POSITION PROFILE

ALLINA
Hospitals & Clinics

DISTRICT MEDICAL DIRECTOR

Minneapolis, Minnesota
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Overview

On behalf of our client, Allina Hospitals & Clinics (AHC), Furst Group is identifying and evaluating candidates for the position of District Medical Director in Minneapolis, Minn. This role is primarily accountable for shaping and implementing clinical care and service initiatives that address the triple aim – quality of care, patient experience, and cost effectiveness, while engaging physicians in improving work practices and care. This leader partners with a paired operations leader and coordinates efforts with others across the system.

Allina Hospitals & Clinics

With a 32 percent market share, Allina Hospitals & Clinics is a not-for-profit network of hospitals, clinics and other healthcare services providing care throughout Minnesota and western Wisconsin. Allina offers a full range of primary and specialty care services including technically advanced inpatient and outpatient care, 24-hour emergency care, medical transportation, pharmacy, home care, and hospice services.

Its nearly 24,000 employees, 5,000 physicians and 2,500 volunteers share a common mission: to deliver exceptional healthcare and support services to the people in their communities, putting the patient first in everything they do. Allina provides a complete continuum of care: health risk screenings and disease prevention programs; birth centers offering specialized care and services; and innovative diagnostic and treatment services for complex medical conditions. Patient care facilities include 11 hospitals, 46 Allina Medical Clinic sites, 12 Aspen Medical Group sites, 5 Quello Clinic sites, more than 40 other clinics and specialty care centers, 15 community pharmacy sites, and 3 ambulatory care centers. Its 2010 annual net operating revenue was $3.2 billion.

Mission

We serve our communities by providing exceptional care, as we prevent illness, restore health and provide comfort to all who entrust us with their care.

Vision

We will:
- put the patient first;
- make a difference in people’s lives by providing exceptional care and service;
create a healing environment where passionate people thrive and excel; and
lead collaborative efforts that solve our community’s healthcare challenges.

Values

**Integrity.** We live our values and mission in our decisions and actions. We match our actions with our words. We are honest and just in everything we do. We hold ourselves accountable to each other and the communities we serve.

**Respect.** We treat everyone with honor, dignity and courtesy. We respect the values, cultures, beliefs and traditions of others. We value the skills, talents and dedication of everyone with whom we work. We are committed to working collaboratively with one another and to providing consistent, coordinated care. We demonstrate cooperation and teamwork in all our actions.

**Trust.** We commit to meet the expectations and act in the best interests of our patients, physicians, communities and one another. We are thoughtful and purposeful in all our actions. We strive to foster an internal community of mutual trust.

**Compassion.** We are dedicated to creating a healing and caring environment and supporting the emotional, physical and spiritual well-being of all. We recognize and honor the individual needs of our patients, caring deeply for them in life and death.

**Stewardship.** We recognize that healthcare is essential to the common good and hold our resources in trust. We commit ourselves to using these resources wisely and distributing them with utmost care and consideration. We commit ourselves to being thoughtful stewards of our time, energy and talent. We hold ourselves accountable for good financial management that enables us to provide for the present and future needs of our patients, physicians, employees and communities.

Clinical Service Line Implementation

Implementation of the clinical service lines offers the means to realize Allina’s care model by improving care through integration and coordination across the care continuum. Through enhanced clinical engagement and appropriate system supports, these clinical service lines will improve the organization’s core product – the quality of care that is provided to patients and the communities Allina serves. Grouped by patient care conditions, Allina’s Clinical Programs focus on consistently exceptional clinical outcomes, optimal patient care experience, and efficient care delivery across the continuum for groups of patients with a similar clinical condition.

The goals of this implementation include improved patient care quality, efficiency and value by reducing unnecessary variance and eliminating duplication. In addition to these goals, Allina also intends to extend the clinical service lines regionally to ensure access to the best care across Minnesota and Wisconsin.
Successful service line implementation will require three key components:

• Care Consistency – Exceptional quality care and experiences for patients are provided regardless of where services are delivered.
• Seamless Continuum of Care – Patients experience care as one coordinated experience, rather than separate experiences dependent on sites of care.
• Appropriate Cost of Delivery – Elimination of unnecessary variability of care related to clinician and/or site of service.

The clinical service line will be accountable for quality management and reporting, volume and revenue management, variable cost improvement, and anticipation and implementation of new payment models, such as medical home, bundling, total cost of care, etc.

**Excellian: One Patient. One Record.**

In 2002, Allina had many disparate legacy systems for tracking and managing revenue cycle and clinical operations. Allina’s senior leadership commissioned two teams – one for clinical care and one for revenue cycle – to develop an EMR vision. Together those two visioning teams ultimately created Allina’s vision of one patient with one record established through one system that could integrate clinical processes, care experience and business processes while improving the patient’s experience.

The teams realized early in the visioning process that the clinical and revenue cycle experiences could not remain separate. It became clear that Allina’s objective of a patient-focused experience needed a single vision and a single enabling system. Today, all of Allina’s hospitals and clinics are successfully interconnected through Excellian.

The clinical and revenue cycle visioning teams, consisting of providers, caregivers and others from across the organization, spent 18 months developing the vision and outlining the attributes of an ideal model for an improved patient experience.

**Automated Medical Record Vision**

• Patients, families and caregivers have the information required to navigate Allina
• Patients, families and caregivers receive timely and appropriate information and services
• Caregivers identify the appropriate care needs of patients and families
• Caregivers deliver safe, appropriate, efficient, and effective care to patients and families
• Caregivers provide ongoing care management to ensure maximum effectiveness of and satisfaction with care provided
• Reliable and valid clinical, functional, satisfaction, safety, and cost outcomes data is stored, retrieved, analyzed, and made available to caregivers in a timely manner

**Revenue Cycle Vision**

• One-stop scheduling and registration
• Collection of patient financial and clinical information is done once
• Patient eligibility and financial obligation is known
• Charging is driven by documentation at point of care
• Easily understandable and accurate bill
• Immediate answers to patient financial inquiries

With the commitment to continuous improvement based on learning, the ability to inspire everyone involved to believe that the impossible was possible, a never-wavering dedication to the vision, and a strong and devoted leadership, the Excellian dream became a reality. It is one of the most comprehensive EMR systems in the nation. MyChart, an internet tool, enables patients to securely access portions of their medical records, get lab results, schedule appointments online, and more. Allina is the first Minnesota healthcare organization to earn the Davies Award, the industry’s preeminent award for health information technology.

