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**Vice President Marketing & Business  
Development**



**Cabell Huntington Hospital**  
Huntington, West Virginia

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## Overview of the Organization



Cabell Huntington Hospital is a not-for-profit, regional referral center located in Huntington, West Virginia and cares for patients from more than 29 counties throughout West Virginia, eastern Kentucky and southern Ohio. The facility opened in 1956 and is a teaching hospital that is affiliated with Marshall University Schools of Medicine and Nursing. It is licensed for 322-beds and provides all manner of acute care services with the exception of open heart surgeries. Cabell

Huntington is a recent winner of a Solucient 'Top 100 Hospitals for Performance Improvement'. Additional recognitions include a 2007 Leadership Team award, Home Health ranked in among the nations top 10 percent, and Hospital Choice award.

The hospital is known for the high quality of care provided and excellence in customer service in the region. Regional centers of excellence include Oncology Services (including the region's only comprehensive cancer center), Women & Children Services (including a Neonatal ICU and Pediatric ICU), Emergency and Trauma Services, Neurology & Neurosurgery, Burn Care (including a regional Burn Intensive Care Unit), as well as general surgery, diagnostic, and other therapeutic services. These units offer the latest in medical technology and individual treatment for critically ill newborns, children and adults. Specially equipped air and ground transport services are always ready for patients requiring immediate attention.

Cabell Huntington is leading the way in community health care, and with that comes the responsibility of training others to continue the tradition of excellence. The hospital works with the teaching and research programs at Marshall University School of Medicine and other medical and technical schools. Through these partnerships, the hospital staff works with some of the most highly qualified medical specialists in the area, sharing insight into the latest concepts in medical education and patient care.

In June, 1998, the Marshall University Medical Center opened on the hospital campus, bringing physicians, medical students and other staff members from facilities located across the region together under one roof. The Medical Center adjoins Cabell Huntington Hospital through a four story atrium. Patients have access to Marshall University's wealth of qualified medical specialists and students, as well as all the services the organization has to offer, conveniently in one location. Marshall University



School of Medicine includes the Faculty Practice Plan (University Physicians & Surgeons) which is a 200 plus physician multispecialty medical group based at the medical center and practices primarily at Cabell Huntington Hospital.

The Edwards Comprehensive Cancer Center on the hospital main campus is a joint project shared by Cabell Huntington Hospital, the Edwards Foundation, Inc. and the Joan C. Edwards School of Medicine at Marshall University. It is a three-story, 80,000 square-foot facility, is the region's only full-service comprehensive cancer center and began seeing patients in January 2007.



Within the Edwards Comprehensive Cancer Center is the James F. Edwards Adult Cancer Clinic, which includes an adult oncology center with infusion stations, exam rooms, consultation rooms, minor procedure rooms, a diagnostic breast center and physician offices, and the Joan C. Edwards Children's Cancer Clinic, which includes the children's oncology/hematology treatment center with infusion stations, pediatric oncology clinics and physician offices. The

Children's Clinic is designed to create a child-friendly environment combining light, color and children's motifs. The Edwards Comprehensive Cancer Center provides integrated cancer care with multiple specialty and sub-specialty oncologists working together under one roof.

In January 2008 the brand-new, five-story, 200,000 square foot North Patient Tower that replaced many of the hospital's acute care beds and doubled the size of the Emergency/Level II Trauma Department opened. The \$84 million project also includes the renovation of 69,000 square feet of space currently occupied by the acute care beds targeted for replacement. The first floor of the North Patient Tower houses an expanded Emergency and Level II Trauma Department. It attaches to the hospital's current Emergency Department, which was completely renovated in 2003, adding 17 new rooms (for a total of 44) and increasing the department's size from 14,500 square feet to 30,900 square feet.



The second floor includes a new 38-bed Post-Surgical Nursing Unit; the third floor includes a 35-room Labor/Delivery/Recovery Unit; the fourth floor includes a 20-bed Unit, a four-bed Cardiac Care Unit and a 24-bed Critical Care Stepdown Unit; and the fifth floor adds a 36-bed Neonatal Intensive Care Unit and a 20-bed Medical Nursing Unit.

