



Sandusky, Ohio



Position Specification

Chief Executive  
Officer

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**CONFIDENTIAL**

Prepared by

**Andrew P. Chastain**  
**Jena E. Abernathy**  
**January 2012**

This Position Specification is intended to provide information about the Firelands Regional Medical Center and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest in this position.

## Organizational Overview

**Firelands Regional Medical Center**, headquartered in Sandusky, Ohio, is a not-for-profit, independent, integrated healthcare system serving the contiguous counties of Erie, Ottawa, Sandusky, Huron and Seneca.

Firelands Regional Medical Center is the combination of three former Sandusky hospitals into one regional medical center providing state-of-the-art medical care. It began with the laying of the cornerstone for the former Good Samaritan Hospital on June 27, 1876 followed by the Sisters of Charity of St. Augustine, based in Cleveland, founding Providence Hospital in 1902. In 1923, the Diocesan boundaries were redrawn and the Sisters of St. Francis of Sylvania, Ohio assumed sponsorship. In 1985, Good Samaritan Hospital and Sandusky Memorial Hospital merged, becoming Firelands Community Hospital. In 2001, Firelands Community Hospital and Providence Hospital merged to become Firelands Regional Medical Center, the largest health system in the five county area. In addition, the system holds a 20% equity stake in The Bellevue Hospital.

The blend of allopathic and osteopathic professions, religious-cultural awareness, along with a full-service base of patient care services lends itself to a unique and comprehensive 400-bed healthcare system in North Central Ohio. Its combined medical staff represents over 200 physicians and a hospital staff of over 1,800 employees. Firelands Regional Medical Center's Board of Directors is represented by a cross-section of leaders within the community, local business and industry.

Today, Firelands Regional Medical Center provides the area with many advanced medical procedures affording residents the highest quality medical care close to home. Recent regional partnerships with University Hospitals continue Firelands' commitment to "being big enough to care for you, small enough to care about you."

Offering the latest healthcare technologies and treatments to the community, Firelands Regional has built an outstanding reputation offering the following services and treatments:

- Behavioral Health
- Clinics
- Endocrine and Diabetes
- Digestive Health Center
- Firelands 55+ Club
- Heart & Vascular Institute
- Imaging Services
- Laboratory Services
- Pain Relief
- Rehabilitation
- Sleep Disorders
- Surgical Services
- Wound Care Programs
- Cancer Center
- Corporate Health
- Dialysis center
- Emergency room
- Healthy Lifestyles
- Home Health Services
- Infusion Center
- Maternity/Pediatrics
- Pharmacy Services
- Respiratory Services
- Spine Center & Neurosciences
- Women's Health

For additional information:  
[www.firelands.com](http://www.firelands.com)

In 2008, Firelands Regional Medical Center invested \$146.9 million to add a 5-story patient tower, 13 state-of-the-art surgical suites, a comprehensive Cancer Center, an attached parking garage, as well as renovations to other service centers within the facilities.

## **Centers of Excellence**

In order to continue the prominence of Firelands Regional Medical Center as the regional provider of choice, the organization created Centers of Excellence for the following major service lines:

***Emergency/Trauma Services.*** Serving a resident population of over 250,000 persons in its primary and secondary service areas for emergency services, Firelands Regional Medical Center is the closest medical center for over eight million tourists who visit Erie County during the summer months. The Emergency Room at Firelands is staffed by Board Certified, Residency-Trained Emergency Medicine Physicians. Helicopter transport is available for patients needing major trauma care at facilities in the Toledo or Cleveland areas (primarily for burns, limb reattachment and neonatal).



***Cardiology/Heart & Vascular Institute.*** Firelands Regional offers a comprehensive cardiology program, including diagnostic and treatment services from cardiac testing through cardiac rehabilitation, high risk heart catheterizations and coronary angioplasty, open heart surgery as well as a comprehensive cardiac rehabilitation program and respiratory therapy services. Sponsoring the local Mended Hearts support group, the organization provides numerous educational programs for cardiac patients. Vascular surgery at Firelands has been ranked as one of the top 52 hospitals in the country by HealthGrades.

***Maternal/Child Health.*** Firelands Regional offers the only 24-hour, 7-day a week onsite obstetrics anesthesia service in a five-county area, and a comprehensive program for obstetrics services. The unit provides LDR suites (Labor, Delivery, Recovery) which are designed for patient comfort and convenience. The nursery at Firelands Regional Medical Center provides 22 bassinets. An adjacent 8-bed pediatric unit offers family-centered care. In addition, a comprehensive educational program for expectant mothers, fathers, and family members is offered. Courses are provided in childbirth preparation, breast feeding, sibling classes, and parenting skills.