Community Benefit and Involvement

Allina Hospitals & Clinics is involved with improving the health of the communities it serves, not only in medical settings but also wherever people live, learn and work. The system supports programs for childhood obesity prevention (Healthy Kids in Healthy Places Community Action Forum; The Power of the Pyramid, a play that teaches kids about fitness and nutrition); heart health (Heart Safe Communities, a program that places automated external defibrillators throughout communities; CPR Heartsaver classes that teach one-rescuer CPR and provide information on healthy lifestyle choices, heart attack warning signs and heart disease); and Allina Financial Assistance Services, providing access to necessary medical care regardless of one’s ability to pay.

2010 Awards and Recognitions

• Mercy Hospital is verified as a Level Two Trauma Center by the American College of Surgeons.
• Allina Home Care named to the HomeCare Elite™ Top 500 for the third consecutive year.
• United Hospital’s Breast Center is one of only three in Minnesota to have earned a three-year full accreditation designation by the National Accreditation Program for Breast Centers.
• River Falls Area Hospital is one of 100 hospitals nationally to be granted the Hospital of Choice Award from the American Alliance for Healthcare Providers.
• Four different units where critical care nurses work at Mercy Hospital earned the Beacon Award for Critical Care Excellence.
• Consumer Reports rates Allina’s Mercy Hospital heart surgeons in nation’s top 50.
• United Hospital is the only Minnesota hospital and one of just 50 in the United States to be granted Disease-Specific Certification in Heart Failure from The Joint Commission – the Gold Seal of Approval for healthcare quality.

• Abbott Northwestern Hospital is ranked among the top 50 hospitals in the nation for neurology and neurosurgery (#38), heart and heart surgery (#39) and orthopedics (#44) by U.S. News & World Report.

• Buyers Health Care Action Group names 28 Allina clinics 2010 Minnesota Bridges to Excellence award winners for delivering optimal care to patients with diabetes, vascular disease and depression.

• Abbott Northwestern Hospital’s Intensive Care Unit for medical, surgical and neurology patients earns the Beacon Award for Critical Care Excellence from the American Association of Critical Care Nurses.

• The Minnesota Hospital Association presents Allina Hospitals & Clinics its Patient Safety Improvement Award. The award recognizes patient safety and quality improvement efforts in preventing pressure ulcers in hospital patients.

• River Falls Area Hospital earns environmental partnership honors and the Making Medicine Mercury-Free Award from Practice Greenhealth.

• The cancer centers at Mercy and Unity hospitals earn the 2009 Outstanding Achievement Award from the Commission on Cancer of the American College of Surgeons.

• Buffalo Hospital, named one of the nation’s 100 Top Hospitals, earns elite Everest Award.

• Mercy Hospital is designated a primary stroke center by the Joint Commission.

• United Hospital earns diabetes certification from the Joint Commission.

• Abbott Northwestern and United Hospitals named Blue Distinction Centers for Spine Surgery.

• Unity Hospital receives advanced primary stroke center designation.

• Abbott Northwestern Hospital’s Joint Replacement Center, Mercy Hospital, Owatonna Hospital, St. Francis Regional Medical Center, United Hospital and Unity Hospital named Blue Distinction Centers for Knee and Hip Replacement.

• Mercy Hospital is one of Thomson Reuters’ 100 Top Hospitals® for Cardiovascular Care.

• Lori Knutson, director of the Penny George Institute for Health and Healing, is named one of the top 10 people in integrative healthcare by The Integrator Blog. The influential web publication also called the George Institute the most significant integration initiative in the United States.

• With 36 primary care locations certified by the Minnesota Department of Health as healthcare homes, Allina Medical Clinic is the largest clinic system in the state to receive the designation. Healthcare homes, also known as “medical homes,” offer a team approach to primary care, making it easier for patients to communicate with their care team. Care teams can include primary care physicians, nurses, specialists, care coordinators and community resources.
Facts about Allina

Key figures from 2010:

- 8.7 million lab tests performed
- 3.8 million clinic visits
- 1 million hospital outpatient visits
- 805,271 pharmacy prescriptions filled
- 244,157 emergency room visits
- 182,906 oxygen/medical equipment orders filled
- 100,046 home care visits
- 99,671 inpatient hospital admissions
- 92,799 hospice visits
- 54,248 outpatient surgeries
- 51,875 ambulance transports
- 34,871 inpatient surgeries
- 23,476 employees
- 11,637 births
- 1,776 staffed hospital beds

Allina Home & Community Services

Allina Home Care offers the support, knowledge and assistance to help keep patients independent in the comfort of their home. The care team takes a patient and family-centered approach to care, respecting patient and family choices, care-giving and decision-making. Teaching about medicines and medical equipment in the home helps patients and families manage healthcare needs safely and confidently.
1. Abbott Northwestern Hospital
   Minneapolis, Minnesota
2. Buffalo Hospital
   Buffalo, Minnesota
3. Cambridge Medical Center
   Cambridge, Minnesota
4. Mercy Hospital
   Coon Rapids, Minnesota
5. New Ulm Medical Center
   New Ulm, Minnesota
6. Owatonna Hospital
   Owatonna, Minnesota
7. Phillips Eye Institute
   Minneapolis, Minnesota
8. River Falls Area Hospital
   River Falls, Wisconsin
9. St. Francis Regional Medical Center
   Shakopee, Minnesota
10. United Hospital
    St. Paul, Minnesota
11. Unity Hospital
    Fridley, Minnesota
Executive Leadership Team

**Robert Wieland, M.D.**  
*Executive Vice President of Clinic and Community Division*

Robert Wieland, M.D. has been employed by Allina since 1994 and served as the vice president of medical affairs at Abbott Northwestern Hospital from 2006 to 2009. Dr. Wieland serves on the quality and finance committees of the Allina Hospitals & Clinics Board of Directors. He also serves on the Sister Kenny Foundation board and is chairperson of the WestHealth Board.

