Leadership Profile

Chief Executive Officer
University Health Partners of Hawai‘i

Affiliated with
University of Hawai‘i at Manoa
John A. Burns School of Medicine

CONFIDENTIAL

Prepared by
Zachary A. Smith, Ph.D.
Claudia M. Teschky
Sue LeGrand
October 2016

This Leadership Profile is intended to provide information about University Health Partners of Hawaii and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest in this position.
Opportunity and Summary of Position

University Health Partners of Hawai’i (UHP), a faculty practice in support of and collaboration with the University of Hawaii’s John A. Burns School of Medicine (JABSOM), seeks a highly skilled physician executive to serve as its next Chief Executive Officer (CEO). The CEO will have a unique opportunity to lead a 200-physician employed faculty medical group with approximately 400 total employees through its evolution into a highly integrated, effective and patient-centered, multi-specialty group practice within a unique and distinct community and culture.

The CEO will work under limited supervision, within a complex and dynamic health care environment. The CEO is responsible for building a robust, high quality, financially stable faculty practice to support the missions of the Medical School (JABSOM) and the UH Health Sciences. The position includes responsibility for the enhancement of relationships within the medical community, affiliated hospitals and community clinical sites, third party payers, and the public. These relationships will be enhanced through collaboration with and support of the UH Health Sciences Deans/Directors and their teams. The CEO will work directly with the UHP Board of Directors to establish practice development strategies, policy and procedure, as well as, financial, clinical, and corporate goals. The CEO has management oversight of the central office units, including but not limited to fiscal, contracting, legal, revenue cycle, human resources, information technology, public relations, and general operations. She or he will also facilitate the setting of standards, the coordination of practice activities, and the marketing of the department clinical sites. The position will also liaise with the University of Hawai’i’s health related, Office of Public Health schools, centers and programs (including the School of Medicine, School of Nursing, and Cancer Center) and with the university’s community teaching hospital partners, to ensure seamless support of the university affiliated clinical operations.

This position reports to the Chair of the UHP Board of Directors. The CEO is a non-voting ex officio member of the Board of Directors. The next CEO will be an academic physician executive who has a good understanding of the evolving clinical practice environment and can work collaboratively with UHP’s Board to develop the practice and act as the face of the organization when representing the physician practice to a variety of constituents. We seek candidates who will work with the clinical Department Chairs and other senior leadership within JABSOM to enhance the history of collaboration with the medical school’s affiliated hospitals, physician groups as well as independent physicians.

For information on how to apply or to submit nominations, please refer to the section, “Procedure for Candidacy” at the end of this document.
The Role of the Chief Executive Officer

The UHP Chief Executive Officer provides leadership and management expertise to support its corporate purpose. The purpose of the Corporation shall be to (a) support the missions of the John A. Burns School of Medicine and its clinical departments, as specifically set forth in Articles of Incorporation; (b) support other University of Hawai‘i clinical academic units as specified in the Corporation’s affiliation agreement with the UH and agreements with the clinical academic unit; and (c) provide health care to the general public, with special attention to the poor and underserved populations of Hawai‘i and the Pacific Region.

To this end, the next CEO will be responsible for:

- The overall operations of all UHP facilities, ensuring compliance with local, state and federal regulations, accreditation and licensure requirements and continuous quality improvement programs;
- Establishing and implementing short- and long-range organizational strategies and goals; working with the Clinical Department Chairs/ UHP Board of Directors and their committees to establish objectives, strategic plans, policies, and operating procedures; monitoring and evaluating programmatic and operational efficiency and effectiveness, and producing changes required for improvement;
- Designing, establishing, and maintaining an organizational structure and staffing to effectively and efficiently accomplish the organization's goals and objectives; overall recruitment, employment, training, supervision, and evaluation of UHP staff;
- Developing and managing annual budgets for UHP and overseeing cost and productivity analyses;
- Assisting the Department Chairs’ efforts to coordinate and manage leased clinical facilities and other departmental resources to support daily clinic operations;
- Conducting feasibility studies; recommending and implementing fee schedules; monitoring revenue and expenditure trends; and making recommendations for cost-effective operations;
- Managing all aspects of the revenue cycle processes and providing monthly reports to the Board of Directors;
- Assuring proper management of financial and information systems;
- Clinical service agreements and clinical research contracts and providing appropriate resources as needed to the Clinical Department Chairs to facilitate contract management and/or negotiation;
• Assisting the departments’ efforts to establish, negotiate, and perform contracted services;
• Reporting on administrative aspects of operations to the Board of Directors and its representatives;
• Coordinating UHP policies with the JABSOM and University of Hawai‘i policies and procedures;
• Being available to serve on University of Hawaii’s health related schools’ and departments’ planning and policy-making committees, including:
  o Attending the Dean’s Leadership Team meeting at JABSOM;
  o Attending the JABSOM Executive Committee meetings;
  o Attending meetings with hospital leadership that involve the clinical practice, as needed.
• Representing the faculty practice to third party insurers, governmental agencies, funding agencies, the public, and patients;
• Working through the CFO, overseeing activities of the physician compensation plans and being accountable for the physician compensation structure;
• Co-leading the Risk Management Program shared by JABSOM and UHP;
• Working through the CMO, coordinating and being accountable for continuous quality improvement and patient safety programs;
• Working through the CMO, monitoring patients, staff and faculty satisfaction with services provided by the faculty practice;
• Overseeing and being accountable for the Central Office’s delivery of faculty practice services to the clinical departments within the faculty practice; and
• Complying with all company policies and legal requirements.

**Reporting Relationship**

The CEO of University Health Partners reports directly to the Chair of the Board of Directors and works in close collaboration with the Dean of the John A. Burns School of Medicine.

Reporting to this position are the following: the Chief Medical Officer, Chief Financial Officer, General Council/Chief Compliance Officer, Director of Human Resources, and the Billing Director.
Opportunities and Expectations for Leadership

Lead Central Operations in Service to the Departments

The CEO will work closely with the Departments Chairs to ensure that UHP provides the support required for each department’s specific clinical and teaching needs. The CEO will provide the executive leadership to help Department Chairs identify business operations and services that may best be managed centrally. The CEO will evaluate UHP's current organization, management, and processes, making appropriate changes that will result in improved performance, better communication between physicians, UHP, and clinical partners, and will position JABSOM to achieve its strategic and financial goals. This will include a review of support systems, such as billing and other front-end processes.

Develop Relationships with Affiliated Hospitals, Physician Groups and Community Physicians

The CEO will play a significant role in establishing and maintaining strong and collaborative working relationships with the university’s clinical partners, including affiliated hospitals, with particular attention made to the medical school’s primary clinical partners, HPH and Queens. The CEO will work closely with hospital leadership to convey the value the medical school and other programs provide to UHP’s hospital partners in the delivery of high quality, cost effective care to the region’s/state’s population. The CEO will be viewed as highly engaged and visible at all levels of the organization. The CEO will also develop collaborative relationships with physician practices and independent practitioners.

Lead Departments through Changing Healthcare and Reimbursement Landscape

The CEO is expected to have a familiarity with the changing payment systems for hospitals, physicians and physician groups, including the current shift from fee-for-service to payment systems based on outcomes. The CEO will provide input to the clinical departments that supports optimal provider contracting and will provide support to ensure that the faculty and JABSOM’s clinical partners deliver physician services that address the full continuum of care.