***Oncology/Cancer Institute.*** Firelands Regional provides comprehensive cancer care services including diagnostic services and treatment programs. An inpatient cancer rehabilitation program is also available, providing care from a team of specialists including a physiatrist, medical oncologists, radiation oncologists, rehab nurses, therapy staff, pathologist, social worker, psychologists, pharmacist and dietitian. The service features one of Ohio's oldest tumor registry programs, which began in 1968.

**Rehabilitation.** Counseling and Recovery Services provide mental health and chemical dependency services encompassing a six county area. A complete range of outpatient and inpatient mental health services are provided by licensed professionals for children, adolescents, adults and older adults. A partial hospitalization program is also available for the provision of intensive clinical services without an inpatient stay. For weekend and evening coverage, a crisis intervention and emergency services hotline is available.

**Rehabilitation Services.** Comprehensive inpatient and outpatient rehabilitation therapy services are provided including physical therapy, occupational therapy and speech therapy. Services treat a wide variety of injuries, illnesses, or delayed development, using state-of-the-art technology, appropriate treatment techniques and personal care from a team of skilled professionals: physical therapists, occupational therapists, speech-language pathologists, physiatrists (the only physiatrists providing service in the primary service area), psychologists, social workers, therapeutic recreation specialists, case managers, and audiologists.

**Diagnostic Services.** Providing a wide range of diagnostic imaging services utilizing state-of-the-art medical equipment. Services include diagnostic radiology, nuclear medicine, CT scanning, MRI, PET scanning, and ultrasound. In 2005, Firelands Regional Medical Center replaced its two (2) nuclear medicine gamma cameras, upgraded and replaced equipment in its Special Procedure Room, ordered a 64-slice CT Scanner, installed a comprehensive Picture and Archival System (PACS), and installed an MRI upgrade to improve its competitive position. Laboratory services are also available at several sites throughout the community for patient convenience.



**Neurosciences (Neurosurgery, Orthopedics, Neurology).** Firelands Regional provides the most advanced neuroscience services available in its primary and secondary service areas. The program provides integrated care in the treatment of all neurological and musculoskeletal systems. Using a team approach, the program offers inpatient and outpatient physical medicine and rehabilitation services to children and adults.

## **Medical Teaching Programs**

Firelands Regional has several affiliation agreements with schools and universities for the purpose of onsite medical training and education. Firelands is committed to allopathic and osteopathic training and, as a result, Firelands Regional Medical Center serves as the only teaching facility providing intern and residency graduate medical education in Firelands Regional's primary and secondary service areas.

Firelands Regional Medical Center serves as a teaching site for clinical clerkships sponsored by the Ohio University College of Osteopathic Medicine (Athens, Ohio), the University of Health Sciences College of Osteopathic Medicine (Kansas City, Missouri), and the Des Moines School of Osteopathic Medicine.

Firelands Regional Medical Center is approved for ten osteopathic intern positions by the American Osteopathic Association (AOA). The organization is also approved for ten (10) osteopathic general family practice residency positions for those who are interested in a career in family medicine. This is a flexible two-year program under the guidance of osteopathic and allopathic specialists.

Firelands Regional also serves as the Northwest Regional Training site for externs from the Ohio University College of Osteopathic Medicine. Students in their last two years of medical school complete a series of assigned rotations at Firelands and other hospitals throughout the state. This program offers a full range of extern rotations featuring comprehensive hands-on experience under the supervision of osteopathic and allopathic physicians. Rotations are available in: General/Family Medicine, General Surgery, Obstetrics/Gynecology (OB/GYN), Internal Medicine, Pediatrics, Pathology, Oncology, Orthopedic/Sports Medicine, Emergency Medicine, Pulmonary Medicine, Neurology, Anesthesiology, Radiology, Psychiatry, Otolaryngology (ENT), Dermatology, Cardiology, and Urology.

To augment its educational commitment in both osteopathic and allopathic medical disciplines, Firelands works in conjunction with the Medical University of Ohio ("MUO") located in Toledo, to provide a training site at which allopathic third and fourth year medical students serve two, four-week rotations.

Firelands Regional and its affiliates provide training sites for nursing, dietary, medical records, pharmacology, radiological technicians, respiratory therapists, laboratory technicians, and occupational therapy programs run by various colleges and universities in Ohio. Other medical teaching affiliations include arrangements with Bowling Green State University (Bowling Green, Ohio), Firelands College of Bowling Green State University (Sandusky, Ohio), University of Osteopathic Medicine Health Sciences (Des Moines, Iowa), and Lorain County Community College (Lorain, Ohio).

## **Awards & Recognitions**

*The American College of Radiology* has awarded Firelands Regional Medical Center a three-year term of re-accreditation in magnetic resonance imaging (MRI), including breast MRI, as the result of a recent review by the ACR.