Earlier in his career, Dr. Wieland was a district medical director for Allina Medical Clinic sites in the west metro. He also co-founded the Hospitalist Service at Abbott Northwestern Hospital.

Dr. Wieland earned his bachelor’s degree in mechanical engineering at the University of Minnesota, his medical degree at the University of Minnesota Medical School, and completed internal medicine training at Abbott Northwestern Hospital.

**Rod Christensen, M.D.**  
*Chief Medical Officer*

Rod Christensen, M.D. was named chief medical officer of the Allina Medical Clinic (AMC) after serving as interim for nine months. In this role as AMC’s chief medical officer, Dr. Christensen is responsible for the development and implementation of AMC clinical and quality enhancement initiatives.

Prior to being named the interim AMC chief medical officer in April 2010, Dr. Christensen was the district medical director for the AMC South Central District, and he has been a family practice physician at AMC’s Northfield clinic since 1987.

**Ward Godsall, M.D.**  
*District Medical Director*

Ward Godsall, M.D., district medical director of Allina Medical Clinic (AMC) West Metro, leads the diabetes and hypertension vascular teams and the E-visit strategy. A board-certified endocrinologist, Dr. Godsall practices at Allina Medical Clinic – Edina. His educational background includes an undergraduate degree from Temple University School of Medicine.

**Tim Hogan, M.D.**  
*District Medical Director*

Tim Hogan, M.D. is currently interim district medical director in the South Central District and participates on the depression initiative. Board-certified in family medicine, Dr. Hogan practices at Allina Medical Clinic – Northfield. Dr. Hogan was a lead physician at the Northfield clinic previously. His educational background includes an undergraduate degree from the University of Minnesota Medical School.
Phil Hoversten, M.D.
District Medical Director

Phil Hoversten, M.D., district medical director of Allina Medical Clinic (AMC) Northwest Metro, leads the spine care and bone health occupational medicine service line and is a DMD representative on the clinical practice council and the Northwest collaborative. Board-certified in occupational medicine, Dr. Hoversten practices at Allina Medical Clinic - Coon Rapids. His educational background includes an undergraduate degree from the University of Minnesota Medical School.

Alison Peterson, M.D.
District Medical Director

Alison Peterson, M.D., district medical director of Allina Medical Clinic (AMC) East Metro, leads the pediatric immunization team, Excellian optimization, and medical home development. Board-certified in family medicine, Dr. Peterson practices at Allina Medical Clinic – Cottage Grove. Her educational background includes an undergraduate degree from Sheffield University of England.

Michael Slama, M.D.
District Medical Director

Michael Slama, M.D. is district medical director of Allina Medical Clinic (AMC) Coon Rapids. Dr. Slama is also the current Chief of Staff at Mercy Hospital and leads the cancer screening team and the Northwest collaborative. He is also a member of the division compensation team. Board-certified in obstetrics and gynecology, Dr. Slama practices at Allina Medical Clinic – Womens’ Health in Coon Rapids. His educational background includes an undergraduate degree from the University of Minnesota Medical School.

Tierza Stephan, M.D.
District Medical Director

Tierza Stephan, M.D., district medical director of Allina Medical Clinic (AMC) Hospitalists, leads the care initiatives for hospitalists, is the executive sponsor for patient experience communication with doctors and the patient engagement steering committee, and is active in the development of hospitalist practices at Allina regional hospitals. Board-certified as a hospitalist, Dr. Stephan practices at Abbott-Northwestern Hospital. Her educational background includes an undergraduate degree from the University of Minnesota Medical School.
Mark Thayer, M.D.
District Medical Director

Mark Thayer, M.D., district medical director of Allina Medical Clinic (AMC) North Region, leads the AMC clinical quality and improvement agenda on the Cambridge Medical Center campus and directs emergency department services at Cambridge Medical Center. Board-certified in emergency medicine, Dr. Thayer practices at Allina Medical Clinic – Cambridge. His educational background includes an undergraduate degree from the University of Minnesota Medical School.

Mark Zipper, Ph.D.
District Medical Director

Mark Zipper, Ph.D., district medical director of Allina Medical Clinic (AMC) West Region, leads the Mental Health Service Line and the depression initiative across the Clinic and Community Division. Board-certified in psychology, Dr. Zipper currently practices at Allina Medical Clinic – Buffalo. His educational background includes an undergraduate degree from the University of Missouri.

For additional information about Allina Hospitals & Clinics, please visit its Website at www.allina.com.
Allina Clinics

Allina Clinics offers more than 50 primary and specialty care services from more than 500 physicians and nearly 200 non-physician providers in 45 locations. Allina Clinics includes Allina Medical Clinic, Aspen Medical Group, and Quello Clinic.

Facts about Allina Clinics

Key figures from 2010:

- Active patients: 830,000
- Patient visits: 3,300,000
- Employees: 3,900
- Physicians: 840
- Advanced practice providers: 180
- Net operating revenue: $570,000,000

Services and Programs

- Acupuncture (alternative medicine)
- After hours (urgent care)
- Allergy
- Audiology
- Bariatrics
- Cardiology
- Chiropractic
- Dermatology
- Diabetes Education
- Dietician Services
- Digestive Health
- Endocrinology
- Ear, Nose, Throat (Otolaryngology)
- Retail Optical
- Family Medicine
- Gastroenterology
- General Surgery
- Gynecology
- Infectious Disease
- Internal Medicine
- Mammography
- Mental Health Services
- Nephrology
- Obstetrics
- Occupational Health Services
- Optometry
- Oncology
- Ophthalmology
- Orthopedics
- Pediatrics
- Physical Therapy
- Plastic Surgery
- Podiatry
- Pulmonology
- Rheumatology
- Speech Pathology
- Travel Clinic
- Urology
- Vascular Services
### Allina Medical Clinic (AMC) Locations

**Twin Cities metro area**
- Blaine
- Brooklyn Park
- Buffalo
- Champlin
- Chaska
- Coon Rapids
- Cottage Grove
- Eagan
- Edina
- Elk River
- Farmington
- Forest Lake
- Fridley
- Hastings
- Maple Grove
- Maplewood
- Minneapolis
- Plymouth
- Prior Lake
- Ramsey
- Richfield
- Shakopee

**Greater Minnesota**
- Shoreview
- St. Michael
- St. Paul
- West St. Paul
- Woodbury

**Western Wisconsin**
- Annandale
- Cambridge
- Cokato
- Faribault
- Hinckley
- Mora
- North Branch
- Northfield
- Pine City
- Prescott

### United Hospital - Allina

United Hospital is the largest hospital in the Twin Cities east metro area and second largest in Allina. Located in St. Paul, United provides a full range of tertiary healthcare services to more than 200,000 people each year.

