A Position Profile

Vice President of Operations—St. Louis Physicians’ Organization

SSM Health Care
St. Louis, Missouri
SSM Health Care

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.

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.

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.

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.

At SSM Health Care, the words “through our exceptional health care services” in the mission statement are more than aspirational. They define exceptional by measuring three characteristics:

- Exceptional patient care (clinical outcomes, safety, satisfaction).
- Exceptional commitment (from employees and physicians).
- Exceptional financial performance/growth.
These characteristics take into account industry challenges and the expectations of patients, partners, suppliers, and others. And from them, SSM Health Care developed goals and performance metrics.
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.

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.

Service Area
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
Executive Biographies

**Dr. Shane Peng**  
*President, SSM Physician and Ambulatory Operations and Executive Vice President*  
*SSM Health Care*

In January 2014, Dr. Shane Peng was named President, SSM Physician and Ambulatory Operations and Executive Vice President of SSM Health Care.

Dr. Peng continues as President of the SSM St. Louis Physician Organization, which he joined in February 2013. In his system management role, Dr. Peng heads SSM’s newly created physician and ambulatory operations division, one of three new operating divisions announced by SSM President and CEO William P. Thompson in July 2013. Dr. Peng will ensure that physicians in SSM’s regions (Wisconsin, Missouri, Illinois, and Oklahoma) are fully engaged in the system’s move to integrated delivery networks. Specifically, he will begin to create a system-wide physician organization using existing best practices from SSM’s current regional structures. All regional physician organization leaders will report to him.

Previously, Dr. Peng worked at Sentara Healthcare in Norfolk, Virginia, where he served as vice president and senior medical director of Sentara Medical Group. He earned his medical degree from McMaster University in Hamilton, Ontario, Canada and completed his post-graduate medical education at Mount Sinai Hospital in Toronto.

**William P. Thompson**  
*President and Chief Executive Officer*  
*SSM System Management*

On August 1, 2011, William P. Thompson became President and Chief Executive Officer of SSM Health Care, after serving as president and chief operating officer for two years.

Thompson has worked at SSM Health Care since 1980, serving in a variety of capacities over that time. He served as senior vice president, strategic development from 1993 to 2009. Prior to that, he was a regional vice president for six years, and before that, he served as executive director of St. Mary’s Hospital in Kansas City, Missouri.

Thompson is known for his commitment to quality improvement. He coauthored the book “CQI and the Renovation of an American Health System – A Culture Under Construction” with former SSM CEO Sister Mary Jean Ryan, FSM, in 1997. Thompson and Ryan were responsible for the system’s decision to adopt continuous quality improvement in 1990. Deeply committed to SSM’s mission, “Through our exceptional health care services, we reveal the healing presence of God,” Thompson is focused on redesigning the healthcare experience to best meet the unique needs of patients. Another key area of his focus is physician alignment. He has spoken on performance excellence across the nation. He chairs the Quality Improvement Committee for the Premier healthcare alliance and most recently coauthored a chapter on physician alignment in the book, “Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success.”
Thompson received a master’s in hospital administration from St. Louis University in 1978 and a bachelor’s degree in economics from the University of Pittsburgh in 1976. He currently serves on the various boards of directors of SSM Health Care.

**Chris Howard**  
*President, Hospital Operations and Executive Vice President*  
*SSM Health Care*

Chris Howard, President and CEO of SSM Health Care St. Louis, took over July 2013 as President, Hospital Operations and Executive Vice President for SSM Health Care. In this role, he oversees the regional operations of all 18 SSM hospitals with a focus on ensuring that our hospitals deliver the most efficient, safest, and highest quality care to patients. All regional hospital presidents and freestanding hospital presidents report to Howard. He will continue as President of SSM Health Care St. Louis until a successor is named.

Howard came to St. Louis in December 2011 as regional president and system vice president of SSM St. Louis. Howard had served as regional president and system vice president, SSM Health Care of Oklahoma since 2005.