*2011 HealthGrades Patient Safety Excellence Award™*: Firelands Regional Medical Center was identified as a recipient of this award indicating that its patient safety ratings are in the top 5% of U.S. hospitals, in a new study released by HealthGrades, the leading independent healthcare ratings organization. Firelands is one of only 268 hospitals in the country



to receive this designation, one of only 16 hospitals in Ohio and the only hospital in the regional area (including the counties of Erie, Huron, Ottawa, Sandusky, and Seneca). The rankings are based on three years of Medicare data that every hospital is required to submit. HealthGrades developed this award to give patients more information about choosing a hospital.

*HealthGrades Number One Rating in Orthopedics/Spinal Surgery:* HealthGrades, the leading independent healthcare ratings organization, recently published a national study finding that Firelands Regional Medical Center is ranked number one in the State of Ohio and among the top 5% in the nation in overall orthopedics, including spinal surgery. Ratings included all hospitals in the nation (nearly 5,000) and examined mortality rates and complication rates from government quality data reported in 2007, 2008 and 2009.

*HealthGrades Number One Rating in Vascular Surgery:* Firelands Regional Medical Center is number one in the State of Ohio and among the top 5% in the nation for vascular surgery, according to HealthGrades, the leading independent healthcare ratings organization. Ratings included the nation's nearly 5,000 hospitals and examined mortality rates and complication rates from government quality data reported in 2007, 2008 and 2009.

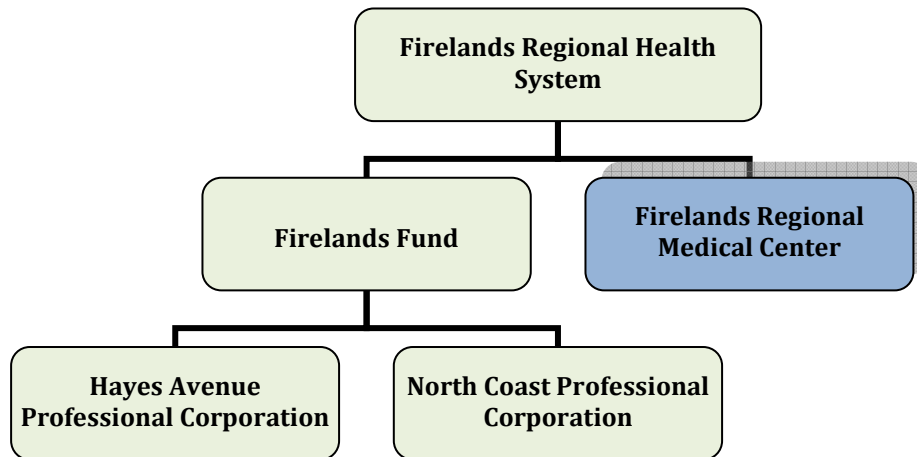
*Modern Healthcare's 100 Best Places to Work in Healthcare:* Firelands Regional Medical Center has earned the distinction as one of the 100 Best Places to Work in Healthcare, named by *Modern Healthcare*, making Firelands one of only two hospitals in Ohio to receive this designation and one of only four healthcare organizations in the state of Ohio to be in the top 100.

## **Governance/Structure**

Firelands Regional Medical Center is part of a healthcare delivery system controlled by **Firelands Regional Health System** ("FRHS"). FRHS serves as the parent holding company of the members of the System, which includes Firelands Regional Medical Center and other entities and health care facilities. FRHS, which provides direction and support to the members of the System does not directly conduct any operations or business, but holds a twenty percent (20%) equity interest in The Bellevue Hospital.

**The Firelands Fund** is an Ohio nonprofit corporation that is exempt from federal income tax under Section 501(c)(3) of the Code. It was created in 1985 and is governed by a Board of Directors whose membership includes key community leaders from business, industry, civic, religious and educational organizations. The Firelands Fund's purpose is to support the operations of Firelands Regional Medical Center and other tax-exempt subsidiaries of FRHS. In furtherance of such purposes, The Firelands Fund receives and holds endowment funds and charitable contributions for the benefit of Firelands Regional Medical Center and the other nonprofit, tax-exempt subsidiaries of FRHS.

*Controlled Professional Corporations.* In order to comply with Ohio's corporate practice of medicine restrictions, Firelands Regional Medical Center established controlled professional associations under Section 1785 of the Ohio Revised Code. These two corporations, **North Coast Professional Corporation** and **Hayes Avenue Professional Corporation**, are authorized to employ physicians for the benefit of Firelands Regional Medical Center, in accordance with applicable Ohio law.



**Boards of Directors**

**Firelands Regional Health System:** Per its Code of Regulations, the FRHS Board of Directors must be composed of at least 18 and not more than 42 Directors. The Directors are elected for staggered three-year terms. The Chief Executive Officer is a voting member of the Board, and the Executive Vice President/Chief Financial Officer is a nonvoting, ex-officio member of the Board.

**Firelands Regional Medical Center:** Per its Code of Regulations, the FRMC Board of Directors must be comprised of at least 18 and not more than 42 Directors. The Directors are elected for staggered three-year terms. The CEO is a voting member of the Board, and the Executive Vice President/CFO is a nonvoting, ex-officio member of the Board.