### District One Hospital

District One Hospital is an independent acute care hospital meeting the healthcare needs of the 35,000 people which it serves. The campus is located in Faribault, Minnesota, approximately one hour south of the Minneapolis/St. Paul airport. District One admits approximately 2,100 patients annually and employs more than 350 employees. Outpatient and emergency services average more than 48,000 visits per year.

### Northfield Hospital

Northfield Hospital is a 37-bed hospital located on the northwest border of Northfield, Minnesota, a vibrant college town of 17,000 at the southern edge of the Minneapolis/St. Paul metropolitan area.
Northfield Hospital and its attached long-term care center are owned by the City of Northfield and serve approximately 80,000 area residents.

**Overview of Allina and AMC Quality and Patient Care Initiatives**

As the integration between Allina and AMC continues, a number of programs in its broad ambulatory care strategy have been launched. Allina’s Medical Home program began two years ago and is in its initial development phase. Nurses have begun seeing patients in a coaching capacity, though there is no dedicated health coaching component yet. Though the program has also started conducting “E-visits,” this offering is not standard and in the very early stages of development.

Minnesota is noted for its progressive environment in elevating transparency and standards in healthcare quality reporting. The system and AMC both participate in Minnesota Community Measurement, a collaborative effort among the state’s medical groups, clinics, physicians, hospitals, health plans, employers, consumer representatives and quality improvement organizations. [http://www.mnmc.org/site](http://www.mnmc.org/site)

Minnesota Community Measurement’s annual healthcare quality report features comparative data on medical group and clinic level performance on key measures, plus statewide results. It details measurement specifications, data sources and data collection methods.

Minnesota Community Measurement partners with Minnesota Health Scores to post quality data. Allina Medical Clinic quality metrics are available at [http://www.mnhealthscores.org/](http://www.mnhealthscores.org/).

**AMC Quality Awards**

**Acclaim Award: Patient-Centered Care.** Allina Medical Clinic is the recipient of the 2009 American Medical Group Association (AMGA) Acclaim Award. AMGA’s prestigious Acclaim Award honors organizations that embrace the Institute of Medicine’s aims for an ideal healthcare system and have demonstrated dramatic, measurable progress in moving their organizations toward one or more of the aims. The six aims are: safe, effective, patient-centered, timely, efficient, and equitable.

**Raising the Bar: Rewarding Innovation in Healthcare Value.** This was awarded to Allina Medical Clinic in 2009 for implementing a new program that teaches staff at clinics about optimal diabetes care, which is helping reduce health complications from the disease such as heart attacks and strokes.

**Minnesota Bridges to Excellence.** This was awarded for providing optimal care to patients with diabetes and/or cardiovascular disease. Allina Medical Clinic was recognized for a commitment to the care of patients and understanding that quality care is critical to improving the lives of patients.
AMC Technology Initiatives

Along with the Allina System, AMC began in the early 2000s to transform its patient care technology infrastructure, adopting the Epic Platform and customizing its capabilities to fit system, inpatient and ambulatory requirements unique to Allina. The result of this is Excellian, described in detail on page 3. Excellian’s sophistication and cutting-edge adaptations of Epic have led to commercialization by Allina for use by other provider organizations.

Within AMC, Excellian has been fully implemented and is now in advanced refinement phases in several areas of the platform. Currently underway is a data mining initiative that analyzes user keystrokes and other productivity indicators as a way to troubleshoot system glitches that may impair productivity and develop best practices for users. An innovative “team care” pilot is underway to look at more effective ways of distributing the load of inputting patient information during patient visits. AMC has added extra nurses to help physicians maximize their one-on-one contact with patients. Lastly, AMC is now in the beginning phase of implementing the Dragon NaturallySpeaking Speech Recognition Software for note dictation.

Aspen Medical Group

Since 1974, a vision of highly accessible care at an affordable cost was planted and nurtured. Preventive medicine was the seed. From a small neighborhood practice grew a loyalty that quickly spread by word of mouth. Over time, the organization branched out – taking on the Aspen Medical Group name – to form a family of neighborhood locations that maintained their “small clinic” feel.

Aspen Medical Group operates eight clinics and four urgent medical care clinics throughout the Twin Cities. It employs over 130 physicians and other medical professionals who provide primary care along with more than 20 specialties. These physicians visit patients at Abbott Northwestern Hospital in Minneapolis, United Hospital in St. Paul and both Children’s Hospital campuses in the Twin Cities.

Aspen Medical Group Clinics

Bloomington
Hopkins
Inver Grove Heights
Maplewood
Minneapolis
St. Paul (six locations)
White Bear Lake
Quello Clinic

Quello Clinic is centered around a philosophy of Care, Concern, and Commitment to its patients that goes back to 1938 when Dr. Robert Quello first opened his family practice office in Minneapolis. Quello Clinic has expanded over the years to meet patient changing healthcare needs and has grown to five offices in the south suburban Twin Cities area.

The Quello Clinic providers treat patients in the area of Family Practice, including the fields of Internal Medicine, Orthopedics, Surgery, Pediatrics, Geriatrics, Preventive Medicine, Obstetrics & Gynecology, Sports Medicine, Occupational Medicine and Optometry.

Quello Clinic takes pride in offering award-winning family medicine for more than 70 years. The clinic’s family practice physicians focus on each patient as a whole person but are also concerned with how one’s health is interrelated with the health of their family. The specialty of family medicine integrates the biological, clinical and behavioral sciences to encompass all ages, sexes, each organ system, and every disease entity to best meet each person’s healthcare needs.