Howard has more than 20 years of experience in healthcare administration with special expertise working with medical staffs. He joined SSM in 1995 and formerly served as executive vice president of SSM Health Care Oklahoma and Healthfirst Physician Management Services. Prior to joining SSM, Howard held positions with Healthcare Systems of Oklahoma and Oklahoma Healthcare Corporation (now Integris Health) Baptist Medical Center, both in Oklahoma City.

Howard received a bachelor of arts degree in organizational communication and a master’s in organizational communication, both from the University of Oklahoma, Norman, Oklahoma. He also has a master’s degree in health administration from the University of Oklahoma-College of Public Health, Oklahoma City.

**Gaurov Dayal, M.D.**  
*President, Health Care Delivery, Finance, and Integration and Executive Vice President*  
*SSM Health Care*

Dr. Gaurov Dayal serves as President, Health Care Delivery, Finance, and Integration and Executive Vice President of SSM Health Care (SSMHC). In his current role, Dr. Dayal is involved in creating the financing and care delivery relationships for clinical integration in each SSMHC region and is instrumental in leading the transition to a value-based care delivery model for the system. He oversees Dean Health Plan and Navitus (a pharmacy benefits manager) with the recent merger of Wisconsin-based Dean Health Systems. He will also oversee the creation of clinically integrated organizations and accountable care organizations across the regions.

Dr. Dayal leads the Center for Clinical Excellence and oversees SSMHC’s clinical informatics strategy as it relates to population health management and care standardization. He is also serving as Interim President/CEO of SSM Health Care of Wisconsin.
Prior to his current role, he served as senior vice president, physician innovation and integration/chief medical officer for SSM Health Care. In that role, Dr. Dayal was leading SSMHC in the creation of integrated health delivery systems to better manage the health of defined populations and was also charged with developing physician leadership across SSM Health Care. He also led the system’s care standardization initiatives and laid the foundation for creating a system-wide, unified physician organization.

Dr. Dayal has wide-ranging experience in launching programs designed to improve the health of diverse populations and to improve healthcare delivery. He previously served as senior vice president and chief medical officer for the Rockville, Maryland-based, Adventist HealthCare, Inc. In that role, he oversaw the expansion of the system’s employed physician group, Adventist Medical Group, and helped enhance Adventist’s health and wellness programs for the community and employees. As a leader of the employee health plan, Dr. Dayal helped implement programs that not only improved the health of employees but also kept the system’s medical plan costs well below the national average.

Dr. Dayal has written extensively and speaks nationally on a variety of healthcare management topics, including medical homes, medical informatics, meaningful use, physician employment, and hospitalist management. Prior to joining Adventist HealthCare, he served as a consultant at McKinsey and Company, a global strategy consulting firm where he advised clients in the healthcare and pharmaceutical industry.

Dr. Dayal holds a bachelor of arts degree in natural sciences from Johns Hopkins University and a doctor of medicine from Northwestern University. He completed his residency at Washington University in St. Louis. In 2013, he was named a member of the FierceHealthcare editorial advisory board, and Becker’s Hospital Review named him one of the “100 chief medical officers to know.”

Lynn Bruchhof  
Senior Vice President, Human Resources  
SSM Health Care

Lynn Bruchhof joined SSM Health Care in October 2012 as Senior Vice President, Human Resources. Bruchhof is responsible for overseeing human resources across SSM’s four-state system.

She previously served as system vice president for MidMichigan Health, Midland, Michigan, where she was responsible for overseeing the health system’s human resources. While at MidMichigan Health, she helped redesign and implement a multi-year total compensation and benefit program, implemented the MidMichigan U employee-centered learning organization model, and also established a workforce development and recruitment strategy that focused on future staffing needs.

Bruchhof holds a master’s degree in human resource/organizational development from Minnesota State University – Moorhead, and a bachelor degree in psychology and social work from Concordia College in Moorhead, Minnesota.
The Vice President of Operations of SSM Health Care – St. Louis Physicians’ Organization (SSM PO) will be responsible for formulating the business strategies and operational plans of the SSM PO to ensure market growth and positioning, as well as financial and operational goals are met or exceeded. This key executive will work closely with the President and other executive team members of the SSM PO to define, align, and influence business strategy and drivers in order to effectively address the current and future needs of the organization.

