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**SERVICE LINE BUSINESS DEVELOPMENT  
DIRECTOR**

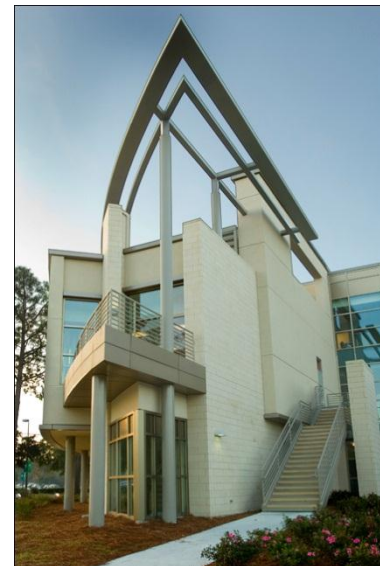


**St. Joseph's/Candler Health System  
Savannah, Georgia**

Prepared by Dalton Boggs & Associates

## OVERVIEW OF THE ORGANIZATION

St. Joseph's/Candler Health System (St. Joseph's/Candler) based in historic Savannah, Georgia is the region's only faith-based, not-for-profit health system. It is the most experienced healthcare provider in the region, offering high-impact medical technology that rivals any medical facility in the country. Its two anchor institutions, St. Joseph's Hospital and Candler Hospital, affiliated in April of 1997, consolidating duplicate services where appropriate and combining more than 325 years of dedicated healthcare service under one umbrella.



While both St. Joseph's Hospital and Candler Hospital cater to both primary and tertiary care, both are highly recognized for their individual specialty services. The primary service market consists of Savannah (Chatham County) and four additional contiguous counties including two in nearby South Carolina with a population of approximately 500,000 people. The secondary referral market extends out approximately 70 miles encompassing another 60 counties in Georgia and South Carolina.

The system consists of two tertiary care hospitals with over 600-combind beds, St. Joseph/Candler Medical Group, and numerous outpatient sites providing imaging, lab, and rehabilitation services. The SJ/C Medical Group consists of approximately 30 primary care physicians in clinics around the service area. There are currently two outpatient centers offering imaging, rehabilitation, laboratory, and related services with plans to build more over time in strategic areas. Key service lines for the system include Cardiovascular Services (offering The Heart Hospital), Oncology (Nancy N. and J.C. Lewis Cancer and Research Pavilion), Women's and Children's Services (Mary Telfair Women's Hospital), Orthopedics (Institute for Advanced Bone and Joint Surgery), and Neurosciences (Institute for Neurosciences).



St. Joseph's Hospital is located on Savannah's south side. It is a 305-bed acute care hospital founded in 1875 by the Sisters of Mercy. In addition to general services, St. Joseph's is known for its breakthrough technology, highly specialized treatments and advanced medical procedures in a number of areas including Cardiovascular Services, Neurological/Neurosurgical Services, Orthopedics, and Oncology Services. With dedicated Neuro-Intensive Care, Coronary Care and Intensive Care units, St. Joseph's Hospital is able to provide highly skilled, advanced care for the critically ill patient. The Heart Hospital, Institute for Advanced Bone and Joint Surgery, and Institute for Neurosciences are located at this campus.

Candler Hospital is located in Savannah's Midtown and is Georgia's first hospital (1804) and the second oldest continuously operating hospital in the United States. The 331-bed facility is known for the finest in primary care, outpatient services and other specialty services including Oncology Services, Digestive Diseases, Pulmonology, Outpatient Surgery, and Women's and Children's Services. The Mary Telfair Women's Hospital is located at Candler Hospital and is the region's undisputed leader in advanced obstetrical, gynecological, education and outpatient services for women. The Nancy N. and J.C Lewis Cancer and Research Pavilion is also located on the Candler campus and is affiliated with the NCI-designated H. Lee Moffitt Cancer Center and Research Institute.