Quello Clinic Locations

Burnsville
Chanhassen
Edina
Lakeville
Savage
Allina Clinic and Community Division

Robert Wieland, M.D.
Executive Vice President

President
Allina Clinics

Rod Christensen, MD
Chief Medical Officer
Allina Medical Clinic

Cheryl Hermann
Vice President, Operations
Allina Medical Clinic

Geoff Sylvester
President
Aspen Med Group/Quello Clinics

District Medical Directors (8)

Division Director
Patient Care Services

Division Director
Pharmacy

District Directors (7)

Division Director
Risk & Safety

Director
AMC Laboratory

Director, Service and Access Strategies

District Directors (2)

District Medical Directors
Aspen/Quello

Chief Medical Officer
Aspen
<table>
<thead>
<tr>
<th>Coon Rapids</th>
<th>66 Provider FTE's</th>
<th>237 Staff FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bariatric Surgery Specialties</td>
<td>500 Osram Road NE, Ste 300</td>
<td>Fridley, MN 55432</td>
</tr>
<tr>
<td>Blaine</td>
<td>102 Provider FTE's</td>
<td>85 Staff FTE's</td>
</tr>
<tr>
<td>Town Square Prof. Building</td>
<td>10705 Town Square Dr NE, Ste 100</td>
<td>Blaine, MN 55449</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>81 Provider FTE's</td>
<td>81 Staff FTE's</td>
</tr>
<tr>
<td>300 North Perimeter N</td>
<td>Brooklyn Park, MN 55443</td>
<td></td>
</tr>
<tr>
<td>Champlin</td>
<td>62 Provider FTE's</td>
<td>62 Staff FTE's</td>
</tr>
<tr>
<td>11269 Jefferson Highway</td>
<td>Champlin, MN 55316</td>
<td></td>
</tr>
<tr>
<td>Elk River</td>
<td>34 Provider FTE's</td>
<td>34 Staff FTE's</td>
</tr>
<tr>
<td>14381 Business Dr N</td>
<td>Elk River, MN 55303</td>
<td></td>
</tr>
<tr>
<td>Maple Grove</td>
<td>112 Provider FTE's</td>
<td>112 Staff FTE's</td>
</tr>
<tr>
<td>7640 Veenwood Lane</td>
<td>Maple Grove, MN 55439</td>
<td></td>
</tr>
<tr>
<td>MidWest</td>
<td>36 Provider FTE's</td>
<td>36 Staff FTE's</td>
</tr>
<tr>
<td>2800 Coon Rapids Blvd, Suite 104</td>
<td>Coon Rapids, MN 55433</td>
<td></td>
</tr>
<tr>
<td>OB/GYN</td>
<td>500 Osram Rd NE, Suite 255</td>
<td>Fridley, MN 55432</td>
</tr>
<tr>
<td>United Hospital Service</td>
<td>500 Osram Road NE</td>
<td>Fridley, MN 55432</td>
</tr>
<tr>
<td>UHC</td>
<td>220 Third Avenue SE</td>
<td>Pine City, MN 55063</td>
</tr>
<tr>
<td>Shakespeare</td>
<td>2600 Hamline Avenue</td>
<td>Minneapolis, MN 55108</td>
</tr>
<tr>
<td>Maple Grove</td>
<td>1631 St. Francis Ave, Suite 100</td>
<td>Maple Grove, MN 55427</td>
</tr>
<tr>
<td>The Doctors Uptown</td>
<td>1200 W Lake Street, Suite 201</td>
<td>Minneapolis, MN 55403</td>
</tr>
<tr>
<td>WestHealth Campus</td>
<td>2955 Campus Dr, Suite 400</td>
<td>Plymouth, MN 55441</td>
</tr>
<tr>
<td>Woodlake</td>
<td>407 West 68th Street</td>
<td>Richfield, MN 55423</td>
</tr>
<tr>
<td>Women's Health</td>
<td>3000 Coon Rapids Blvd, Ste 101</td>
<td>Coon Rapids, MN 55433</td>
</tr>
<tr>
<td>Crossroads Chaska</td>
<td>111 Hundredmark Road Suite 220</td>
<td>Chaska, MN 55318</td>
</tr>
<tr>
<td>Hinckley</td>
<td>620 Sandy Lane</td>
<td>Hinckley, MN 55082</td>
</tr>
<tr>
<td>Lakeville</td>
<td>331 St. Mary's</td>
<td>Lakeville, MN 55044</td>
</tr>
<tr>
<td>North Branch</td>
<td>3800 14th Avenue North Branch, MN 55056</td>
<td></td>
</tr>
<tr>
<td>Pine City</td>
<td>220 Third Avenue SE</td>
<td>Pine City, MN 55034</td>
</tr>
<tr>
<td>Nicollet Mall</td>
<td>82 Nicollet Mall, #300</td>
<td>Minneapolis, MN 55406</td>
</tr>
<tr>
<td>*DMD Lead for Physician Float</td>
<td>10 providers</td>
<td></td>
</tr>
<tr>
<td>Pool &amp; Mental Health Services</td>
<td>111 staff</td>
<td></td>
</tr>
<tr>
<td>Abbott Northwestern Hospitalist Service</td>
<td>800 East 29th St., Suite 190</td>
<td>Minneapolis, MN 55407</td>
</tr>
<tr>
<td>St. Francis Hospitalist Service</td>
<td>1455 St. Francis Ave</td>
<td>Shakopee, MN 55379</td>
</tr>
<tr>
<td>United Hospitalist Service</td>
<td>533 N Smith Ave</td>
<td>St. Paul, MN 55102</td>
</tr>
<tr>
<td>Unity Hospital Doctors</td>
<td>550 Osram Road NE</td>
<td>Fridley, MN 55432</td>
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<td>Abbott Northwestern Hospitalist Service</td>
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<td>St. Francis Hospitalist Service</td>
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<td>United Hospitalist Service</td>
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<td>Unity Hospital Doctors</td>
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**Physician Governance Committee Charter**

The purpose of the Physician Governance Committee (PGC) is to bring the perspective of physicians to the governance of Allina, advancing care and informing strategy in support of the Allina Mission. The PGC will incorporate the perspectives of independent and employed physicians as it leads toward continuous improvement of care within the system. The PGC’s guidance will be provided in support of the Allina board’s fiduciary obligation to oversee the institutional quality of care; and will help position Allina as a health system that is recognized for superior quality, exceptional service, excellent outcomes, and strong physician partnerships.