The VP of Operations will become familiar with the established vision, mission, and strategies of the organization and will then build upon these to formulate and implement strategic and tactical plans to optimize operational efficiencies and market positioning as well as collaborate with other SSM PO leaders to focus on systematically improving metrics related to clinical care and quality as well as patient safety and experience.

**Reporting Relationship**

The Vice President of Operations will report directly to the President of the SSM PO.

**Principal Accountabilities**

- Participate as a key member of the SSM PO leadership team in developing the overall strategic plans necessary for short- and long-term success. Provide leadership and direction over the operations of the SSM PO and the translation of the business vision and strategy into clear operational goals, objectives, and tactics to ensure that the necessary organizational support and infrastructure needed is in place to meet or exceed business objectives. This includes tracking growth, financial trends, clinical and quality measures, patient satisfaction, and performance measures against the strategic and operating plans.

- Work closely with the President – SSM PO to develop and prepare annual business plans and budgets to ensure business goals and quality targets are achieved.

- Interact closely with SSM Health Care leadership, key physician partners, and other stakeholders in the development and implementation of necessary operating systems and procedures.
• Develop and foster strong working relationships and communication at all levels of the organization. Foster an environment of collaboration and communication between departments to ensure timely implementation of new strategies and to coordinate implementation of corrective strategies to resolve problems or situations that arise. Problem-solve issues that are barriers to expected operational results.

• Coordinate administrative functions for provider staff. Monitor and manage provider performance, including productivity, practice efficiency enhancements, clinical quality, patient safety, patient experience, and total cost of care. Hold providers and other caregivers accountable to performance expectations and goals.

• Oversee quality, risk management, and regulatory initiatives for providers within the SMM PO. Ensure providers within scope of authority are meeting quality goals and complying with all regulatory and risk management initiatives.

• Ensure effective communications between providers, leadership, and staff. Responsible for fostering an environment of teamwork, collaboration, and mutual trust among providers and administration.

• Support integration of acquisitions and clinics with provider-sharing arrangements. Develop workforce planning strategies for providers. Analyze future needs for providers, including physicians and mid-level providers, based upon care redesign. Develop a strategic workforce plan. Enhance the physician recruitment strategy working collaboratively with the physician recruitment department.

• Recruit, select, and retain highly qualified professionals. Provide the leadership necessary to maintain a motivated, productive, and competent team through open communication and delegation of responsibilities and authority. Guide and direct subordinates in their personal and professional development. Identify individuals for future leadership roles and offer development and exposure to prepare them for increased responsibility.

• Other duties and responsibilities as assigned.

Experience and Qualifications

The successful candidate must have a master’s degree along with a proven track record of exemplary leadership experience in the healthcare industry. This includes a minimum of 10 years of progressive related business management experience in key leadership roles, and three or more years of senior-level operational roles within a group practice.

The VP of Operations role requires previous experience running an operation with multisite profit and loss accountability, and a deep understanding of healthcare delivery operations, healthcare financing, and industry trends. In addition, this executive must have demonstrated leadership capacity to assume direct accountability for operations of a growing company, and the ability to lead and motivate people to achieve agreed-upon results. Moreover, this individual must have a strong strategic thinking capacity, effective
communication skills, and a proven track record of building and maintaining multiple effective partnerships.

Specifically, it is important the candidate have experience or thorough knowledge in the following areas:

- Proven ability to understand business strategies and formulate concise solutions to complex problems.
- Strong qualitative, quantitative, and process analytical skills demonstrated by the ability to identify and use information and data to set goals and priorities, make decisions, and measure performance while giving consideration to competing priorities and other perspectives within and outside the organization.
- Proven ability to effect change and meet business goals, monitor progress, and take corrective actions when necessary.
- Strong financial management and negotiation skills.
- Experience working proactively with all stakeholders to identify and meet their needs and requirements.
- Proven ability to work effectively with physician partners.
- Experience in multisite operations.
- Proven ability to manage through organizational growth and change.