Additional information about St. Joseph/Candler:

- St. Joseph's/Candler is among the nation's 3 percent of Magnet-designated facilities and has retained this designation since 2002
- St. Joseph's/Candler's cancer registry is recognized for excellence in data reporting
- The Heart Hospital continues to lead the region in cardiovascular care
- One of the first five hospitals in the nation to achieve the Primary Stroke Center designation awarded by the Joint Commission for Allied Healthcare Organizations (JCAHO) in 2003; recertified again in 2005, 2007 and 2009.
- Was noted as one of the country's Top 100 Integrated Healthcare Systems by *Modern Healthcare Magazine*.
- The system has a long history of strong financial performance and growth in market share.
- Affiliations with Emory University HealthCare and the NCI-designated H. Lee Moffitt Cancer Center and Research Institute further provide patients with access to the latest in research protocols and advancements in medicine/surgery.

Below are the Mission, Vision and Values for St. Joseph's/Candler. These powerful core statements communicate the system's purpose and express the heart and soul of all they do, and why they do it.

***Mission:*** *Rooted in God's love, we treat illness and promote wellness for all people.*

**Vision:** *Our vision is to set the standards of excellence in the delivery of health care throughout the regions we serve.*

**Values:** *The following values are represented by the six brush strokes preceding our name in the logo. They serve as a reminder to ourselves and our community that our values precede-literally and figuratively-everything we do.*

- **Compassion** - *Showing empathy and concern for everyone and responding with kindness and sensitivity*
- **Quality** - *Optimizing talents, skills and abilities to achieve excellence in meeting and exceeding our patients' expectations*
- **Integrity** - *Adhering without compromise to high moral principles of honesty, loyalty, sincerity and fairness*
- **Courtesy** - *Demonstrating polite, cooperative and respectful behavior; showing consideration and care for each person*
- **Accountability** - *Using material goods wisely; being conscious of the environment; being accountable for prudent use of our talents and financial resources*
- **Team Work** - *Working together to accomplish tasks and goals; recognizing the interdependence of one another and each person's unique gifts*

The following table contains some financial and operational information for St. Joseph's/Candler Health System.

<b>St. Joseph Candler Health System</b>		<b>FY 2011</b>	
<b>Savannah, Georgia</b>			
Total Net Revenues	\$414,338,822		
Total Expenses	\$402,818,402		
<i>Net Income</i>	\$11,520,420		
<i>Non Operating Income</i>	(2,567,607)		
<i>Excess Revenue over Expenses</i>	\$8,952,813		
<b>Operational Information</b>		<b>CH</b>	<b>SJH</b>
Licensed Beds	331	305	
Average Daily Census	187	179	
Emergency Room Visits	48,699	30,835	
Total Admissions	11,997	10,818	
Paid FTEs (includes all entities)	2,952		
Births	2,988	-	
Radiology Procedures (includes all sites)	203,578		
Surgeries - IP	2,255	4,318	
Surgeries - OP	8,322	2,974	
Total Surgeries	10,577	7,292	

Below is the Web site that can be accessed for additional information:

**St. Joseph's/Candler Health System**

<http://www.sjchs.org>

### **OVERVIEW OF THE POSITION**

The Service Line Business Development Director serves as a key part of the service line team. This key leader will be accountable to develop and achieve the financial, clinical, and quality goals of the assigned service line through efficient and effective clinical, operational, and financial management. This involves collaboration with Department Directors, Physicians, Administration and all internal and external customers. Responsibilities include planning, developing and implementing strategies and monitoring systems for business development and market share growth, financial and operational improvement and clinical outcomes.

St. Joseph's/Candler seeks a strong leader to guide the business development initiatives for the assigned service line and thereby help drive desired business growth for the organization. The Director is responsible for the overall development and management of the service line attaining established bottom line and growth goals. This will include the movement of market share in the primary service area, increase referrals from within the secondary service areas, and identification/development of new services to attract new business. Additionally, the Service Line Business Development Director will suggest changes in strategy or services provided to respond to changing market conditions. The Service Line Business Development Director will report to the Chief Operating Officer for St. Joseph's/Candler Health System.

