President
St. Louis Physicians’ Organization
SSM Health Care
St. Louis, Missouri
A Position Profile
Catholic not-for-profit health system, SSM Health Care operates in four Midwestern states. Its September 2013 merger with Wisconsin-based Dean Health System transforms SSM from a hospital-based system to a large, integrated delivery system with networks in each of its regions.

In Wisconsin, Illinois, Oklahoma, and Missouri, SSM includes 60 outpatient sites, a pharmacy benefit company, an insurance plan, 18 hospitals, two nursing homes, home care, hospice, a technology company, and an accountable care organization. The addition of Dean brings the number of physician office encounters (visits) to 4 million across the system. With more than 1,300 employed physicians and 29,500 employees in four states, SSM is one of the largest employers in every community it serves. An early adopter of the electronic health record, SSM is now a national leader for the depth of its EHR integration.

Today, SSM has more than 7,000 employed and affiliated physicians, 8,500 nurses, and nearly 2,500 volunteers.

**Mission**

Through our exceptional health care services, we reveal the healing presence of God.

**Vision**

Through our participation in the healing ministry of Jesus Christ, communities, especially those that are economically, physically, and socially marginalized, will experience improved health in mind, body, spirit, and environment within the financial limits of the system.

**SSM Health Care’s Quality Principles**

- Patients and other customers are our first priority.
- Quality is achieved through people.
- All work is part of a process.
- Decision-making by facts.
- Quality requires continuous quality improvement.

**Values**

Inspired by our founding religious sisters, we value the sacredness and dignity of each person. Therefore, we find these five values consistent with our heritage and ministry:

**Compassion**
We reach out with openness, kindness, and concern.

**Respect**
We honor the wonder of the human spirit.
**Excellence**  
We expect the best of ourselves and one another.

**Stewardship**  
We use our resources responsibly.

**Community**  
We cultivate relationships that inspire us to serve.

**History**  
Prior to 1985, most of the facilities that would become part of SSM Health Care were sponsored by the Franciscan Sisters of Mary but were not operated as a unified healthcare system. That changed in 1986 with the creation of SSM Health Care as a system of hospitals, nursing homes, and health-related businesses. The system is governed by a board that consists of members of the Franciscan Sisters of Mary, SSM’s founding congregation, and laypersons.

In 2002, SSM became the first healthcare organization in the country to receive the prestigious Malcolm Baldrige National Quality Award, the nation’s highest award for quality. What does the Malcolm Baldrige National Quality Award process have to do with the SSM Health Care mission? In a word: everything.

In 1998, SSM Health Care’s employees and physicians were deliberate in selecting the word “exceptional” to be used in its mission statement: Through our exceptional healthcare services, we reveal the healing presence of God.

They know that their mission statement sets a high standard, but they are determined to work together to reach that standard. They do it because they share a commitment to provide the same exceptional and compassionate care to every person who comes to them for care, regardless of his/her ability to pay.

**St. Louis Physicians’ Organization**

SSM Health Care — St. Louis Physicians’ Organization (SSM PO) originated in 1994 when SSM Health Care began to partner with several long-established primary and specialty care physicians in communities throughout the greater St. Louis metropolitan area.

SSM PO physician partners were originally in one of three Medical Groups, based on geographic location:

- **SSM DePaul Medical Group**, with offices in north and northwest St. Louis County.
- **SSM St. Charles Clinic Medical Group**, with offices throughout St. Charles County and in Troy and Warrenton.
- **SSM Medical Group**, with offices in midtown, west, and southwest St. Louis County and in Illinois.
SSM/Dean Health System Merger

In 2011, the three groups transitioned to one name, SSM Medical Group. Today, SSM Medical Group has over 350 providers and 900-plus employees in over 40 locations. Last year alone, these physicians provided a wide array of primary and specialty care services during more than 700,000 office visits.

SSM/Dean Health System Merger

SSM Health Care and Wisconsin-based Dean Health Systems finalized the agreement to merge the physician-owned Dean and its subsidiaries, including Dean Health Plan, into SSM Health Care in September 2013. This is the biggest transaction in SSM’s history, and the merger creates one of the largest integrated health delivery networks in the country.

According to SSM Health Care President/CEO William P. Thompson, the combined expertise and resources of SSM and Dean will mean more coordinated care to keep people healthier and improve the patient experience.

The merger also cements the 100-year relationship between Dean and SSM. Dean was founded in Madison in 1904, and SSM has been present in Madison since the founding of St. Mary’s Hospital in 1912.

Commitment to Diversity

SSM’s founding sisters, the Franciscan Sisters of Mary, opened the first Catholic hospital for African Americans in the nation in 1933. Not only did the hospital welcome African American patients, it offered African American physicians and nurses the opportunity to practice their profession.

Diversity in all areas of SSM Health Care is not only part of its past, it is key to success in the future. At SSM, they realize that workplace diversity is essential to be competitive. They seek to foster awareness and appreciation of diversity among the employees, patients, and customers. They work with diverse organizations to broaden their reach into the communities they serve to support and promote an inclusive society. They seek to attract and support people and suppliers from diverse backgrounds and cultures.

At SSM Health Care, diversity is an integral part of who they are and a reflection of their mission and values.