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 a 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.
- Highly effective and active communicator. Initiates personal contacts with others; perceived by others as both approachable and accessible.
- Strong people management and leadership skills; ability to communicate and work well with people at all levels.
• Ability to keep the board, management, and staff properly informed and advised.
• Honest and a highly ethical team player who is motivated beyond personal interests.
• Effective in expressing ideas and getting them accepted; forward-thinking and innovative.
• Actively seeks out and supports collaborative thinking and problem solving with others.
• Good judgment, strong critical thinking skills, and ability to make decisions in a timely fashion.
• Open leadership style. Actively seeks out and supports collaborative thinking and problem solving with others in the organization. High degree of transparency and communicates in a clear and concise manner.
• Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.
• Highly engaged, energetic, focused, and execution-oriented.
• Strong work ethic; achievement-oriented; motivated beyond personal interests.
Community Information

The Vice President of Operations – St. Louis Physicians’ Organization position will be in the organization’s St. Louis, Missouri, location. As you will read, St. Louis is a community of choice for many good reasons.

St. Louis, Missouri

St. Louis, the second-largest city in Missouri, is the center of the metropolitan statistical area comprised of Franklin, Jefferson, Lincoln, St. Charles, St. Louis, and Warren counties in Mo., and Bond, Calhoun, Clinton, Jersey, Macoupin, Madison, Monroe, St. Clair, and Washington counties in Ill. 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.

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. St. Louis is also the base for the Eighth Federal Reserve District Bank and several national insurance and brokerage firms.

In March 2002, Fortune magazine recognized St. Louis as “among the regional hubs in the United States for both agricultural and healthcare biotechnology”; the city is emerging as a center for major new economy industries. 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 of a high concentration of information technology jobs. With an already-strong manufacturing
Items and goods produced include: meat, bread, beer, flour, granary products, malt, liquors, chemicals, drugs, paints and varnish, machinery, refrigerators, clothing, iron and steel, street and railroad cars, shoes, paper products, hardware, millinery, trucks, automotive parts, petroleum and coal, non-ferrous metals, stone, clay and glass, furniture, aircraft, and aerospace equipment.

Education

**Elementary and Secondary Schools.** Education in the St. Louis area was ranked fourth by *Forbes* magazine in its list of “Best Places with the Best Education” in February 2003. The St. Louis Public Schools are administered by a seven-member, nonpartisan, elected board of education that appoints a superintendent and serves a six-year term without compensation. The district received an $8.4 million federal grant for elementary school programs. The Clyde C. Miller Academy, which teaches technical and career training to 800 students, opened in 2003.

The following is a summary of data regarding St. Louis public schools as of the 2003–2004 school year.

- **Total enrollment** – 37,563
- **Number of facilities:**
  - Elementary schools – 59
  - Middle schools – 21
  - Senior high schools – 10
  - Other – 5
- **Student/teacher ratio:**
  - Elementary – 23:1
  - Middle school – 27:1
  - High school – 33:1
- **Teacher salaries average** – $41,388
- **Funding per pupil** – $9,995

The St. Louis area has 115 public school districts offering everything from innovative urban magnet to excellent suburban school programs. More than 300 private schools are available in the St. Louis area.

**Colleges and Universities.** St. Louis is home to 12 universities, 8 professional schools, 9 graduate schools, 2-year colleges, and 89 vocational schools. Washington University, a private independent institution, offers 90 programs and 1,500 courses in such fields as business, architecture, engineering, social work, and teacher education; the university also operates schools of medicine, dentistry, and law. More than 6,500 undergraduates and 5,000 graduates attend this research university. Saint Louis University, established in 1818 and affiliated with the Roman Catholic Church, also operates schools of medicine and law and offers 50 graduate and 86 undergraduate programs in its 13 colleges/schools. Sixteen NCAA Division I athletics teams – including baseball, basketball, swimming, and cross country – compete for the University. Webster University, located in suburban Webster Groves, awards baccalaureate and master’s degrees in 13 bachelor’s and 9 graduate
programs. The University of Missouri at Saint Louis is both a graduate and undergraduate institution and part of the state university system. More than 16,000 students attend classes on the 300-acre campus; The University of Missouri at St. Louis is the third-largest university in Missouri. Southern Illinois University at Edwardsville, also a state university, is in neighboring Edwardsville, Ill.