**Responsibilities and Advisory Functions**

The roles of the Physician Governance Committee involve both board delegated duties and advisory functions.

The Committee’s board delegated duties include the following:

- Decision making and oversight authority as to the following matters:
  - Final Allina governing board approval of new, amended, and repealed medical staff bylaws, rules and regulations, policies and manuals for those hospitals that are not under a local advisory board; and
  - Identification of medical staff policies that should be standardized and forwarding such approved policies to the medical staffs for adoption.

- Monitoring of Allina’s Graduate Medical Education (GME) Program, including review of the minutes of hospital GMC committees at least quarterly and forwarding recommendations to the respective GME committees or to the Board as the PGC deems appropriate and necessary.

The Committee’s advisory functions involve non-binding advice and counsel to the Allina board on matters within the sole decision authority of the board:

- Advising on matters pertaining to hospital medical staff affairs and matters of clinical care as required by the board.

- Developing and forwarding recommendations for care delivery on matters such as:
  - Care models and quality standards
  - Clinical Service Line development
  - Technology assessment and implementation
  - Growth strategies
  - Effective allocation of capital
  - Clinical information systems
  - Improve the individual experience
  - Improve care to the population
  - Decrease per capita cost of care
• Accountable healthcare

• Providing physician perspective at an early stage to support the Allina board’s fiduciary functions, including:
  o Mission integration
  o Strategic planning
  o Capital allocation
  o Integration of care across the system
  o Credentialing, privileging and peer review

• Advising the board regarding Allina’s opportunities and challenges to enhance:
  o Graduate medical education
  o Clinical research
  o Physician affiliations
  o Physician leadership
  o Physician engagement in Allina strategy

• Formulating and presenting a clinical viewpoint for Allina on issues of public policy and public health. Such matters may include:
  o Community education
  o Prevention and screening
  o Treatment priorities
  o Financing mechanisms

• Serving as the supervising and coordinating body for all committees and councils of physicians working at the system level, including:
  o Clinical Service Lines and their associated clinical programs
  o Clinical practice councils (such as infectious disease, perioperative, etc.)
  o Additional clinical advisory groups as formed

The PGC may have such other responsibilities and advisory functions as are assigned to it by the Allina Board of Directors.

**Committee Membership**

The composition of PGC shall be as follows:

• The Allina Chief Clinical Officer, ex officio with vote, who shall be the Vice Chair.
• The Chief/President of the Medical Staffs or other elected representative from the Medical Staffs of Abbott Northwestern, United, Mercy, and Unity Hospitals and the Phillips Eye Institute, ex officio with vote.
• One representative selected from each of the Medical Staffs of Abbott Northwestern, United, Mercy, and Unity Hospitals.
• One representative from the Allina Medical Clinic.
• Two members representing the regional hospitals of Allina.
• One Chief Medical Officer from the medical groups and one Vice President-Medical Affairs from an Allina hospital, each to be selected by the Allina Clinical Leadership Team.
• Two representatives from among the Allina Clinic & Community Division; Allina Home Care, Hospice & Palliative Care; Pediatrics; Allina Mental Health; or Sister Kenny Rehabilitation Institute.
• The Chair of the Quality Committee of the board, ex officio with vote.

One member shall be elected Chair by the Committee who shall serve as a board member. Terms for members other than the ex officio members shall be three-year staggered terms. Members other than ex officio members may be reappointed twice or serve a maximum of nine consecutive years. All members other than ex officio members must be approved by the Governance & Nominating Committee and the board.
Position Description  The District Medical Director is primarily accountable for shaping and implementing clinical care and service initiatives that address the triple aim – quality of care, patient experience, and cost effectiveness, while engaging physicians in improving work practices and care. This leader partners with a paired operations leader and coordinates efforts with others across the system.

Reporting Relationship

The District Medical Director reports to the Allina Medical Clinic Chief Medical Officer.

Principal Accountabilities

Patient Care Dimension

Clinical Program Design and Implementation

- Based upon Allina Medical Clinic strategy and goals, guide the development, design and performance of the district. Considerations include:
  - Strategic needs and fit, including alignment of clinical services with clinical needs.
  - Optimize the operational design, including care team structure and staffing required to carry out the plan.
  - Ensure high reliability and reduced variability of performance across clinics.
  - Lead, with site leadership, the implementation of clinical programs at the site level.
  - Development and use of key measures of operational success.

- Lead the development and ongoing success of programs for the improvement of clinical and service quality.
  - Lead district and system key initiatives and align resources and people for success.
  - Lead with and collaborate on the design of clinical quality initiatives and service lines for the division and system.
  - Participate in system or division Clinical Action Teams and responsible for other clinical quality initiatives.
  - Oversee and coordinate implementation of the quality and service program across multiple locations.
  - Utilize data to improve outcomes and reduce variability to improve care.
Monitor site performance levels and implement work plans to address quality gaps and service issues.
- Lead by example in clinical excellence.

- Serve as an internal resource to the company for quality and clinical policy development and implementation.

- Work to standardize best practices across district clinics.

- Provide clinical program sponsorship and oversight to Allina activities which impact healthcare delivery, integration, continuity, and access to health services.

- Link clinic(s) with other parts/services in the organization for improved coordination of care.

**Employee Care Dimension**

**Leadership and Physician Development**

- Develop and mentor physician leaders and influence their effectiveness and involvement within the district.
  - Identify future leaders and actively develop potential and skills.
  - Lead regular district meetings, with actionable items that impact goals.
  - Align site physician leaders and paired leaders to goals, objectives, and expectations.
  - Provide ongoing coaching and support and conduct an annual evaluation of each physician leader’s performance.
  - Assist physician leaders in their development plan.

- Actively lead district physician recruitment plan; coordinate with site leadership, Human Resources, and Allina Physician Recruitment. Ensure the recruitment of high quality physicians and Advance Practice Clinicians. Monitor the on-boarding and development of physician and APC hires.

- Maintain a climate of high physician engagement in the unit and organization.
  - Regularly round on district physicians and staff.
  - Develop a culture of teamwork, shared responsibilities, and commitment to putting the patient first.

- Ensure that performance issues are identified and constructively addressed in a timely manner.