Build Stronger Cohesion across Departments

The CEO is expected to quickly gain the respect of the Dean and Department Chairs, establishing a reputation as a credible, accessible, and disciplined leader who is highly committed to service excellence, high clinical quality and the future success of each clinical department, as well as of UHP’s success. The CEO will have the ability to coalesce and evolve the departments into a more cohesive group, demonstrating the benefits provided by UHP. The CEO will appreciate the unique differences of academic practice in Hawaii, where faculty in some clinical departments are more heavily embedded within affiliated hospitals than other departments and each department has a major (primary) affiliated hospital/health system in which their faculty practice and teach. The CEO will work in close partnership with Department Chairs in order to ensure that each department continues a strong and effective relationship with their respective clinical partners.
Communicate Value Proposition of Faculty Practice

The CEO will work closely with Department Chairs and their faculty to encourage their commitment to developing a faculty practice that includes each clinical department. In order to achieve this goal, the CEO will demonstrate the value of a strong, centralized faculty practice plan. The CEO will foster a culture of collaboration, working closely with the faculty to articulate a vision and corresponding plan for UHP that will result in it being viewed nationally as a premier multi-specialty group.

Expand Clinics and Improve Healthcare Access across the State

The CEO will play a prominent role in identifying ways in which UHP can address the challenges of future healthcare delivery and meet the state’s/region’s expanding population. Working closely with Department Chairs and other senior leadership within JABSOM, the CEO will provide leadership in expanding the faculty practice’s scope. This will include assessing the potential for UHP to establish and operate community based clinics.
Personal Qualifications and Qualities

Education and Training:

- M.D., D.O. or similar clinical professional degree required.
- Demonstrated leadership in practice plan administration.
- Demonstrated leadership in management of clinical practices.
- MPH, MBA, MHA, MMM preferred.
- Must qualify for academic appointment at the rank of Associate Professor or Professor.

Experience:

- Significant experience in practice plan administration, including clinical services, financial management and budgeting responsibilities.
- Experience with healthcare revenue cycle management.

Required Skills/Knowledge:

- Knowledge of the principles and practices of healthcare administration, fiscal management, government regulations and clinical revenue cycle.
- Knowledge of clinical policies and procedures to manage its operations and to ensure effective patient care.
- Knowledge of the principles and practices of employee development sufficient to manage an organization of UHP's size.
- Contracting experience.
- Physicians and staff engagement experience.
- Strong planning and organizational skills.
- Skill in independently exercising initiative, judgment and discretion.
- Skill in analyzing situations accurately and taking effective action.
- Successful track record of establishing and maintaining effective working relationships.
- Skill in organizing work, delegating, and achieving goals and objectives.
- Skill in exercising judgment and discretion in developing, interpreting and implementing departmental policies and procedures.
- Demonstrated ability to communicate effectively both orally and in writing.
- Skill at managing and motivating people to help them to achieve their best performances.

Personal Attributes:

- Strong interpersonal skills and ability to form productive and effective relationships.
- Knowledge of and appreciation for the Hawaiian culture.
• Sensitive to the importance of being humble, authentic and building trust within the local business and healthcare community.

• Strong interpersonal skills and an ability to collaborate effectively both internally and externally; works well with people from different cultures and backgrounds.

• Strong communication skills and an ability to provide clear messaging; ability to speak effectively to the value proposition of the faculty practice.

• Creative and entrepreneurial.

• Ability to manage with limited resources, and identify creative ways to grow revenue.

• Must have high emotional intelligence.

• Deep knowledge and understanding of the evolving healthcare landscape, and how it applies to a sustainable and growing faculty practice, and the local community.

• Ability to identify, analyze, plan, organize and integrate complex operational priorities and multiple overlapping deadlines.

• Ability to evaluate and make recommendations for continuous quality improvement.

• Ability to research, analyze, and interpret complex data and present comprehensive reports.

• Ability to function in a highly professional manner, exercising confidentiality and discretion at all times.
University Health Partners of Hawai'i: An Overview

University Health Partners of Hawai'i is the faculty practice organization created to support the clinical, academic, and research activities of the faculty of the University of Hawai'i John A. Burns School of Medicine (JABSOM). It is a separate non-profit corporation that exists to support JABSOM and other university faculty health care providers. Its Board of Directors consists of the Dean of the School of Medicine, the Vice Dean, the Dean of Nursing, the Department Chairpersons of JABSOM clinical departments, at-large faculty members, and community representatives, including hospital representatives.