With this addition, Cabell Huntington Hospital increased from 47 percent to approximately 90 percent all-private rooms, and the number of staffed beds increases

from 270 to 313. The project is also designed to improve traffic flow within the hospital and to make the entire facility more aesthetically pleasing and accommodating to patients, families and visitors.

Planning is now underway to add a children's hospital within a hospital in the recently vacated space in the hospital. This will be a \$16 million project and will provide the region's first and only pediatric specialty hospital.

### **Cabell Huntington Physician Practice Operations**

Cabell Huntington Hospital Physician Practice Operations currently includes both hospital based specialty physicians, primary care physicians, and several subspecialty physicians located both on campus and in clinics throughout their service area. At this time the hospital based physician specialties are Emergency Room, Anesthesia, and Hospitalists. There are currently five primary care clinics with approximately (12) providers located off campus (located with in Huntington and surrounding communities). Additionally, the hospital has a unique relationship with Marshall University Physicians & Surgeons where they employ and manage the internal medicine subspecialty physicians for their clinical practice and they retain their academic affiliation with the University. There is a similar arrangement with the Oncology Subspecialists that practice at the Edwards Cancer Center. The hospital manages the billing and collection functions for these practices through several systems at this time.

Below are some Web sites that can be accessed for additional information:

<b>Cabell Huntington Hospital</b>	<a href="http://www.cabellhuntington.org">http://www.cabellhuntington.org</a>
<b>City of Huntington</b>	<a href="http://www.cityofhuntington.com">http://www.cityofhuntington.com</a>
<b>Huntington Area Development Council</b>	<a href="http://www.hadco.org">http://www.hadco.org</a>
<b>Huntington Chamber of Commerce</b>	<a href="http://www.huntingtonchamber.org">http://www.huntingtonchamber.org</a>
<b>Cabell-Huntington Visitor Center</b>	<a href="http://www.wvvisit.org">http://www.wvvisit.org</a>

## OVERVIEW OF THE POSITION

The Vice President for Marketing & Business Development is responsible for the overall development and management of the marketing, business development, advertising, public relations, and communications functions within Cabell Huntington Hospital. He/She directs and oversees the organization's marketing and internal/external communication policies, objectives, and initiatives. The Vice President oversees the development and implementation of marketing and business development/growth plans to meet organizational, departmental, and service line specific plans to increase market share and/or grow revenues. The Vice President will suggest changes in strategy or services provided to respond to changing market conditions. He/She will oversee the day to day operations of marketing/advertising, internal communications, external communications/public relations, marketing planning, market research/analysis, programmatic development, and promotional activities. The Vice President will work collaboratively with senior leadership, departmental leadership, physicians, Marshall University Physicians, local employers, and others to assure effective implementation of plans and initiatives.

The primary duty for this key leader is the overall management of the Marketing, Business Development, and Public Relations/Communications departments within the hospital. He/She is responsible for short and long-range planning, staffing, and development of a budget for these functions. The Vice President will need to develop/establish the policies, procedures, standards, and objectives for the department that is consistent with the organization's goals. He/She will work through managerial and supervisory personnel to accomplish set goals and objectives.

The Vice President of Marketing & Business Development reports directly to the Chief Executive Officer for Cabell Huntington Hospital. There are five FTEs that are in the Marketing/Business Development/Public Relations department at this time.

- Director of Marketing
- Communications Manager
- Creative Services Manager
- Media Communications Relations Manager
- Marketing Manager

Cabell Huntington Hospital has a medical staff of approximately 414 physicians that are comprised of approximately 35 percent that are private medical staff and 65 percent that are a part of Marshall University's faculty practice plan (Marshall University Physicians). Marshall University enjoys a very strong positive and high quality reputation throughout the region and has many subspecialties. Below are some of the key strategic growth initiatives for Cabell Huntington Hospital.