Fontbonne College, Harris-Stowe State College, Maryville University, Missouri Baptist University, and Saint Louis Christian College are four-year institutions located in the St. Louis area; the St. Louis Conservatory of Music offers both graduate and undergraduate programs. Theological schools in the city include Covenant Theological Seminary, Concordia Seminary, and Eden Theological Seminary. St. Louis Community College is the largest community college in Missouri and one of the largest in the United States; the college’s three campuses offer college transfers, career and developmental programs, and non-credit courses. There are several large technical and vocational schools in the region as well.

**Sightseeing**

The Gateway Arch, which rises 630 feet above the banks of the Mississippi River, is the starting point of a tour of St. Louis. Designed by Eero Saarinen and commemorating the nineteenth-century westward movement and St. Louis’s role in settling the frontier, the Gateway Arch is the nation’s tallest memorial. Beneath the Arch is the Old Courthouse where the Dred Scott case was heard. A proud Greek revival structure, its dome was a forerunner of the style in public architecture that would sweep the country. The building holds displays relating to the Scott case and is home to the Museum of Westward Expansion, which documents the westward movement and life in St. Louis in the 1800s.

An attraction popular with kids of all ages, Six Flags St. Louis is an amusement park offering thrilling rides and attractions. The St. Louis Zoo in Forest Park houses more than 11,400 animals in naturalistic settings. New in 2005 is the Fragile Forest, which features chimpanzees, orangutans, and lowland gorillas in an outdoor habitat. The zoo also features an insectarium, Children’s Zoo, and Big Cat Country, a habitat for feline predators. Opposite from the zoo is the newly expanded Missouri History Museum. The Museum’s featured exhibit celebrates St. Louis’s history-making 1904 World’s Fair with documents, sights and sounds that bring the century-old event alive. Also featured are exhibits on slave trade and the American presidency.

A Digistar computerized planetarium projector, OMNIMAX Theater, hands-on science and computer exhibits, and outdoor science exhibits are featured at the St. Louis Science Center in Forest Park. The center’s Discovery Room is currently under renovation; when complete, children will enjoy dressing as a surgeon, exploring fossils, and playing with robots as well as other participative activities. The 79-acre Missouri Botanical Garden, founded in 1859, is one of the oldest botanical gardens in the country and is considered one of the most beautiful; unique features include a 14-acre Japanese strolling garden and the Climatron conservatory, a domed greenhouse featuring tropical plants and birds. Sightseers can view one of the nation’s few contemporary sculpture parks at the Laumeier Sculpture Park. The St. Louis Carousel provides a rare opportunity to ride an authentic carousel at its Faust County Park location. Operated by Anheuser-Busch and ranked the seventh-best family attraction in the nation by U.S. Family Travel Guide, Grant’s Farm features a cabin built by
General Grant in 1856; the farm’s miniature zoo features a Clydesdale stallion barn, and bird and elephant shows. Jefferson Barracks Historical Park combines military history and recreation with two museums and a number of sports fields; Robert E. Lee and Ulysses S. Grant are two of the many famous American military leaders whose service included a stay at Jefferson Barracks.

St. Louis museums include the National Museum of Transport, which highlights rail, road, air, and water modes of transportation; the AKC Museum of the Dog, which presents exhibits on the dog through history; the recently expanded Magic House – St. Louis Children’s Museum; and the Soldiers’ Memorial Military Museum.

The Missouri Chapter of the American Institute of Architects is located in St. Louis and provides complete information about this architecturally rich city. Among some of the significant structures are the Cathedral of St. Louis (New Cathedral), which houses 41.5 million pieces of glass tesserae, one of the largest collections of mosaic art in the West; Christ Church Cathedral, the first Episcopal church west of the Mississippi; and Old Cathedral, the city’s first church.