- Leadership’s commitment
- Strategic goals
- Journey to diversity
- Diversity scorecard
- Diversity awards
- Equal Employment/Affirmative Action/Diversity
- Co-sponsor of 2013 African-American Nursing History Conference living
The President of SSM Health Care — St. Louis Physicians’ Organization (SSM PO) provides overall strategic and operational leadership to ensure the medical group’s strategic goals and objectives are accomplished. This key leader serves as a resource to physicians and the community, champions quality initiatives within the organization, and serves as a medical group leader in accordance with the philosophy and mission of SSM.

The President will be expected to formulate and implement strategic and tactical plans to: achieve operating results and grow market share; promote a positive image and enhance community and physician relations; and direct patient care delivery within the clinics while coordinating with other SSM St. Louis Region facilities to achieve an integrated, efficient healthcare system. This role is instrumental in leading the transition of clinic-based services to a system that delivers improved care and financial results, and rewards for control of total cost of care results and improved patient outcomes.

**Principal Accountabilities**

- Demonstrate and impart the mission, philosophy, values, and vision of SSM in daily activities and into operational functions, processes, and environment.

- Work effectively as a team member in a dynamic executive environment where collegiality, subsidiarity, and sharing responsibility is required and highly valued within a matrix organization. Promote teamwork across the region, corporate leadership, and within the medical groups and departments by maintaining positive and productive intradepartmental relationships and utilizing effective problem solving skills.

- Adhere to the SSM Standards of Ethical Conduct, displaying as applicable, ethical behavior in the areas of business ethics, legal compliance, confidentiality, conflicts of interest, vendor relationships, and the reporting of questionable activities.
• Provide leadership and direction to ensure all key strategic and operational goals of SSM PO and St. Louis Region Delivery Network are met or exceeded. Oversee the day-to-day growth, operations, and financial performance of the medical group to include leading the management team and monitoring actual performance against the strategic plan, and taking appropriate actions to increase revenue, leverage resources, and manage and/or minimize expenses.

• Establish an open and candid relationship with the President of SSM, Physicians and Ambulatory Services, SSM executive leadership, St. Louis Region Delivery Network, and the SSM PO Board of Directors, sharing information in a transparent and concise manner. Responsible for timely, accurate, and complete reports on operational conditions of the Physician’s Organization.

• With the SSM PO senior management team, physician leadership, SSM leadership, and Board of Directors, develop and implement short- and long-term strategic plans required for the medical group’s ongoing growth and success.

• Incorporate CQI principles into daily activities, focusing on process improvements, patient safety, and premier patient satisfaction. Champion quality patient care provided on a daily basis.

**Experience and Qualifications**

Board certified and licensed physician; M.B.A. or M.H.A. preferred.

A minimum of ten years of experience in progressively greater leadership roles in a healthcare delivery environment with at least three years at a senior executive level required.

Deep experience and a track record of success in clinical management leading large physician groups, preferably within an integrated healthcare system or other multi-faceted health organization with a reputation for excellence.

Demonstrated experience at effectively building, inspiring, collaborating, engaging, and leading senior teams and physicians, both employed and independent.

**Personal and Professional Attributes**

The successful candidate will understand the philosophy, mission, and values of SSM and the SSM PO and demonstrate these values with his/her leadership practices. This individual will possess both personal and professional integrity, strong communication skills, and an excellent professional appearance and presentation. Strong analytical and decision-making skills along with considerable tact and diplomacy are all extremely important.

Specifically, these skills and attributes will be required to be successful in this position:

• Strong business acumen, intelligence, and capacity; thinks strategically and implements tactically with track record of execution.

• Strategic vision and thinking. Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
The President – St. Louis Physicians’ Organization position will be in the organization’s St. Louis, Missouri, location.

St. Louis, Missouri

Since its founding, St. Louis has undergone several significant stages of development, which parallel the nation’s westward expansion, symbolized by the city’s famous Gateway Arch. St. Louis enjoys a rich and culturally diverse life and a revitalized downtown commercial district. As one of the first regions in the country to confront defense cutbacks in the 1990s and develop plans for dealing with them, the St. Louis area has emerged as a national laboratory for the post-Cold-War economy.

St. Louis is the world headquarters of 19 Fortune 1000 companies, including Anheuser-Busch Companies, Inc., Emerson Electric, May Department Stores, Graybor Electric, and Monsanto Company. Greater St. Louis ranks thirteenth in the United States as a headquarters location for Fortune 500 companies. The city boasts three of the nation’s 100 fastest-growing companies: Talx, Panera Bread, and Engineered Support Systems. St. Louis supports a strong manufacturing sector; the three major American automakers — General Motors, Chrysler, and Ford — operate assembly plants in the area.

World class research and development in plant and life sciences is conducted by industry giants such as Pfizer and Centocor; St. Louis is becoming known as the heart of the bio-belt for progress in this arena. The city boasts a high concentration of information technology jobs.
Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

We look forward to working with you as a potential candidate for the **President — St. Louis Physicians’ Organization** position for SSM Heath Care in St. Louis, Missouri. For additional information on Furst Group, please visit our Website at furstgroup.com. To learn more about this position, please call (800) 642-9940 or contact:

**Tim Frischmon**  
tfrischmon@furstgroup.com

**Jessica Homann**  
jhomann@furstgroup.com

**Ginny Gittemeier**  
ggittemeier@furstgroup.com

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