The corporate purposes of UHP include:

- Providing funding to build and sustain the infrastructure of the JABSOM and its departments, and other university faculty health care providers.
- Funding research, education and scholarly development.
- Providing additional resources to recruit, retain, and develop qualified faculty at the University.
- Providing healthcare to the general public with special attention to the poor and other underserved populations of Hawai'i and the Pacific.

Mission

University Health Partners of Hawai'i is a non-profit organization established to further the mission and vision of the John A. Burns School of Medicine at the University of Hawai'i (JABSOM). It contributes to JABSOM's goal of improving the health care status of the citizens of Hawaii and the Pacific by supporting the education, research and clinical activities of the School. It supports financial diversification of the School by developing revenue generating initiatives in collaboration with hospitals, government agencies and other entities.

Vision

University Health Partners is committed to improving the health status of the people of Hawai'i and the Pacific.

Focus of University Health Partners

JABSOM’s and UHP’s intention is not to become a large multi-specialty practice in competition with other major health systems and providers, but rather to develop specialty expertise in various high-end quaternary and tertiary specialty care areas. This approach will add to the overall quality of the state’s healthcare system, provide a referral service to other healthcare practitioners across the state, retain medical dollars in Hawai'i that would be otherwise
expended on the mainland, and help to take care of Hawaii’s indigent population, in alignment with the university’s health care and educational mission.

UHP has developed a core infrastructure for government and hospital contracting and has successfully executed contracts with the Department of Defense. UHP will continue to focus on the development of clinical service contracts, working in partnership with affiliated hospitals as well as the Veteran’s Affairs Administration and the Department of Defense to address healthcare needs of mutual benefit to the parties involved.

Similar to practice plans in other medical schools, new faculty hires in the clinical departments are required to practice through UHP. By using UHP’s existing business infrastructure, it provides opportunity for faculty members to focus on developing their research, teaching and clinical service career without the worries of establishing a private practice. This additionally helps to minimize and identify risk exposures for JABSOM’s malpractice plan, document the faculty’s clinical activities for LCME accreditation and generate additional clinical revenues to support the growth of the medical school and other university-affiliated practices.

**Distinctive Programs and Activities**

**Faculty Practice & Specialized Care**

*Medicine, Native Hawaiian Health and Surgery Clinics*

Faculty are provided patient care offices where they can see patients and educate medical students and residents. The faculty and their relationships with their patients allow an avenue to inform and recruit patients into certain clinical research programs. Income is earned by faculty members to pay for the rental of the offices, direct staffing support and to pay faculty salaries. Locations of clinics are throughout Oahu and most offices operate under timeshare/lease arrangements to accommodate the part time nature of the faculty members practice.

*Surgical Intensive Care Teaching Service*

Faculty are provided with a base of surgical intensive care patients to educate medical students and residents. Via fee for service billing for treating teaching patients in the Surgical Intensive Care Unit, the service provides funds to support surgical faculty salaries, fellow salaries and departmental educational expenses.
**VA Specialty Clinics**

UHP contracts with specialist faculty physicians to provide clinical and teaching services to the VA Clinics on Oahu and its neighbor islands. This population tends to be indigent and underserved. The Honolulu VA clinic is also an educational site for medical students and residents of JABSOM.

**Minimally Invasive Surgery Programs**

UHP contracts with the Queen’s Medical center to provide faculty Physicians to lead and direct the development of their minimally invasive surgery program. Physicians are responsible for teaching medical students, residents and community surgeons state-of-the-art surgical techniques. Through contributions from medical equipment vendors, UHP has been able to support the establishment of the surgical simulation lab at the Queens Medical Center.

**Contracts**

**Simbio**

Simbio is a contract with the Department of Defense and Tripler Army Medical Center. The Hui provides technical and research support in the development of simulation, haptic devices and virtual reality technology ultimately translating to use in deployment or long-distance education and medical care.

**Project Assist Audiology Support**

UHP has a contract with the Department of Defense to provide audiologists who assist with distinguishing between patients with hearing disabilities and learning disabilities of children enrolled in the military schools.