**Mission, Vision & Values** are the cornerstones for all strategic and operational decisions at Firelands.

**Mission**

The mission of Firelands Regional Medical Center is to be the healthcare provider of Choice for physicians and their patients, Firelands’ volunteers and employees as they strive together to improve the health of those they serve.

## **Vision**

- We will recruit and retain employees, physicians and volunteers who show exceptional **A**ttitude, **C**ommitment and **E**nthusiasm and who “**ACE**” it every day for our patients and each other.
- We will, in conjunction with our medical staff, advocate and adopt the use of evidence-based clinical practice guidelines and modern technology to achieve optimal clinical outcomes.
- We will pursue benchmarking and transparency in our pricing, costs, clinical outcomes and patient satisfaction for our community’s benefit and welfare, while timely addressing opportunities for improvement.
- We will cooperate with individuals, companies and groups who share our common goal for the promotion of wellness and the improvement of our community’s health status while preserving Firelands Regional Medical Center as a financially strong and viable community asset so that Firelands may continue to function as the community’s safety net for those most in need.
- We will be steadfast in our goal to remain big enough to care for you, but small enough to care about you.

## **Values**

**Service:** *We deliver quality service with a positive attitude, and will always be willing to provide something extra to exceed the expectations of our customers, both internal and external.*

**Integrity:** *We will behave as professionals in our work and we will be honest and trustworthy to our customers and each other. We will take accountability for our shortcomings and our actions will be consistent with our words. We will be the advocates of the patient in all actions.*

**Respect:** *We will always hold customers and each other in high regard as individuals, with courtesy and dignity. We will value diversity, and appreciate cultural differences, differences of opinion and respect the beliefs of others. We will protect the privacy of our patients and hold each other accountable to do the same.*

**Unity:** *We will share one goal: to deliver quality service to our community as one team, the Firelands Regional Medical Center team, employees, physicians, and volunteers, without regard to former allegiances. We will communicate a positive message to one another, our customers, and our community. We will strive to bring harmony and accord to those who disagree, and we will be proud to represent Firelands Regional Medical Center in our community.*

**Stewardship:** *We will provide careful management of what has been entrusted to us by our community. We will make wise use of our time and our resources and demonstrate sound fiscal responsibility. We will seek continuous improvement, respect the environment, and strike an important balance between quality service and cost containment.*

## The Position, Goals and Objectives

This is an excellent opportunity for an innovative, mission-oriented, experienced healthcare executive to lead an integrated healthcare delivery system with a long history and strong commitment to the communities it serves.

Reporting to the Board of Directors, the Chief Executive Officer of Firelands Regional Medical Center has overall strategic and operational responsibility ensuring the organization meets its short and long-term strategic, operational, service, financial and quality performance goals. The Chief Executive Officer works closely with the Board of Directors to articulate Firelands Regional Medical Center's mission and vision and to establish strategic direction and review organizational policy.

### **Duties and Responsibilities**

It is expected that all of the duties and responsibilities of the Chief Executive Officer will be performed in a manner that reflects the values of Firelands Regional Medical Center, outlined in this document.

The Chief Executive Officer works in concert with the Board of Directors and leadership of Firelands Regional Medical Center to:

- Ensure the hospital's mission and vision are directly reflected in the meaningful and practical strategic plan that contains measurable goals and operational objectives.
- Create long-term financial and operational stability for Firelands Regional by developing and achieving budgetary, financial and operational goals consistent with the hospital's mission, vision, values, strategic goals and objectives.
- Continue positioning Firelands Regional as a regional leader in healthcare service delivery.
- Identify innovative ways to collaborate with physicians for clinical, service, financial, operational and patient satisfaction excellence.
- Sustain an environment of continuous quality improvement, including the identification of concrete performance measures across the hospital for clinical, service, financial, operational, management, patient satisfaction and community functions.
- Cultivate relationships with internal and external constituents including, but not limited to; the physicians, employees, community leaders, board members, politicians and other healthcare and business leaders that foster the collaborative partnerships needed to address and resolve health issues within the region.

- Support the Firelands Regional Board of Directors and its governance role to achieve goals and objectives that fulfill the hospital's mission and vision.
- Ensure the strength of the management team, develop future leaders and emphasize teamwork, collaboration, coupled with open, honest, and direct communication.
- Recognize the importance of the employee community; provide overall leadership and inspiration in fostering a collaborative and rewarding work environment.
- Engage in and model appropriate, ethical, professional and personal values/behavior. Serve as an exemplary role model for the organization.
- Ensure effective, collaborative decision-making processes with clearly understood lines of responsibility, authority and accountability.