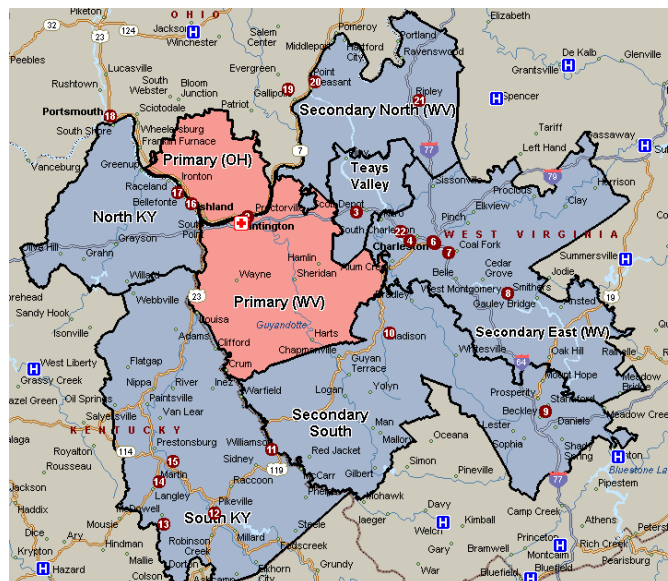
- Grow the senior patient cohort and the Medicare-rich services such as Cardiology, Neurosciences, Orthopedics/Spine, Vascular Services, Oncology, and General Surgical Services.
- Strengthen and continue to build upon the long-term relationship with Marshall University Physicians. Partner in areas where joint market share may be enhanced/increased.
- Strengthen physician referral relationships both locally and regionally (primary market and secondary market). Build awareness of Cabell Huntington Hospital's capabilities.
- Capital investments that will grow market share. Current plans include the expansion of the operating rooms and development of the Children's Hospital within the hospital on the fourth floor of the main hospital.

Cabell Huntington Hospital's primary market consists of Cabell, Wayne, and Lincoln Counties in West Virginia, Lawrence County in Ohio, and Boyd County in Kentucky with a population of approximately 300,000 people. The secondary market consists of an additional ten counties in West Virginia, Kentucky, and Ohio. Cabell Huntington Hospital captures approximately 40-45 percent of the overall primary market at this time.

The marketing/business development and public relations department within Cabell Huntington in the past has been traditional in many ways. Under the leadership of the new Vice President of Marketing & Business Development, the culture and approach of the marketing/business development/communications functions will need to evolve to be proactive, accountable and service line growth oriented. What this means is that all initiatives, especially in marketing/business development, will be tied to specific organizational strategies and initiatives that will have measurable goals with them.

It is the hope that the marketing staff will work proactively with departmental and service line leaders to develop marketing plans and strategies that will grow market share, volume, and revenues. From these plans/strategies all advertising campaigns, promotional events, physician referral development and other related activities will be driven. The new Vice President will be highly involved in developing the infrastructure and strategies to make this happen.

Below are the key duties and responsibilities for this position:



- Participates with appropriate members of the leadership team in the development of the hospital and related component marketing and business development plans.
- Establishes annual goals and objectives for the Marketing/Business Development/PR/Communications Department.
- Develops department budget including hospital-wide needs for marketing activities including advertising, printed materials, special events, and other promotional activities. Oversees the allocation and use of resources and monitors performance against developed plans.
- Consults with other health care personnel and organizations to keep informed of trends in health care and new programs/services, in order to integrate new concepts/practices into market/hospital strategies.
- Develops marketing/business growth plans for the hospital and specific service line(s), using a combination of physician-to-physician programs, selective advertising, and other direct marketing initiatives to customers to support marketing goals. Determine costs, timeline, and funding. Implement plans by collaborating with others including Marshall University Physicians where common interests are identified.
- Monitor/communicate the market performance of service lines, physician network, freestanding outpatient facilities, and other services to identify emerging trends, evaluate market opportunities, and formulate plans.
- Oversees the organization's internal and external communications. This includes media relations, the submission of news articles, and all media releases
- Develops printed marketing materials, publications earned media initiatives.
- Manage/allocate the consumer advertising process and budget. Contract/manage relationships with outside advertising agencies when needed.
- Oversees and/or performs personnel functions of department staff in accordance with Human Resources policies.
- Maintains the privacy and security of all confidential and protected health information. Uses and discloses only that information which is necessary to perform the function of the job.

## CANDIDATE QUALIFICATIONS

The section below outlines the qualifications and selection criteria for the ideal candidate for the Vice President of Marketing & Business Development position.

### ***Education, Licensure, & Certifications***

- Bachelor's degree in marketing or business administration or related field is required. Master's degree in business administration or health care administration or related field is strongly preferred.