**Koko’okolu**

UHP has a contract with the Department of Defense to develop and support a pediatric community research fellowship and teleconsultation service. The Program is led and directed by faculty of the Department of Pediatrics. This unique program is a community wide collaboration with participation from Waianae Coast Comprehensive Health Center, Waimanalo Health Center, Kapiolani Women & Childrens Hospital, Tripler Army Medical Cener Hawaii, the Primary Care Association of Hawaii and the John A. Burns School of Medicine Department of Pediatrics. The goal is to teach pediatric physicians techniques of community research with the goal of developing academic physicians. The Program additionally supports asthma research at the Clinic sites and establishes a mechanism and infrastructure for the rural health centers to receive teleconsultation services from the JABSOM pediatricians and residents at Kapiolani Women & Children’s Hospital.
Other Training Support

International Training Program

Unique opportunities exist to contract with International medical institutions to provide opportunities for U.S. training experiences. The program is also supported through students and families. These funds are used to support further international education and training initiatives of the school of medicine.

John A. Burns School of Medicine

The John A. Burns School of Medicine (JABSOM) at the University of Hawai‘i at Mānoa is one of the leading medical education institutions in the United States. For the last three years, JABSOM has ranked #1 in National Institutes of Health research awards among community-based public medical schools (i.e., public medical schools without a university hospital) and ranked #1 in the nation by the Association of American Medical Colleges in retention of combined MD and Resident alumni practicing in-state.

JABSOM, ranked #19 in the U.S. in Primary Care for 2016 by U.S. News and World Report, has delivered tremendous value to the community. It gives local students the opportunity to get a professional degree, its graduates provide much of the medical care in Hawai‘i, and research at JABSOM now attracts millions each year that flow into the local economy.

JABSOM was founded in 1965 as a two-year program of basic medical sciences, and became a four-year degree granting program in 1973. The Hawai‘i State Legislature’s commitment to a medical school for the people of Hawai‘i was strengthened when lawmakers approved use of tobacco “Master Settlement Agreement” funds to build and help operate JABSOM’s Kaka‘ako oceanfront campus. The campus, a site chosen by Governor Ben Cayetano, opened in 2005. This campus proudly educates the students and the people of Hawai‘i about the dangers of smoking and treat those suffering from tobacco-related diseases.

Many prestigious private foundations as well as the U.S. and foreign governments have provided generous grants and funding over the years. This distinguished list includes the Robert Wood Johnson Foundation, the Commonwealth Fund, the W.K. Kellogg Foundation, the Pew Memorial Trust, and the Queen Emma Foundation, just to name a few.

In 1992, a Harvard University study of the nature and scope of medical education reforms in the United States and Canada identified the John A. Burns School of Medicine as one of ten” ....leaders in the reform and improvement of medical education.”
The JABSOM campus is located on the island of O‘ahu approximately three miles west of the University of Hawai‘i Mānoa campus in Kaka‘ako, adjacent to Kaka‘ako Waterfront Park near downtown Honolulu. The Kaka‘ako area is an emerging epicenter for Hawai‘i’s urban-island culture for residents, artists, chefs and entrepreneurs.

The school’s basic mission is not only to train high-quality physicians, but also to train biomedical scientists and allied health workers. Degrees and programs offered at JABSOM include the following:

- Doctor of Medicine (MD)
- ‘Imi Ho’ ōla Post-Baccalaureate Program
- Master of Science (MS) or Doctor of Philosophy (PhD) in
  - Tropical Medicine & Medical Microbiology
  - Cell & Molecular Biology
  - Development & Reproductive Biology
- Master’s Degree (MS) in Clinical & Translational Research
- Master’s Degree (MS) in Communication Sciences Disorders
- Bachelor of Science (BS) degree in Medical Technology
- Medical Technology Post-Baccalaureate Program
- Doctor of Medicine Early Acceptance Program
- Graduate Medical Education:
  - Internal Medicine (including Geriatrics and Cardiovascular Disease fellowships)
  - Surgery (including Surgical Critical Care)
  - Family Medicine (including Sports Medicine)
  - Psychiatry (including Geriatric, Child and Adolescent and Addictions)
  - Obstetrics and Gynecology (including Maternal Fetal Medicine, Family Planning & Reproductive Medicine)
  - Pediatrics (including Neonatal-Perinatal)
  - Pathology
  - Orthopaedic Surgery
  - Transitional Year Residency Program – a single year of clinical experience in various disciplines such as medicine and surgery

