

POSITION AND CANDIDATE SPECIFICATION

AMERICAN HOSPITAL ASSOCIATION (AHA)

CHIEF OPERATING OFFICER, HEALTH RESEARCH & EDUCATIONAL TRUST

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POSITION SPECIFICATION

Client Organization

Health Research & Educational Trust (HRET)

Founded in 1944, the Health Research & Educational Trust (HRET) is the not-for-profit research and education affiliate of the American Hospital Association (AHA). HRET's mission is to transform health care through research and education. HRET's applied research seeks to create new knowledge, tools and assistance in improving the delivery of healthcare by providers and practitioners within the communities they serve. HRET conducts applied research and performance improvement in improving quality and patient safety, reducing costs, eliminating health disparities, improving leadership and governance, payment reform and care coordination. HRET is 95% funded by external revenue sources including the federal government, private foundations and other organizations.

HRET completes work with more than 75 staff and through research partners. HRET's research agenda focuses on:

- **Quality/Cost/Disparities:** Management research to provide operational advice on improving quality, reducing costs and eliminating disparities.
- **Care Coordination:** Management research to identify best practices in care coordination and evaluation of effective care coordination practices.
- **Care Delivery Transformation:** Research to develop, test and evaluate new models of care and payment redesign.
- **Leadership/Governance:** Management research to support leadership and governance in improvement.
- **Translational Research:** Identifying and executing strategies to disseminate and implement research findings, knowledge, tools and best practices.
- **Quantitative Research:** Analyzing secondary data associated with healthcare performance across multiple dimensions.

HRET's research portfolio comprises work conducted through its primary research capabilities and its research networks. HRET's primary research is conducted with its more than 75-member staff with expertise in multiple dimensions of health services delivery. HRET leads a research network under the Accelerating Change and Transformation in Organizations and Networks II (ACTION II) program of the Agency for Healthcare Research and Quality (AHRQ).

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Hospitals in Pursuit of Excellence (HPOE) is the AHA's strategic platform for accelerating performance improvement and supporting health reform transformation. HPOE provides field-tested practices, tools, education and networking resources to accelerate performance improvement in the nation's hospitals. HRET leads HPOE for the AHA through its sharing of best practices, development and dissemination of action-oriented, leadership guides and reports and its leadership development programs. HRET offers two leadership education programs. The AHA-NPSF Comprehensive Patient Safety Leadership Fellowship develops leadership competencies and promotes breakthroughs in safety through a dynamic, highly participatory and structured learning community. The AHA Health Care Transformation Fellowship is designed to provide healthcare leaders with the tools and skills necessary to develop emerging care delivery and payment models, such as medical homes, bundled payment arrangements and accountable care organizations.

In 2012, HRET was awarded the contract by the Centers for Medicare & Medicaid Services to support its Partnership for Patients campaign by serving as a Hospital Engagement Network or HEN. The partnership is a public-private venture that aims to improve the quality, safety and affordability of healthcare. The project seeks to help hospitals adopt practices that have the potential to reduce inpatient harm by 40 percent and readmissions by 20 percent. The partnership will focus on ten specific areas for quality improvement in such areas as catheter-associated urinary tract infection (CAUTI) and central line associated blood stream infections (CLABSI).

The relationship between HRET and AHA was established in 1944. The AHA House of Delegates passed a resolution in 1943 recommending voluntary health insurance and government aid for those who could not pay for healthcare and federal aid for the construction of hospitals where needed. At the time, there was not a complete inventory of the nation's hospitals by location, ownership, number of beds or services offered. The AHA commissioned a study to evaluate existing facilities and services, project the need for hospitals and offer recommendations for action at the end of World War II. AHA established the Hospital Research and Educational Trust, and it was renamed in 1999 as the Health Research and Educational Trust.

In 2012, HRET was awarded the Illinois Performance Excellent Bronze Award, which is based on the national Malcolm Baldrige Award criteria.

HRET is headquartered in Chicago, Illinois and is located in the same office building as AHA. For more information about HRET, please visit the company's website:

www.hret.org.

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American Hospital Association (AHA)

AHA works with its members, state, regional and metropolitan hospital associations and other organizations to shape and influence federal legislation and regulation to improve the ability of its members to deliver quality healthcare. AHA's mission is to advance the health of individuals and communities. The AHA leads, represents and serves hospitals, health systems and other related organizations that are accountable to the community and committed to health improvement.