Arts and Culture

St. Louis is a major cultural center for the Midwest. The award-winning St. Louis Symphony Orchestra, winner of six Grammies and 36 nominations, presents a season of classical music concerts with internationally known guest artists at Powell Symphony Hall. In the summer, the orchestra plays a series of pops concerts at Greensfelder Recreation Center. Theater is presented year round in St. Louis by a diverse range of organizations. The Repertory Theatre of St. Louis performs a season of plays on two stages, including modern drama, musicals, and comedies at the recently-expanded Loretto Hilton Center. The Opera Theatre of St. Louis performs its four dramatic productions of classical and new opera in English during a month-long season beginning in late May. The Fox Theatre was restored in 1982 and now sponsors a Broadway series, ballet, and pop music concerts as well as pre-event buffet dining. The Muny in Forest Park is a 12,000-seat outdoor amphitheater that stages Broadway musical theater during the summer. History is re-lived in words and music in four shows per year by the Historyonics Theatre Company.

The Black Repertory Company performs at the 450-seat Grandel Square Theater, a handsome 1883 structure that was once a church and has undergone extensive renovation. Other theater companies and organizations in St. Louis include the TheatrGROUP and Stages St. Louis, a musical theater group.

Dance St. Louis sponsors performances with local, national, and international companies, and offers a dance education program. The First Street Forum is a multi-purpose arts center that sponsors exhibitions, performances, lectures, and symposia.

The St. Louis Art Museum in Forest Park was the Fine Arts Palace of the 1904 World’s Fair and today offers contemporary and audio/video art in addition to traditional pieces. Washington University’s Gallery of Art was the first museum west of the Mississippi River. At the Missouri Historical Society Museum, the major events and individuals in St. Louis history from the first settlers to Charles Lindbergh are recaptured. The Concordia Historical Institute
maintains an authentic collection of American Lutheran historical documents as well as Protestant Reformation artifacts. Among St. Louis’s other museums are the newly restored Campbell House Museum, which features a Victorian era home and furnishings; the Holocaust Museum and Learning Center, which is dedicated to educating and preserving the Holocaust’s history and consequences; and the Eugene Field House and Toy Museum, which presents an extensive collection of antique toys and dolls.

Festivals and Holidays

Major venues for celebrations in St. Louis are the Missouri Botanical Gardens and Jefferson Barracks Historical Park. At the Botanical Gardens, an orchid show in January features more than 800 plants. The Spring Floral Display begins in March. November brings the St. Louis International Film Festival, the African Arts Festival, and a Festival of Trees. The city rings in the new year with a community celebration called First Night Saint Louis & Riverfront Fireworks festival.

Jefferson Barracks Historical Park presents a World War II Reenactment in April and American Indian Days in May. May is also the month for arts and crafts displays at Laumeier Sculpture Park and Tilles County Park. Parades and other events at various locales mark St. Patrick’s Day, Independence Day, Veterans’ Day, and Christmas.

Sports for the Spectator

The St. Louis Cardinals compete in the Central Division of Major League Baseball’s National League and play their home games in Busch Stadium. The St. Louis Cardinals Hall of Fame, which is located inside the International Bowling Museum and Hall of Fame, houses displays and movies on baseball, football, basketball, hockey, golf, bowling, and soccer. The St. Louis Rams play home games at the Dome at America’s Center downtown. The International Bowling Museum and Hall of Fame recently received a $50,000 grant from the Reichert Foundation which allows underprivileged kids to take advantage of the museum’s programs.

The St. Louis Blues compete in the National Hockey League and play home games in Savvis Center, also home to the professional roller-hockey team, the St. Louis Vipers. The St. Louis Aces play professional tennis at the Dwight Davis Tennis Center. The River City Rage of the National Indoor Professional Football League, the St. Louis Streamers of the World Indoor Soccer League, and the River Otters minor league hockey team play at the Family Arena.

Balloonists compete in the Great Forest Park Balloon Race scheduled in September; the balloon race is one of the largest sporting events in Missouri with 70 balloons and 130,000 spectators. For two weeks in September horse owners and trainers from around the country participate in the St. Louis National Charity Horse Show at Queen County Park.