### ***Experience***

- Candidates should possess at least five years of experience as a vice president (or the number one role) in a similarly sized or slightly smaller organization or director level (number two role) within a larger hospital or system.
- The successful candidate will have at least ten years experience in a marketing/business development/public relations or related role within a healthcare organization.
- Experience with direct marketing to referring physicians, branding/image management tactics/strategies, and building market share by product line or specialty from a health care perspective.
- Experience in a marketplace that is highly competitive with multiple hospitals and/or ambulatory care facilities would be a plus.
- Someone who is well versed in applications such as Microsoft Office, PowerPoint, Excel, Publisher, and related graphics and design software packages.
- Experience with developing collaborative relationships with physicians.
- Must be comfortable with presenting information in hospital, board meetings, and various external settings.

### ***Personal Characteristics***

- The successful candidate will have a hands-on management style with a zest for day-to-day operations. He/she will also be 'results oriented' in his/her approach to problem solving.
- An executive of unquestioned integrity and moral character; an individual the organization can trust without reservation to represent the values of the organization.
- He/she will be someone who has a high level of 'personal ownership' in the future success of the hospital/health system in which they belong.
- Someone who is energetic, enjoys working with people at all levels of the organization, and has a good sense of humor.
- Should be approachable; an individual who can readily relate to people at all levels of Cabell Huntington Hospital, Marshall University Physicians, Huntington and other communities within the service area.
- Politically astute; a consensus-builder.
- Possess superior interpersonal qualities and the demeanor and style to quickly establish credibility in the organization.

- Excellent written and verbal communication skills and the confidence to represent the hospital both internally and with constituents in the community. He/she will also have excellent oral presentation skills.
- This person must be able to creatively produce well written professional documents for release to external entities.
- He/she will demonstrate utmost integrity and be open, honest, loyal and sincere; this candidate will value relationships and be a committed team member of the system's senior leadership team.
- A track record that suggests the ability to develop strong, long-term, trust-based relationships with internal and external customers at all levels.
- A person who is sensitive to the "family-like aspects" of the Cabell Huntington Hospital's culture and has a comfort level with integrating these attributes of the culture in planning for the future business of the organization.
- Has a strong customer focus and operates with a positive "can-do" philosophy.
- Someone who is 'down to earth' and has an approachable style that can work effectively with employees at all levels.
- Strong organizational skills and a commitment to accurate and timely data; good follow through and responsiveness.
- Strong communication skills are necessary, particularly verbal and listening communication skills; candidates must be articulate and able to provide fresh, creative ideas and solutions.

## **GOALS & OBJECTIVES**

During the first 12 to 18 months of his/her tenure, the Vice President of Marketing & Business Development will be expected to achieve the following:

- Earn the trust and establish credibility among the Marketing/Business Development/Public Relations departmental employees, hospital leadership, and medical staff, within Cabell Huntington Hospital and Marshall University Physicians.
- Gain a solid understanding of the culture and operational strategies of Cabell Huntington Hospital. Ensure that these are evident in the culture and operational strategies within the Marketing/Business Development/Public Relations Department.
- Become a respected and integral part of the leadership team; develop a sense of personal ownership for the future success of the Marketing/Business Development/Communications functions.
- Develop a long-range marketing strategic plan to align marketing/business development initiatives and activities with the hospital's strategic plan. Develop the infrastructure to begin growing market share within targeted areas including

measurable reports that will reflect the outcomes.

- Put into place a regular/on-going process so that marketing/business development/communications staff are meeting with key departmental and service line leaders to develop and manage marketing goals and plans for their specific areas. See that this continues to measure the effectiveness of marketing initiatives.
- Oversee the development of meaningful and more sophisticated marketing/market share reports and means of analysis. See that reports are designed so that they will allow the most effective activities to both grow and measure the growth of market share.
- See that all advertising, communications, promotional events, and other activities are working in conjunction to increase organizational market share and to increase consumer awareness of Cabell Huntington Hospital. Put into place effective tools to measure and track this in a meaningful way.
- Design/develop strategies to grow relationships and loyalty among physicians in the secondary and regional markets in the area.
- Establish a solid reputation within the organization as a resource for marketing/business development and communication matters.
- See that Cabell Huntington Hospital has a presence and is using technology to reach all target markets/consumers (such as Facebook and Twitter) and others that emerge over time.