AHA affiliates are uniquely positioned to respond to a broad array of local and national issues by providing hospitals with assistance in buying decisions, ideas and information, education, and consulting services. AHA actively participates in partnerships and initiatives addressing crucial areas of concern to the American healthcare system.

AHA-Related Organizations

AHA Solutions offers member hospitals access to a portfolio of more than 30 products in the areas of revenue cycle management, finance and capital, human resources and employee benefits, asset and equipment management, and information technology infrastructure.

The American Organization of Nurse Executives (AONE), a subsidiary of the American Hospital Association (AHA), is the national organization of over 9,000 nurses who design, facilitate and manage care. Since 1967, the organization has provided leadership, professional development, advocacy and research to advance nursing practice and patient care, promote nursing leadership excellence and shape public policy for healthcare. AONE's 48 affiliated state and metropolitan chapters and its alliances with state hospital associations give the organization's initiatives a regional and local presence.

The Center for Healthcare Governance brings CEOs, trustees, executives and clinical leaders the best in education, tools and resources to develop stronger, better-informed boards and more effective governance.

The Health Forum provides communications, information, education and research products and services that advance leadership for health. These services empower healthcare providers, suppliers, payers and consumers with new knowledge and learning toward the advancement of organizational leadership, market leadership, clinical and medical leadership, and community leadership.

The Health Research and Educational Trust (HRET) keeps its focus on helping hospital leaders address their everyday challenges through evidence-based tools, educational offerings and on-site consultations.

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Hospitals in Pursuit of Excellence, a resource of the AHA designed to help hospitals accelerate their quality improvement processes to achieve better outcomes for patients and improve organizational performance.

The Institute for Diversity in Health Management (IFD) operates several initiatives to assist healthcare in attaining diversity, including a series of “Diversity Dialogues” that showcased, via teleconferences, best practices from hospital and health systems around the country.

The Physician Leadership Forum (PLF) is a new way for physicians and hospitals to advance excellence in patient care. Through the Forum, the AHA will work more closely with the medical community to identify best practices and deliver value-based care. Participating physicians and hospitals will commit to improve the quality, safety and efficiency of care delivery.

AHA Personal Membership Groups, through its Personal Membership Groups, the AHA provides health care personnel with tools, services and educational opportunities focused on their professional growth and development. The societies are organized around distinct professional groups and range in size from 1,000 to 10,000 individual members. These professional societies include: American Society for Healthcare Engineering (ASHE), American Society for Healthcare Human Resources Administration (ASHHRA), American Society for Healthcare Risk Management (ASHRM), Association for Community Health Improvement (ACHI), Association for Healthcare Resource & Materials Management (AHRMM), Association for Healthcare Volunteer Resource Professionals (AHVRP), Association for the Healthcare Environment (AHE), Society for Healthcare Consumer Advocacy (SHCA), and the Society for Healthcare Strategy & Market Development (SHSMD).

For more information about AHA, please visit the company’s website: www.aha.org.

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Position Summary

A newly created role for HRET, the Chief Operating Officer (COO) is responsible for the smooth and efficient operation of the organization and its associated business lines. In this capacity, the COO carries responsibility for assisting in the development and integration of the organizational strategic plan across finance, operations and research. This important position will serve as the bridge across the different entities of HRET and will help ensure best practices and consistency across this quickly growing and expanding organization.

Reporting to the president of HRET, the COO will be based in Chicago, Illinois, and will have oversight of approximately 75 people and revenue of \$50 million. He/she must possess broad knowledge of the healthcare landscape and have an inquisitive but decisive mind. He/she must be committed to excellence and performance improvement, including continuing HRET on its Baldrige journey.

Key Relationships

Reports to:	Maulik S. Joshi, Dr. P.H. President, HRET Senior Vice President, Research, AHA
Direct reports:	Chief Research Officer Vice President, Finance Vice President, Healthcare Innovation
Other key relationships:	AHA executives Board of Trustees

Major Responsibilities

The new COO's responsibilities include the following:

- Lead and manage day-to-day operations for the association; function as the internal leader of the organization, allowing the president to assume and engage in additional external responsibilities across AHA.
- Develop and implement organizational operational processes and frameworks to support the accelerated growth HRET has experienced.
- Build and foster an environment of excellence, working across the organization to identify trends and changes in the marketplace that will continuously position the company as a market leader in research and education initiatives within healthcare.

