and well performing management staff.
- As appropriate, plans for organized growth and expansion, and budgets accordingly.
- Anticipates practice demands and plans to meet demands.
- Maintains effective communication links with University Department Chairs and Director of Central AHEC.
- Leads the interface with the private, medical community as it relates to volunteer teaching support and contracts for supplemental services.

- Serves as an effective member of Corporate Staff and keeps CEO, EVP, and Corporate staff apprised of current events in WPS.

Human Resources Management –

- Ensures the availability of an appropriate number of adequately educated, oriented, and motivated personnel to meet performance requirements.
- Manages personnel in a manner consistent with personnel policies and procedures, WakeMed values, and appropriate professional standards and legal requirements.
- Maintains up-to-date salary structures.
- Recruits qualified employees.
- Ensures a highly productive, efficient, and organized team that is focused on delivering high quality outcomes.
- Develops and implements comprehensive staff training and development programs to ensure that employees have skills needed to meet position performance standards and job competencies.
- Prepares job descriptions, performance standards, and competency measures for all employees.
- Prepares performance evaluations in accordance with policy.
- Stays abreast of all JCAHO requirements and ensures departmental compliance at all times.

Financial Management –

- Effectively oversees financial management of WakeMed AHEC and WPP
- Develops annual departmental budgets.
- Ensures quality services operate within approved expense budgets.
- Ensures revenue cycle runs smoothly and timely.
- Utilizes effective expense management with proportionate balance between expenses and activities.
- Makes sure direct reports have a clear understanding of organizational priorities and the need for the organization to operate competitively in local and regional markets.

Operations Management –

- Effectively oversees the operation of WakeMed Physician Practices, AHEC and Medical Staff.
- Oversees physician practice management of clinical and financial operations by ensuring competent and well-performing management staff focused on organizational priorities.
- Promotes standardization and best practices in existing and new practices of WPP.
- Uses a proactive management approach as evidenced by minimal problems, service interruptions, customer complaints, and crisis situations.
- Seeks out opportunities to engage medical staff via rounds, regular attendance at committee meetings, etc.
- Reinforces perception of WakeMed Administration as interested, responsive, and committed to a hassle free environment.
- Hires, develops, and evaluates performance of assigned subordinates, and assists them in resolving complex employee relations issues.
- Maintains frequent and clear communication with staff in areas of responsibility.

The Candidate

The right candidate for this position must possess a wide range of skills, anchored by demonstrated accomplishments as a leader. This executive must have a thorough understanding of physician practice operations, having held a leadership role at a major physician organization. He or she must also be familiar with hospital operations and be able to appreciate that perspective, as well as the perspective of independent practicing physicians out in the community. Strong financial and operational management skills are essential, as is overall common-sense-based business acumen.

The right candidate will be a Board Certified physician committed to physician education and development. The right candidate will be experienced in dealing with contemporary health policy issues, and can rapidly envision how an organization like WakeMed can thrive under health reform. A patient-centered commitment to quality and top clinical outcomes is essential. Familiarity with governance of physician organizations is valuable.

The right personal characteristics are crucial to the success of the new Senior VP. He or she must be at ease in a highly visible role that entails being an advocate and spokesperson for WPP physicians. This executive must have a warm and engaging personality, be an excellent listener, and a natural relationship builder. The right candidate is politic, has a strong understanding of organizational dynamics, and has the vision and skills to drive change in a complex organization. He or she must identify with the mission of an organization that serves a diverse constituency without regard for their ability to pay. Other important personal characteristics and skills are:

- Being able to thrive in a highly autonomous setting and work independently, without close management
- Having an unpretentious, hands-on, visible, and highly accessible work style; being comfortable asking questions and seeking advice
- Charisma and strength, however not being hampered by ego needs
- Strong managerial skills, including the ability to juggle priorities and delegate accordingly
- Being a “bridge builder” who can find ways to have parties collaborate
- Having a style that communicates well and frequently, and understands the importance of clarity and transparency
- Valuing teamwork and collaboration
- Being a big-picture strategic thinker, with the ability to rapidly “zoom” up and down between high level strategic and ground level tactical thinking
- Adaptability, nimbleness, and comfort with change and risk
- Being an organized, proactive, farsighted planner
- Strong negotiating skills
- The ability to concisely educate others on financial and health care reform issues
- Having a “building” mentality

Critical Success Factors

In his or her first year it is expected that the Senior VP will have:

- Listened, learned, and come to understand the dynamics and issues in the organization
- Developed quality relationships with physicians and non-physicians throughout WakeMed, as well as with appropriate professionals outside the system
- Built an organization that will serve the physicians of WPP
- Made progress in more fully integrating WakeMed Physician Practices with the hospital(s)
- Become an effective spokesperson and advocate on behalf of WakeMed Physician Practices, while also being a champion for *both* the physicians and the macro-organization
- Helped bring WPP and WakeMed in the direction of current health care reform, incorporating concepts like ACOs, Patient Centered Medical Homes, Pay-for-Performance, Meaningful Use, etc.
- Made progress toward improving the governance structure of WPP
- Driven continued growth and quality improvements with solid financial performance

The Location

The Raleigh, NC area is regarded as a very attractive place to live and raise a family, featuring moderate weather, economic health, reasonable cost-of-living, and access to a wide range of professional, recreational, cultural and educational opportunities. For more information see www.raleighchamber.org/.

Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to join a healthy, dynamic, and growing organization in a key senior leadership role.

For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to WakeMedSVP2049@ZurickDavis.com. For additional questions please contact Joanie Barton, Jeffrey Zegas, or Myranne Janoff at 781-938-1975. All contact with our office will remain confidential.

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