## Goals and Objectives

The Chief Executive Officer of Firelands Regional Medical Center is expected to accomplish several key objectives within the first 12 to 18 months. The following goals represent some of these challenges (not listed in order of priority):

- *Immediately establish personal and professional credibility, gain respect and build trust internally and externally.* Firelands Regional's culture mirrors that of the community it serves where relationships are very important. It is essential for the new CEO to embrace the culture's value on building strong trusting relationships and credibility. This will require the new executive to be visible and engaging with physicians, Firelands Regional staff, the board and community leaders. As the leader of one of the largest employers in the area, the CEO will be a key leader in the community and must be comfortable with the visibility requirements as such. This will require a keen sense of community focus and visibility. Internally, the CEO will reach out to employees in a meaningful way to create connectivity. Employees want to connect with their CEO and feel inspired by their leadership.
- *Evaluate the current strategic plan and operating goals of the medical center and lead the organization to reach its potential.* The new CEO must validate the current strategies and endorse the vision for Firelands Regional. As the CEO integrates into the organization, he/she will study Firelands Regional, gaining an appreciation for its history, culture and current operating modalities; however, the board expects the CEO to lead the organization to success. As the CEO gains a thorough understanding of Firelands, they will develop plans and strategies for success as defined by the board and leadership. With the competitive challenges in the immediate marketplace, the organization must be very deliberate in its strategies to ensure continued success. Leadership must be innovative in its strategies and deft in its fiscal management to ensure its ability to provide the highest quality of patient care. The CEO will ensure the medical center has adequate size, market presence and diversity of services to thrive in the future.

- *Lead Firelands Regional's preparation for the future of healthcare.* The CEO will work closely with the board, leadership team and physicians to further develop strategies to thrive in the future. In uncertain times for many healthcare institutions, Firelands Regional is confident it has unique opportunities for success, including: a high quality medical staff, an engaged and informed board, and diversity of medical services, among others. The CEO will lead the efforts to ensure the model of care at Firelands meets the needs of the community under potentially new payment and market dynamics.
- *Fully implement the CRIMSON Physician Management Software initiative at Firelands and work with the medical staff to capitalize on the investment in data to improve quality.* FRMC is rolling out the CRIMSON system ( [www.crimsonservices.com](http://www.crimsonservices.com) ) to generate detailed physician profiles that encompass quality performance, adherence to pre-defined order sets and resource utilization. As mentioned above, the quality of care at FRMC is good and measures favorably with others in CMS indicators; however, Crimson is expected to further refine clinical quality. While others will be responsible for the operationalization of the Crimson platform, the CEO must ensure the organization capitalizes on the investment and must demonstrate a commitment to the initiative.
- *Establish collaborative, collegial and strong relationships with the medical staff.* One of Firelands Regional's greatest strengths is the quality of its medical community. The new CEO must be committed to enriching physician integration strategies and begin immediately engaging with physicians.

Firelands' approach has been to help the physicians stay independent but build strong strategic alliances between the providers and the medical center; however, the medical center does currently employ 26 physicians in the Firelands Physician Group. The CEO will lead the organization's efforts to create an environment of care that attracts and retains the highest quality of medical staff and to produce exceptional outcomes. The executive will be a visible and accessible leader, one who will meet with the medical staff both formally and informally to ensure an exchange of ideas and opportunities. The CEO will actively engage the medical staff in discussion regarding the strategy of the organization, thoughtfully consider strategic and operational options, and be timely and proactive in communicating decisions associated with the business rationale. The CEO must be able to rely on past experiences in complex healthcare settings working with physicians on improving clinical quality, engagement, strategic alignment and growth. Visibility is critical.

- *Continue the organizational commitment to fiscal success.* Firelands Regional's growth and investment strategies are contingent on continued financial performance. Given the market dynamics, positive financial performance requires deliberate focus on all operations. The CEO will ensure the organization's financial performance will support its future success; working closely with staff, physicians and leadership to analyze all aspects of financial performance (*revenue, staffing, supply spend, supply standardization, the employed physician group, managed care contracting, purchasing affiliations, etc.*) to ensure the system is operating most effectively. The new CEO is following an executive that closely monitored the operating performance of the organization. It is expected the new CEO will provide the same level of focus.

- *Learn and respect the history and tradition of Firelands Regional, its communities, employees, medical staff and member institutions to build upon the organization's strengths and further develop a culture of success.* Firelands Regional is appropriately proud of its accomplishments and a new CEO must identify with the organization, its community and culture, highlighted by genuiness and transparency. The CEO will identify the obstacles and future challenges to success, inspire continued confidence and lead the organization to reach its potential. At the same time, the CEO will need to be visible and engage in communication internally and externally, ensuring effective two-way communication.

## Candidate Qualifications

The following are qualities, attributes and skills of the ideal candidate.

### **Education**

Advanced degrees are required in business, healthcare administration, medicine, nursing, public health or other related fields.

### **Experience**

A CEO candidate will be a seasoned health care leader with experience in a high performing hospital or health system. Candidates should have demonstrated leadership accomplishments in the overall improvement of strategic, financial, quality and operational performance of an organization.