The University of Hawai‘i at Mānoa is one of the most ethnically diverse institutions of higher education in the nation and is one of only 13 institutions in the US to hold the distinction of being a land-, sea-, and space-grant research institution.
JABSOM houses the largest biomedical research facility in Hawai‘i. The Department of Native Hawaiian Health is the only clinical department at a U.S. medical school that is focused on health disparities of an indigenous population, the Native Hawaiians.

Facts and Figures (Academic Year 2015-2016)

MD Students Total Enrolled 269
Approximate Annual MD Applicants 2,300
MD New Entrants First-Year Class 68
MD Total Matriculated (as of 7/2015) 2,966
Medical School alumni (MD and Resident) >4000
Graduate Medical Education
Residents and Fellows 244
‘Imi Ho‘ōla Post-Baccalaureate Program 12

Master of Science (MS) or Doctor of Philosophy (PhD) in:
- Clinical & Translational Research: 8 MS, 5 PhD
- Cell and Molecular Biology: 5 MS, 28 PhD
- Developmental and Reproductive Biology: 5 MS, 8 PhD
- Tropical Medicine & Medical Microbiology: 7 MS, 14 PhD

Full-time faculty 184
Part-time faculty 316
Full-time faculty in basic sciences 68
Full-time faculty in clinical program 116
Part-time faculty in basic sciences 29
Part-time faculty in clinical program 287
Volunteer basic sciences faculty 86
Volunteer clinical faculty 1430

Clinical Departments

- Department of Obstetrics, Gynecology, and Women’s Health
- Department of Psychiatry
- Department of Family Medicine and Community Health
- Department of Geriatric Medicine
- Internal Medicine
- Department of Native Hawaiian Health
- Department of Surgery
- Hyperbaric Treatment Center
- Department of Communication of Sciences and Disorders
Honolulu, Hawaii

Honolulu is the state capital and the most populous city in the state of Hawai‘i. It is the county seat of the City and County of Honolulu. Hawaii is a major tourist destination and Honolulu, situated on the island of Oahu, is the main gateway to Hawai‘i and a major gateway into the United States. The city is also a major hub for international business, military defense, as well as famously being host to a diverse variety of east-west and Pacific culture, cuisine, and traditions.

Honolulu is both the westernmost and the southernmost major American city. For statistical purposes, the U.S. Census Bureau recognizes the approximate area commonly referred to as "City of Honolulu" (not to be confused with the "City and County") as a census county division (CCD). Honolulu is a major financial center of the islands and of the Pacific Ocean. The population of Honolulu CCD was 390,738 in 2010, while the population of the consolidated city and county was 953,207. The city has been the capital of the Hawaiian islands since 1845 and gained international historical recognition following the attack on Pearl Harbor by Japan near the city on December 7, 1941.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately, and will continue until the position is filled. For fullest consideration, applicant materials should be received by December 1, 2016. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the UHP’s consultants Zachary A. Smith, Ph.D., Claudia Teschky, and Sue LeGrand name at email address: UHPHawaiiCEO@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, 2015 Spring Road, Suite 510, Oak Brook, IL 60523. The consultants can be reached by telephone at 630/575-6154.

UCERA (dba University Health Partners of Hawaii (UHP)) is an EEO/AAP employer and as such all qualified applicants will receive consideration for employment without regard to their protected veteran status and will not be discriminated against on the basis of disability.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from UCERA documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix I

Note: UHP employees deployed to the Clinical Departments are not included on this Central Office Organization Chart.
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