



DaltonBoggs
& ASSOCIATES

Executive Director-Edwards Comprehensive Cancer Center



Cabell Huntington Hospital
Huntington, West Virginia

Prepared by: Dalton Boggs & Associates

Overview of the Organization

The Edwards Comprehensive Cancer Center located at Cabell Huntington Hospital 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.



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, 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.



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 Comprehensive 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:

Cabell Huntington Hospital	http://www.cabellhuntington.org
Edwards Comprehensive Cancer Center	http://edwardsccc.org
City of Huntington	http://www.cityofhuntington.com
Huntington Chamber of Commerce	http://www.huntingtonchamber.org
Cabell-Huntington Visitor Center	http://www.wvvisit.org

OVERVIEW OF THE POSITION

The Executive Director, Edwards Comprehensive Cancer Center is responsible for the operations, clinical quality, administration, and strategic growth of medical and radiation oncology services (Oncology Service Line) for the Edwards Comprehensive Cancer Center and Cabell Huntington Hospital. This key leader will be responsible for operational improvement, clinical care delivery, leadership of employees, fiscal stewardship of the department/service line's resources, and for the creation of a positive clinical and employee work environment.



The Executive Director contributes to the organization's success in clinical outcomes, services to all customers (patients, families, physicians, and employees), and to a positive financial performance. Additionally, this position is accountable for assessing, planning, developing, implementing, and executing strategies and tactics of the strategic business unit to achieve optimal financial performance, cost efficiency, business growth, quality performance, clinical superiority, and market leadership.



The Oncology Service Line at this time consists of chemotherapy and infusion services, radiation therapy (currently there is one Varian 21Ex Linear Accelerator), and diagnostic breast services and additional services provided within the Edwards Comprehensive Cancer Center at Cabell Huntington Hospital. Key services offered in addition to chemotherapy and radiation oncology include clinical nurse specialists and palliative care nursing services, a high risk breast clinic, clinical trials department as well as bench research, lymphedema specialist, the cancer registry program with specific cancer related clinics, nutritional therapy and services, and PET-CT.

Adult Oncology and Infusion is supported by five medical oncologists. There are 15 slots with 4 beds and 11 chairs. Pediatric Oncology and Infusion is supported by one pediatric oncologist. In addition, there is one surgical oncologist; one urologic oncologist that utilizes the DeVinci robotics; one gynecologic oncologist; one musculoskeletal oncologist; and two breast surgeons. These physicians are housed in the cancer center and are Marshall University faculty.

Some of the future plans and strategic initiatives for the Edwards Comprehensive Cancer center will be outlined and the new Executive Director will take the lead in implementing or finishing implementing these initiatives. CHH in conjunction with Marshall University School of Medicine will start a Medical Oncology Fellowship

program. There are also plans to file a Certificate of Need for a second Linear Accelerator. Other plans are to enhance and/or grow existing services.

The below table contains some operational statistics for the Oncology Service Line/Edwards Comprehensive Cancer Center.

ECCC FY-2010	Visits
Medical Oncology	6,316
Pediatric Oncology	611
Radiation Treatments	6,681
PET/CT Visits	806
Breast Screenings	14,420

Below are the key duties and responsibilities for this role:

- Launch and manage clinical programs
- Understand and execute continuous quality improvement methods
- Build physician practices including recruitment and managing projects in a fiscally responsible manner
- Develop relationships with physicians and between physician groups
- Provide effective leadership and establish strategies to accomplish specific goals while utilizing efficient allocation of resources to achieve those goals
- Ensures that the mission, goals, and objectives of the cancer center and oncology service line are considered in all areas of cancer center implementation and that programs are cost effective and community oriented.
- Oversees, obtains, and maintains cancer center and program accreditation with nation organizations such as American College of Surgeons, American College of Radiology, etc.
- Works with the Vice President, Patient Care Continuum and Medical Director to enhance program performance by establishing ways to measure, communicate, and improve patient and physician satisfaction.
- Demonstrate motivation and ability to identify opportunities to increase business growth for the service line
- Understand the importance of supporting the mission and strategic goals of the organization
- Maintain an in-depth knowledge of principles, practices, standards and techniques and demonstrate knowledge in accordance with organizational policies and procedures within pertinent laws and regulations in the following areas:
 - Program development and leadership
 - Strategic and operational planning

- Business development
 - Medical staff development and relationships (work closely with service line physician leader to develop clinical standards and outcomes)
 - Financial management and accountability
 - Market share development/marketing/community networking
 - Primary patient care/case management
 - Quality
 - Staff recruitment/retention/development
 - Customer relations
 - Integration and coordination of oncology service elements into a streamlined customer-focused service
- Facilitate the development of an advisory network in the region
 - Work collaboratively with the physician leader of the service line and executive council in alignment with board of directors and support the strategic direction of the organization

Candidate Qualifications

The section below outlines the qualifications and selection criteria for the ideal candidate for the Executive Director, Edwards Comprehensive Cancer Center position.