The ideal candidate will possess:

- Values and philosophies consistent with those of Firelands, outlined on page 7. Candidates must be able to demonstrate the ability to balance quality, service, fiscal performance and mission.
- The ability to lead and inspire Firelands to actualize the medical center's mission. The staff at Firelands and physicians expect a visible leader that is capable of connecting personally, while inspiring confidence.
- A reputation as a true leader in their profession and has a close understanding of health reform initiatives and their potential long-term implications on hospitals.
- Commitment to enhancing the quality outcomes for Firelands Regional. While Firelands Regional's quality outcomes are recognized as strengths, the CEO will have a genuine interest in improving the health status of the community. The CEO will be a proven champion of quality and patient safety initiatives, candidates should have led initiatives that have resulted in demonstrable improvements in organizational quality measures.
- Strong fiscal acumen. While not Firelands' financial officer, the CEO must have sharp financial skills to provide direction to the organization. To deliver on the hospital's commitments to the community, it must perform well financially.
- Demonstrated negotiating skills, financial discipline, and a passion for process improvement, quality and customer service.

- CEO-level experience (preferred); experience working with Boards is required (e.g., candidates overseeing a complex medical center *within* a system organization will be considered); Clinical leaders who have held broad operational and/or leadership roles in complex settings will also be considered.
- The ability to relate to Board members, promote transparency and encourage Board engagement at an appropriate levels. A working knowledge of contemporary healthcare governance practices.
- A track record of developing positive relationships and partnerships with physicians that have resulted in strategic alignment and a cooperative physician/hospital culture. Given the structure and the composition of the Firelands Regional Medical Center medical staff, a successful track record working with a mixed model medical staff is preferred (free-standing multi-specialty groups, independent physicians and a hospital-sponsored medical group).
- A high energy level. The CEO will enjoy interaction with all levels of staff, has a track record of positive employee relations and is committed to leadership development programs and maintaining a positive employee relations environment.
- A track record of developing strong management teams at all levels and a demonstrated ability to attract, recruit and retain talent. Candidates must possess an innate team orientation and have a track record of having effectively enlisted senior colleagues in decision making processes. Firelands Regional Medical Center seeks a leader who others have followed, by virtue of his/her innate interpersonal strengths and talents, skills and vision.
- An appreciation for the role of IT in healthcare delivery, including its role in advancing the quality and safety of an organization and the importance of IT integration across numerous entities.
- A track record of identifying and implementing creative and innovative programs and partnerships. Firelands Regional Medical Center is committed to identifying an innovative and visionary leader who can “see the possibilities” for an organization and help them come to fruition.
- Executive presence that engenders confidence, and engages employees with enthusiasm and who enjoys being a visible and accessible leader.
- Excellent communication abilities to articulate the operational vision and translate complex issues into comprehensible and executable ideas and expectations. The CEO will continually represent the organization with key constituent groups and must be comfortable and effective at communicating with all audiences.

- Proven ability to foster a culture of customer service in all its dimensions--patient, family, employee and physician.
- Strategic creativity and the ability to facilitate innovative ideas to enhance service, improve operations and grow market share and in a uniquely competitive healthcare market.
- Experience with fund development. A track record of partnering to cultivate positive relationships with existing and potential donors.

## Personal Characteristics

- **A high level of personal integrity**, humility, character and courage, with a clear focus on what is best for the organization, patients and communities served by Firelands Regional.
- **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. It is crucial for the CEO to foster a climate of inclusion and participation at a variety of levels both within and outside the organization with key stakeholders.
- **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 within the Sandusky culture.
- **Vision** – one who can shape organizational change; who sees and clearly communicates the future for an organization that includes the potential impact of technology, research, and academics and new growth opportunities in the marketplace.
- **Collaborative** – exceptional interpersonal skills to help drive and implement the changes which will build upon trust in the organization. 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.

- **Political acumen** – necessary to orchestrate, optimize and constructively balance the interests of a number of different constituencies within the region.
- **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. A leader who respects the important, positive aspects of organizational culture while managing the organization’s appetite and capacity for change.
- **Experienced team-builder** – who can pull together management, nursing, other staff, medical faculty, community physicians, the Board, other regional providers, government officials, and the broader community and region to pursue common goals of improved health outcomes for the local community, state, and beyond.

## About Sandusky, Ohio

Sandusky is a Great Lakes port community and county seat of Erie County. The City of Sandusky has a unique location on the Southern Shore of Lake Erie midway between Cleveland and Toledo. Sandusky offers small town living with easy access to these major urban areas.



Sandusky has one of the finest and best-protected harbors on the Great Lakes, with its shoreline stretching approximately 22 miles. Its location enhances the industrial potential of the area by providing an abundant fresh water supply and access to Great Lakes shipping. Sandusky has one of the largest Great Lakes coal ports. Lake-oriented industries, fishing and shipping add to a well-diversified industrial base of foundries, automotive parts, metal fabricating, construction products, plastics and vinyl products, colorants, paints, and food processing equipment manufacturers.