Below are the key duties and responsibilities for this position:

- Responsible for the development of the Service Line Strategic Plan.
- Plans, implements, evaluates and is accountable for the volume, financial (revenue enhancement and cost containment) and clinical quality goals.
- Develops business planning outlines of identified service line development/enhancement opportunities to include assessment of financial and operational impact.
- Demonstrates business, financial and clinical acumen in leading initiatives.
- Leads interdisciplinary teams to develop and implement action plans to support the service line goals.
- Reports to senior leadership team quarterly the service line performance indicators which include at least:
  1. Patient Satisfaction
  2. Market Share
  3. Income/Loss

4. Operational Performance/Issues
  5. Clinical Performance
  6. Resource Management Profiling by Physician
  7. Review Action Plans to Achieve Goals
- Facilitates positive working relationships that result in meaningful collaboration with and between medical staff, service lines, and departments to support the integrated delivery system.
  - Establishes baseline and tracks key service line performance indicators and utilizes data for decision making.
  - Collaborates with materials management and finance department on cost containment initiatives.
  - Continuously assesses and improves service line performance.
  - Establishes or maintains the appropriate quality controls and assessment measurements for programs.
  - Cultivates and supports collegial and effective relationships with referral sources including but not limited to primary care providers.
  - Collaborates with Physician Relations Department to implement regional business development objectives.
  - Responsible for providing updates to various stakeholders on the progress and achievement of goals.
  - Understands the changing health care environment and champions programs and operational improvements to assure St. Joseph's/Candler remains on the leading edge of patient care in the assigned service line.
  - Ensures compliance with all applicable federal and state regulations.
  - Provides outstanding service to all customers; fosters teamwork; and practices fiscal responsibility through improvement and innovation.
  - Works closely with physicians within the service line concerning equipment and new technology requests.

## **CANDIDATE QUALIFICATIONS**

The section below outlines the qualifications and selection criteria for the ideal candidate for the Service Line Business Development Director 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 also required.

### ***Experience & Personal Characteristics***

- Candidates should possess at least three to five years of management experience in a related role or direct sales experience providing products or services to physicians.
- The successful candidate will have at least five years' experience in a sales or business development or related role within a healthcare setting.
- Experience with 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 software packages.
- Experience with developing collaborative relationships with physicians. Must have a genuine like of physicians and skilled in establishing trusting relationships with them.
- Must have experience with and be comfortable with creating and presenting information to hospital executive leadership, medical staff, and various external settings.
- Has ability to create and/or maintain positive relationships within other departments in the hospital/health system (such as surgery/imaging/cath labs/nursing units/etc.).
- A solid value system and service orientation and willingness to embrace the mission of St. Joseph's/Candler Health System.
- Sensitivity to the "family-like aspects" of the culture of the organization and a comfort level with integrating these attributes of the culture within 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 service line and physicians within the service line.
- Has a high energy level with an assertive, straightforward 'can-do' style and has a good sense of humor.
- Excellent written and verbal communication skills.
- 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.
- This person must be able to creatively produce well written professional documents for release to various constituents relating to the service line.

- 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 leadership team.
- Has a strong customer focus and operates with a positive "can-do" philosophy.
- Strong organizational skills and a commitment to accurate and timely data; good follow through and responsiveness.
- He/She should have a passion for customer service and a commitment to service excellence.

## **GOALS & OBJECTIVES**

During the first 12 to 18 months of his/her tenure, the Service Line Business Development Director will be expected to achieve the following:

- Earn the trust and establish credibility among the physicians active in the assigned service line, health system leadership, and operational leaders within St. Joseph/Candler Health System.
- Become a respected and integral part of the leadership team; develop a sense of personal ownership for the future success of the service line.
- Work collaboratively with SJC system education and direct sales departments and key service line physicians/groups in arranging speaking engagements within the primary and secondary service areas as well as regional hospitals that may refer into the system. Work to ensure St. Joseph/Candler services and affiliated physicians are at the forefront of all possible referring physician or regional hospital.
- Become the key point of contact among physicians working in the service line. Establish a trusting relationship and become the 'go-to' leader for them in all matters.
- Become known as the service line champion in all matters relating to improving profit margin, reducing costs, improving local and regional perception of quality of care, and keeping the service line on the 'cutting edge' of care provided.
- Be an active participant and leader in developing and growing all aspects of the clinical service line.
- See that the service line meets established annual growth and profitability goals.
- Ensure that there is a seamless process and work with referring physicians regarding having patients seen in timely manner by physicians within the service line.
- Establish strong relationships with the leadership of related operational areas within the health system (such as nursing units/critical care areas/OR/cath labs/ imaging). Become a key resource to ensure that these areas are meeting the needs of service line physicians.
- Gain a solid understanding of the service line specific quality and performance metrics. Be an active participant in initiatives oriented to improve these.

For consideration please contact or submit resumes to:

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