**Business Care Dimension**

**Financial Performance**
- Partner with paired leader to achieve financial goals.
• Actively monitor physician and APC productivity and partner with site leadership to help individuals be successful.

• Partner with paired leader to provide input to capital needs and strategic planning.

• Accountabilities include:
  o Develop and ensure performance to annual program budgets.
  o Partner with finance to evaluate and improve efficiency and cost effectiveness of services.
  o Support optimal coding and compliance with documentation and coding requirements.

**Experience and Qualifications**

• A practicing physician who is recognized as an excellent clinician, with knowledge, interest, and involvement in care improvement, clinical quality, service excellence, and cost effectiveness.

• At least five years of clinical practice experience.

• A minimum of four years in a relevant clinical leadership role.

• Demonstrated leadership capabilities, including the ability to:
  o Communicate effectively and act as a role model to motivate and influence others.
  o Coach, support, and develop physicians and physician leaders.
  o Plan, organize, prioritize, and coordinate the implementation of projects and initiatives.
  o Understand and utilize clinical, financial, and operational information for business improvement.
  o Maintain positive energy and personal engagement through change.
  o Make decisions, take action, and sustain forward momentum in a complex organization.
  o Act as an advocate and champion for the patient to ensure that the site, district, and AMC maintain a strong, customer-centric focus.

• Effective team member with the ability to build strong relationships and a commitment to team success.

**Core Competencies**

• **Acts courageously to inspire high performance**
  o Achieves results
    ♦ Translates long-range and strategic goals into tactics; develops realistic plans to meet short-term and long-term goals; measures progress; follows through to ensure plans are implemented; applies sound business practices.
  o Creates a performance climate
    ♦ Clearly defines and communicates work goals to others; establishes expectations; inspires others to achieve high standards of performance that meet or exceed
goals; monitors others’ progress on assignments and provides timely feedback; holds staff accountable; responds to performance issues in a timely way.

- **Develops talent**
  - Hires individuals who match Allina’s needs and values; displays an interest in others’ goals and career growth; mentors and coaches individuals to support their career growth; identifies leaders for the future and supports their professional growth.

- **Takes risks**
  - Takes a stand on issues; asserts one’s own opinions and ideas; challenges others’ thinking; takes risks when appropriate; tries something new in the face of skepticism; willing to take the first step and not wait for others; innovates to meet changing circumstances.

- **Builds a collaborative Allina culture**
  - **Strengthens the system**
    - Openly advocates for a collaborative Allina culture; understands others’ agendas and how best to work across the organization to accomplish goals; determines when to choose a system approach and when to choose a local one; understands how work in one’s own area affects other parts of the system.

  - **Teamwork**
    - Coordinates one’s own work with that of other people who are affected by it; creates opportunities for teamwork across Allina; facilitates the efforts of a team of people who need to work together; readily shares information with others and keeps them well-informed; keeps all lines of communication open with team members.

  - **Manages disagreements**
    - Sees disagreement as an opportunity; brings up points of disagreement in a straightforward way; discloses opinions and motives; works through differences of opinion in a constructive manner; promotes candor; promotes discussion based on principles, not positions; seeks common ground.

- **Conveys passion and commitment to the Mission**
  - **Advocacy for the Mission**
    - Sets goals that contribute to the mission; communicates a clear message to team members about the importance of the mission; tests decisions for alignment with the mission and influences others to do the same.

  - **Knowledge of community healthcare needs**
    - Demonstrates knowledge of community healthcare needs; actively serves in the community; recognizes and understands healthcare trends and issues; applies healthcare resources to improve outcomes; stays up-to-date on relevant professional and industry information; connects with other professionals outside of Allina.

  - **Service motivation**
    - Links personal passion to providing exceptional care; puts the needs of the organization above self-interest; understands and supports Allina’s non-profit role in the community; sets stretch goals related to service and expends the effort to achieve them.
• **Fosters joy and optimism**
  o Celebrates success
    ♦ Recognizes and acknowledges achievement; looks for stories of success and shares them with the rest of the organization; focuses on the positive; encourages individuals and teams with a variety of methods to celebrate success.
  o Persistent and resilient
    ♦ Maintains confidence despite criticism, doubt, or skepticism expressed by others; stays with goals and doggedly pursues them in the face of barriers; maintains focus; recovers from disappointments with energy and resolve.
  o Adaptable
    ♦ Adjusts as needed to changing or unexpected circumstances; adapts to other work styles; applies humor and goodwill to difficult situations; demonstrates comfort with change and adjusts to shifts in healthcare.

• **Enables the Allina community to provide exceptional care**
  o Strategic thinking
    ♦ Considers issues from multiple perspectives; understands complexities of healthcare; remains well-grounded in professional issues; quick to learn new information or grasp concepts; understands long-term implications of actions.
  o Quality focus
    ♦ Creates high-performance systems; sets up systems or decisions for continuous improvement; puts ongoing processes in place to measure and improve care/service; assures the necessary tools, resources, and training are in place for system performance; removes barriers to performance; enables others to act.
  o Decisiveness
    ♦ Draws conclusions despite ambiguity; reaches closure on decisions in a timely manner; has an urgency to act; identifies and weighs information critical to an issue; determines options and alternatives; stays with a decision unless there is sound reason for change; empowers others to make decisions.
  o Listening and insight
    ♦ Actively listens to others and seeks to understand their points of view; accurately interprets the verbal and non-verbal behavior of others; demonstrates a willingness to learn from another’s point of view; acknowledges the insights gained from the perspective of others.

• **Lives the values and challenges others to live them**
  o Integrity
    ♦ Explicitly uses the values in decision-making; follows through and delivers on promises; takes accountability for decisions; works with others in an open and honest fashion; pursues and acts on feedback about his/her impact on others; knows own strengths and weaknesses; pursues personal growth.
  o Respect
    ♦ Treats others with dignity and courtesy; respects and values the beliefs, traditions and cultures of others; recognizes and utilizes the skills and talents of others; values the opinions of others; supports opportunities for all.
o Trust
  ♦ Speaks openly about beliefs, values, and intentions; matches actions with words; addresses problems in a consistent and fair manner; earns the confidence of coworkers; provides relevant information to others so they can make informed decisions.

o Compassion
  ♦ Offers help and conveys concern for others; has empathy for others’ needs and feelings; supports the physical, emotional, and spiritual well-being of colleagues.

o Stewardship
  ♦ Uses organizational resources wisely; practices sound financial management; nurtures the energy and talent of coworkers; shares credit with others; monitors demands on self and others and creates opportunities for renewal.
Community Information  The District Medical Director position will be in the Minneapolis-St. Paul area. As you will read, the Twin Cities metropolitan area is consistently recognized for a strong economic foundation and is exceptionally rich in culture, arts, sports, and recreational opportunities.