Sandusky is one of Ohio's most popular tourist destinations. The city is home to Cedar Fair Entertainment Company, as well as its flagship amusement park, Cedar Point. Cedar Point Amusement Park, their most famous attraction, has 3.5 million visitors annually and has been awarded the Golden Ticket Award as "the best amusement park in the world" for 13 consecutive years. Sandusky is also home to a number of large resorts and indoor/outdoor water parks. Some of these renowned businesses include Soak City, the Great Wolf Lodge and Kalahari Resorts.

Sandusky's Bayfront Corridor located along downtown Sandusky has some of the most beautiful public access waterfront in Ohio. A municipal boat ramp, together with many private marinas and a yacht club, accommodate residents and tourists who enjoy the abundant fishing and boating. Participants from all over North America annually compete in national sailing events.

Sandusky continues its downtown renaissance as a cultural and recreational destination with quality shopping, dining and entertainment for residents and visitors to enjoy. The distinctive historic architecture, golf courses, beautifully-landscaped parks and piers, and friendly atmosphere offer a charm that makes Sandusky a memorable place to live or visit. The National Arbor Day Foundation has also designated Sandusky as a [Tree City USA](#).

The city of Sandusky is approximately 22 square miles in total, and has an estimated population of 25,000 (Total population within a 15-mile radius is 112,000).

For more information regarding Sandusky, please visit <http://www.ci.sandusky.oh.us/index.htm>

## Procedure for Candidacy

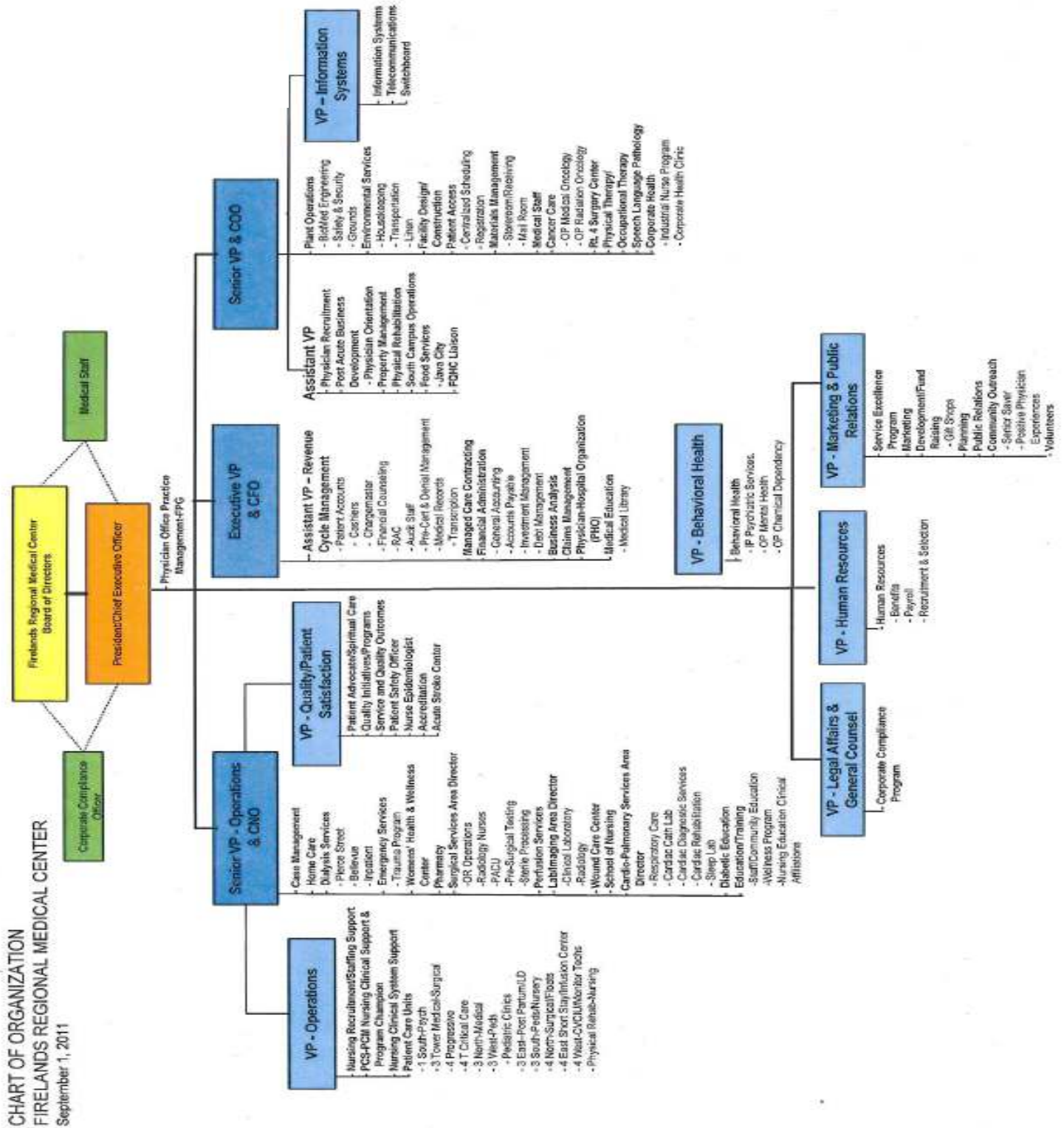
The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted electronically to Andrew Chastain and Jena Abernathy, the executive search consultants supporting Firelands Regional Medical Center in this search at [FirelandsCEO@wittkieffer.com](mailto:FirelandsCEO@wittkieffer.com).