Sports for the Participant

A city of parks and sports enthusiasts, St. Louis offers attractive outdoor facilities and a selection of major and minor sports for the individual, including golf, tennis, bicycling, and softball, and water sports such as swimming, water skiing, and boating. Forest Park, the recipient of a recent $100 million facelift, offers recreational opportunities, including skating,
jogging, and tennis, on nearly 1,300 acres; the park is 500 acres larger than New York City’s Central Park. Michelob Ultra sponsors a St. Patrick’s Day Parade costumed run in St. Louis.

Riverboat gambling on the Mississippi River is a popular activity, with boats departing from East St. Louis and St. Charles.

Shopping and Dining

Downtown St. Louis offers boutique shopping in the Union Station complex, the city’s major train terminal and inspiration for the classic “Meet Me in St. Louis”. Featuring vaulted ceilings and stained glass windows, Union Station is a historical, architectural, shopping, and dining landmark. St. Louis Centre is anchored by Famous-Barr department store and is located near Metro Link, the Arch, and the Edward Jones Dome. Plaza Frontenac is anchored by Missouri’s only Neiman-Marcus and Saks Fifth Avenue. Crestwood Plaza offers more than 100 upscale stores and restaurants. Cherokee Street Antique Row offers restaurants, cafes, antiques, collectibles, and specialty shops in a six-block historic area.

The Saint Louis Galleria in Richmond Heights consists of three levels, 165 stores, an Italian marble interior, and a 100-foot-high atrium; Lord & Taylor, Mark Shale, Dillard’s and famous Barr anchor the Galleria.

Diners in St. Louis can choose from among hundreds of fine restaurants, including Cafe de France, Giovanni’s, and Tony’s. The city boasts an Italian district, known as “the Hill”, which offers a number of fine moderately priced Italian eateries; a popular appetizer is fried ravioli. Chinese, German, and other ethnic restaurants are located throughout the city. Regional specialties available in St. Louis include barbecued lamb, ribs, pork, ham, and sausage; pecan pie; and sweet potato pie.

Transportation

Approaching the City. One of the busiest airports in the country, Lambert-St. Louis International Airport, provides non-stop service to 81 cities and is the twenty-third-largest airport in the country. Daily, more than 889 flights arrive and depart Lambert for destinations in North America and Europe. Rail transportation to St. Louis is provided by Amtrak and bus transportation is by Greyhound.

St. Louis, with a geographically central location, is easily accessible from points throughout the United States via four interstate highways that converge in the city: I-44, I-55, I-64, and I-70.

Traveling in the City. St. Louis’s public bus system is operated by Metro St. Louis system, which offers service free in some downtown areas; 53 routes are available. Market Street downtown is the dividing point for north and south addresses. The city’s 22-mile light rail MetroLink system offers shuttle service from the airport to America’s Center as well as to other area attractions. Approximately 38 miles and 28 stations of existing rail will be expanded in future years to include at least 8 more miles and 9 additional stations.
Furst Group

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.

Our relationships, process, and attention to detail put a premium on service excellence and client satisfaction. Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

As one of the leading executive search and consulting firms exclusively focused on healthcare, we provide a depth of understanding and analysis that our clients find most beneficial. We identify, assess and develop optimal talent to implement your vision, mitigating risk as you build your leadership team.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and end-of-life care businesses.

Many of the premier organizations in healthcare choose to partner with Furst Group, including Rush University Medical Center, Conifer Health Solutions, Allina Health, Johns Hopkins Health System, Aurora Health Care, Prime Therapeutics, CVS Caremark, Amerisource Specialty Group, Ann & Robert H. Lurie Children’s Hospital, ACGME and Suncoast Hospice.

Furst Group recognizes candidates are the cornerstone of our business. In today’s competitive talent 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 Vice President of Operations – St. Louis Physicians’ Organization position for SSM Heath Care in St. Louis, Missouri.

For additional information on Furst Group, please visit our Web site at furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

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