Twin Cities

The U.S. Census Bureau defines the Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area as a region of 11 counties in Minnesota and two in neighboring Wisconsin, an area which had a population of nearly three million people in 2000. The area is growing rapidly. Its population is projected to increase to four million in 20 years, and the Minnesota counties in this area were estimated to have a population of three million as of April 2005. Bloomington, home of the Mall of America, is the third-largest city in the metro area and is in close contention for third place in the state, coming in at just about the same size as Duluth and Rochester in the 2000 census.

Despite the “Twin” moniker, the two cities are independent municipalities with defined borders and are quite distinct from each other. Minneapolis has broad boulevards, an easily navigable grid layout, and modern downtown architecture, while St. Paul sports narrower streets laid out much more irregularly, clannish neighborhoods, and a vast collection of well-preserved late-Victorian architecture. Also of some note are the differing cultural backgrounds of the two cities, with Minneapolis being affected by its early (and still influential) Scandinavian/Lutheran heritage, while St. Paul was touched by its early Irish and German Catholic roots. Often, the area is referred to as simply “The Cities.” Today the two cities directly border each other, and their downtown districts are about nine miles apart.

Twin Cities Rivalry

Minneapolis and St. Paul have competed since they were founded, resulting in duplication of efforts such as building bigger or more extravagantly. Both cities have campuses of the University of Minnesota (though the Minneapolis one is now the primary campus), and after St. Paul completed its elaborate Cathedral in 1915, Minneapolis quickly followed with the equally ostentatious Basilica of St. Mary in 1926.
The cities’ mutual antagonism was largely healed by the end of the 1960s, aided by the simultaneous arrival in 1961 of the Minnesota Twins (baseball), explicitly named for both Twin Cities, and the Minnesota Vikings (football), named for the state. Since 1961, it has been common practice for any major sports team based in the Twin Cities to be named for Minnesota as a whole. In terms of development, the two cities remain distinct in their progress, with Minneapolis absorbing new and avant-garde architecture while St. Paul continues to carefully integrate new buildings into the context of classical and Victorian styles.

**Arts and Entertainment**

The Twin Cities area is considered the capital for the arts in the Upper Midwest. There is a very high per-capita attendance of theatrical, musical, and comedy events across the area, which may be attributed to the large number of colleges, universities, and a generally strong economy, providing strong supply and demand for arts. In 2000, 2.3 million theater tickets were sold in the region. There are more theatre seats per capita than in any other American city except New York City.

**Outdoors**

There are a number of lakes in the region, and cities in the area have some very extensive park systems for recreation. Organized recreation includes the Great River Energy bicycle festival, the Twin Cities Marathon, and the U.S. Pond Hockey championships. Studies have shown that area residents take advantage of this and are among the most physically fit in the country. Ice fishing is a major pastime in the winter as are hunting, snowmobiling, ATV riding and numerous other outdoor activities. This connectedness with the outdoors also brings a strong sense of environmentalism to many Minnesotans.

**Then and Now**

A hundred years ago, the riverbanks vibrated with the hum of mills, the roar of trains and the sounds of hundreds of mill workers. Up to 1930, Minneapolis led the world in flour production. The industry established many major corporations that still exist today, such as General Mills, Cargill, Pillsbury, and others. Today the metropolitan area has a healthy and diversified business environment including companies involved in manufacturing super computers, electronics, medical instruments, milling, machine manufacturing, food processing and graphic arts. These businesses and others have helped to make the area one of the largest commercial centers between the East Coast and West Coast.

For the second year in a row, the Twin Cities region stayed at the top of MarketWatch’s list of best metro areas for business, based on results from a variety of sources. The Twin Cities was at the top of the list of where companies tend to gravitate and create the most jobs. The area has managed to attract enough talent to support Ecolab, Inc., UnitedHealth Group Inc., 3M Co., Travelers Companies and Bancorp. It is also home to retail giants Target Corp and Best Buy Co.
Although the trend across the country is that more and more people are moving to the suburbs, Minneapolis residents are doing the opposite by living right in the heart of their downtown. The Minneapolis Riverfront is the place to be. Over the past several years, more than 3,000 condos and townhouses have been built or converted from existing buildings within the Minneapolis Riverfront District. Uptown is another popular neighborhood with a young, creative populace. A few blocks south of downtown, along Hennepin Avenue, is the center of this energy. Unique shopping, late-night dining, exciting nightlife and up-and-coming bands can be found along the streets of uptown throughout the week.

Today, medicine is a major industry in the region and the southeasterly city of Rochester, as the University of Minnesota has joined other colleges and hospitals in doing significant research, and major medical device manufacturers started in the region (the most prominent is Medtronic). Technical innovators have brought important advances in computing, including the Cray line of supercomputers.
Furst Group provides a “total solution” approach to traditional executive search, as well as an array of consulting products tied to what we refer to as the Human Capital Lifecycle. Furst Group is recognized among the top 10 executive healthcare search firms in the nation. Our success is built upon a philosophy of partnership: we enhance our clients’ internal resources to develop effective human capital strategies. Our consultative approach has been developed over 25 years, and our clients include managed care organizations, hospitals and health systems, integrated delivery systems, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies and end-of-life care businesses.

Furst Group recognizes candidates are the cornerstone of our business. In today’s competitive labor environment, having a defined process that provides individuals with clarity and feedback throughout the entire job search is paramount to our business model. We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization
- Are prepared for interviews and conversations
- Have access to interview and travel schedules
- Are provided timely feedback
- Remain in our database for future contact
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the District Medical Director position for Allina Hospitals & Clinics in Minneapolis, Minn. For additional information on Furst Group, please visit our Website at www.furstgroup.com. To learn more about this particular position, please contact:

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