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Firelands Regional Medical Center documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Firelands Regional Medical Center is an Equal Employment Opportunity employer.

Witt/Kieffer is the nation's leading executive search firm dedicated to serving education, healthcare, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Clients of Witt/Kieffer include community hospitals, health systems, teaching hospitals, integrated delivery systems, academic medical centers, physician groups, managed care plans, colleges/universities, and community service/cultural organizations. We focus on searches for presidents and chief executive officers, chief operating officers, chief financial officers, chief nursing officers, vice president-level executives, chancellors, provosts, and deans.

# Appendix A



## Appendix B

### Revenue & Expenses

<b>2011 Operating Budget</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Budget</b>
<b>Revenue</b>			
Total Inpatient Revenue	\$212,937,857	\$222,588,476	\$222,841,093
Total Outpatient Revenue	220,458,485	247,445,007	270,820,766
<b>Total Patient Revenue</b>	<b>433,396,342</b>	<b>470,033,483</b>	<b>493,661,859</b>
Contractual Adjustments	240,700,760	269,644,378	278,431,627
Charity Care	12,957,148	16,423,542	18,960,418
<b>Total Revenue Deductions</b>	<b>253,657,908</b>	<b>286,067,920</b>	<b>297,392,045</b>
Other Revenue	11,325,778	12,422,148	10,476,270
<b>Total Net Revenue</b>	<b>191,064,212</b>	<b>196,387,711</b>	<b>206,746,084</b>
<b>Expenses</b>			
Total Salary & Wage Exp	73,746,046	72,733,311	73,157,791
Total Supply & Other Exp	60,468,659	66,998,888	68,077,757
Depreciation Expense	15,464,306	14,846,611	15,550,506
Interest Expense	6,217,581	7,002,974	7,763,559
Bad Debts	6,864,007	7,396,589	8,750,765
Overhead Expense	28,251,070	24,389,248	29,090,081
<b>Total Expenses</b>	<b>191,011,669</b>	<b>193,367,621</b>	<b>202,390,459</b>
<b>Operating Margin</b>	<b>\$52,543</b>	<b>\$3,020,090</b>	<b>\$4,355,625</b>
<b>Operating EBIDA %</b>	<b>11.83%</b>	<b>13.42%</b>	<b>14.50%</b>
<b>Operating Margin %</b>	<b>0.03%</b>	<b>1.54%</b>	<b>2.11%</b>

## Appendix C

### Operating Statistics

	<b>Year-to-Date</b>	<b>Sept 30, 2011</b>	<b>Sept 30, 2010</b>
Licensed/Registered Beds		400	400
Staffed Beds		223	227
Admissions - Acute & Rehab		6,856	7,293
Patient Days - Acute & Rehab		37,711	39,062
Average Occupancy - Staffed		61.9%	63.0%
Average LOS - Acute & Rehab		5.50	5.36
Acute Admits and Observations Cases		7,807	7,710
Outpatients Visits		160,917	156,642
Emergency Room Visits		36,209	36,076
Inpatient Surgeries		2,386	2,383
Outpatient Surgeries		8,352	5,637
Newborn (Nursery) Admissions		524	507
Medicare Revenue %		54.1%	53.2%
Medicaid Revenue %		9.3%	10.5%
Managed Care Revenue %		25.9%	24.5%
Medicare Case Mix Index		1.515	1.444

### Key Indicators

	<b>Year-to-Date</b>	<b>Sept 30, 2011</b>	<b>Dec 31, 2011</b>
Operating Margin		3.9%	1.5%
Operating EBIDTA Margin - Cash Flow		13.9%	12.7%
Days Cash on hand		242.3	223.8
Cash to Debt		76.6%	71.7%
Debt to EBIDTA - Cash Flow		NA	7.2x
Debt to Capitalization		54.5%	50.5%
Debt Service Coverage Ratio (per MTI)		1.96x	2.09x
Days in Accounts Receivable		50.6	60.8

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