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- Stay abreast of changes in the healthcare industry, market research, survey technology and industry trends, including competitor intelligence.
- Develop and maintain relationships with key external stakeholders and leaders. Utilize insight to determine current healthcare business needs and opportunities for future business growth.
- Develop, coach and mentor a high-performing team while establishing clear direction of responsibilities, objectives and goals. Assist in the integration and leverage the insights of a multi-generational organization to deliver high-quality research and education for the healthcare industry.
- Set and monitor financial performance goals and targets for the team to achieve. Develop strong financial management relative to budgeting, actual expenses and forecasting. Improve financial data provided to enable key decisions.
- Lead and manage HRET's adoption of the Baldrige framework to improve processes and better serve customers, partners and constituencies.
- Conduct performance reviews, providing appropriate and timely feedback and holding people accountable for achieving their personal goals, targets and objectives.
- Support the team in efforts to identify new target markets and new market opportunities. Nurture and mentor a team that maintains an ongoing focus on business development and superior client service.
- Maintain a high degree of external visibility with business development and client service teams, attending appropriate industry and market events to represent and position the services of the company and to keep current with changes in the external environment that could potentially impact business opportunities.
- Contribute to HRET's performance improvement or applied research work with subject matter expertise or implementation assistance.
- Drive and be accountable for performance across financial, research, educational and organizational health areas.
- Support the development of collaborative relationships across AHA to further HRET and AHA

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CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The COO for HRET will be an experienced executive who will bring the organization impressive professional credentials, leadership experience, and a high level of energy and enthusiasm. Specifically, the “ideal candidate” will possess the following background and experience:

- Ten or more years working in healthcare or a healthcare-related business with an appreciation for applied research and performance improvement. Candidates with significant experience working within a major healthcare consultancy, research organization or think tank will be strongly considered.
- Proven experience in operationally leading an organization by managing multiple projects and/or multiple functions within a complex matrix environment.
- Experience leading and managing within an association is preferred but not required.
- Prior experience or affiliation with government contracting is preferred but not required.
- Strong clinical improvement or applied research expertise and experience is highly desired.
- Skilled at working, presenting and communicating with boards.
- Strong project management and organizational skills.
- A master’s degree in healthcare or a related discipline is required.

Critical Competencies for Success

Operational Leadership: With the need to instill best practices within a rapidly expanding organization while still adhering to the overall association’s needs, the successful candidate has a proven track record of instilling continuous performance improvement and staff engagement in meaningful ways. He/she leverages in-depth knowledge of operations in a complex environment and engages and empowers others to be accountable for outcomes and results, utilizing outstanding execution and project management skills. As an affiliate of AHA, HRET utilizes many of the AHA financial and reporting systems, and HRET has strict reporting requirements due to its extensive government contracts. The new COO will need to bring additional focus and management

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to project-based budgeting, reporting and forecasting and create the clear linkage between specific projects, funding and deliverables.

Relationship and Collaborative Skills: The successful candidate builds and strengthens collaborative relationships that support the goals of a values-based organization. He/she is a participative leader who engages management and staff at all levels of the organization in the achievement of strategic, operational and financial goals through effective communication of performance indicators. The ideal candidate articulates and communicates a sense of direction and commitment to constituencies across the organization and throughout the community, demonstrated by proactively engaging across the organization. He/she is a proven leader of people who cultivates a top-notch team capable of supporting future growth.

Strategic Leadership Skills: The ideal candidate will be an excellent strategic thinker who is able to manage the day-to-day challenges of a fast-paced, rapidly-growing organization while providing the strategic insight and leadership needed to guide and achieve the organization's goals. HRET has grown significantly over the past four years, and operational leadership and structure is required to support the growth. In addition, as the organization has grown, there has been a greater need for the president of HRET to strategically engage externally. The ideal candidate will be comfortable serving as a facilitator, problem-solver and bridge builder, as well as an on-site strategic leader.

Other Personal Characteristics

- *An outstanding communicator* – An articulate, engaging and persuasive individual who can work effectively cross-functionally, make a fact-based, compelling business case, and quickly build trust and credibility, both inside and outside the organization.
- *An admired organizational leader* – Strong leadership skills that support the company's mission and culture, including the ability to effectively involve, coach and train people.
- *A respected, valued team player* – A visible, hands-on colleague with a broad business orientation, good listening skills and the ability to quickly adapt to be accepted by, and interrelate with, the organization at all levels.
- *An honest and forthright individual* – A trustworthy colleague with unquestioned ethics and business integrity whose values, reputation and professional career will reflect favorably upon the company.

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