Education, Licensure, & Certifications

- Bachelor's degree in business, nursing, radiological technology or related/appropriate clinical area is required; a Master's degree in business, health care administration or related discipline is strongly preferred.
- Licensure or eligibility for licensure as an RN, RRT or appropriate clinical specialty (if applicable) in the State of West Virginia.

Experience

- Must have at least five years of management experience in Oncology/Cancer Services or appropriate service in a hospital setting and seven years in a clinical setting.
- Ideally this person will have five years of experience in a hospital environment; knows the workings of all oncology/cancer services related areas inside and out.
- Experience in collaborating or bringing together all services that a cancer patient may utilize within the health system/hospital setting into a seemingly seamless or integrated way. Has a vision and understanding of how this concept should ideally work in a hospital setting.
- Experience in growing/enhancing the services offered within the Oncology/Cancer Services Service Line. This could include chemotherapy, radiation therapy, screenings, or the many other complimentary services.

- Familiarity with information technology concepts, budget processes, marketing strategies and strategic planning methodology.
- A demonstrated track record as an effective manager with a participatory style; should be a mentor, coordinator, delegator, developer and coach.
- Experience in managing programs and staff to enhance quality, control costs, keep a customer focus and effectively lead a group of managers and clinical staff.
- Experience in building awareness among referring physicians in primary and secondary referral market areas.
- Possesses a track record of developing a good rapport with physicians.

Personal Characteristics

- A solid value system and service orientation and willingness to embrace the mission of Cabell Huntington Hospital which is to improve the health of people who live in West Virginia and Southern Ohio.
- Sensitivity to the “family-like aspects” of the culture of the organization and a comfort level with integrating these attributes of the culture in planning for the future business of the service line.
- He/she will be someone who has a high level of ‘personal ownership’ in the future success of the department and hospital in which they belong. He/she should be a strong advocate for the area and staff in which they lead.
- Has a high energy level with an assertive, straightforward ‘can-do’ style and has a good sense of humor.
- This person must be a strong leader and comfortable in setting the tone for a department.
- Excellent written and verbal communication skills.
- This person must be highly credible from a clinical perspective. Must be able to earn the respect and trust of the staff and physicians within the Oncology Service Line/ Edwards Comprehensive Cancer Center and related hospital departments/units.
- Someone who is energized by working with patients and families would be a real plus.
- A team player that is insightful and reads interpersonal relationships well. Candidate must have excellent team building skills.
- The ability to identify issues and problems; can proactively implement strategies and resolutions in a logical and timely manner.
- Must be comfortable in setting clear as well as high standards and then holding staff accountable to these standards.
- The successful candidate will be ‘results oriented’ in his/her approach to problem solving.

- He/She should have a passion for customer service and a commitment to service excellence.
- An individual who is goal-oriented, highly motivated, and enjoys change and challenge.
- Has the highest level of honesty and integrity.
- Strong communication skills are necessary, particularly verbal and listening communication skills; candidates must be articulate and able to provide fresh, creative ideas and solutions.
- Must have a contemporary management style which emphasizes empowerment, coaching, mentoring, accountability, accessibility and team development; must be team oriented and team driven.

Goals & Objectives

During the first 12 to 24 months of his/her tenure, the Executive Director will be expected to achieve the following:

- Earn the trust and establish credibility among the Edwards Comprehensive Cancer Center departmental employees, hospital leadership, and medical staff, within Cabell Huntington Hospital and Marshall University School of Medicine.
- 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 ECCC.
- Become a respected and integral part of the leadership team; develop a sense of personal ownership for the future success of the Oncology Service Line and Edwards Comprehensive Cancer Center.
- Assess and gain an understanding of the Oncology Service Line/ECCC. Working with the ECCC/Oncology medical staff, develop a strategic plan to improve program quality of care/outcomes, decrease costs, and increase market share.
- Work collaboratively with the Marshall University School of Medicine and see that a Medical Oncology Fellowship program is implemented successfully.
- Evaluate and identify opportunities for clinical program expansions and enhancements. Some current examples of programs/services that need to be further developed include the patient navigator program, nutritional therapy, and tumor-based clinics.
- Work to aggressively grow the radiation therapy program. Work with hospital leadership and lead the effort to successfully attain the CON for a second linear accelerator.
- Ensure that there is a strong sense of unity among the staff within Oncology Service Line (organization-wide). See that all related components collaborate and are integrated in the care that is provided to oncology/cancer patients in all

locations throughout Cabell Huntington Hospital and the Edwards Comprehensive Cancer Center.

- Work closely with the medical staff to build a trusting relationship, be viewed as responsive, and see that communication with the medical staff is maximized.

For additional information or questions please contact:

David Boggs
Dalton Boggs & Associates
4500 Bowling Blvd., Suite 100
Louisville, Kentucky 40207
Phone 502-228-4030
Toll Free 877-228-4030
Fax 800-775-9403
Email davidb@daltonboggs.com

Website: www.daltonboggs.com