



St. Clair Health

St. Clair Hospital

Chair of Medicine

Leadership Profile

Prepared by: Rachel Polhemus, Stacy Lind



WittKieffer

Contents

- 02** The Opportunity
- 03** Organization Overview
- 08** Position Summary
- 09** Goals and Objectives
- 10** Candidate Qualifications
- 12** The Community
- 13** Procedure for Candidacy

The Opportunity

St. Clair Health in Pittsburgh, Pennsylvania, seeks to recruit an experienced physician leader to become the Chair of Medicine for the health system. St. Clair Health is a 329-bed nonprofit acute care health system serving the healthcare needs in southwestern Pennsylvania. As a key member of St. Clair Health's leadership team, the Chair of Medicine will provide oversight of inpatient and outpatient internal medicine care, as well as medicine subspecialties. This role will provide direction and guidance for an inaugural internal medicine residency program.

The new Chair inherits a Department of Medicine with a robust array of clinical services and quality outcomes that is well positioned for additional growth of services. The Chair will play a principal role in leading the growth of clinical programs, elevating performance and quality measures, and identifying ways to integrate and align internally and externally.

The Chair of Medicine will serve as a key clinical leader within the organization. The Chair will support the CMO and other clinical leaders in their efforts to achieve those strategic initiatives which are defined as critical to a thriving health system.

A key element of success will be the health system's transition from being an excellent regional health system to becoming a teaching hospital. St. Clair recently received approval as a sponsoring institution from the Accreditation Council for Graduate Medical Education. The development and initiation of an internal medicine residency program is one part of a system-wide effort to evolve into an innovative teaching environment.

The principal responsibilities of the Chair of Medicine are to ensure that the department functions in an integrated system of care, improves performance while realizing robust growth in breadth and depth of clinical programs, as well as enhances quality outcomes. Internal medicine teaching and research activities are expected to be designed and implemented. A genuine effort to mentor, guide and support a broad group of physician leaders within the department is a critical expectation of the Chair role.

St. Clair Health seeks a strategic and progressive master clinician and educator who will place a particular emphasis on further ushering the department into a value-based system, integrating the faculty and aligning community physicians, growing the department's clinical services and establishing the foundation for an internal medicine residency program.

Organization Overview

St. Clair Health

St. Clair Health is a nationally recognized, independent health system with more than 2,500 employees and 600 physicians serving 500,000 residents of southwestern Pennsylvania. It encompasses St. Clair Hospital; St. Clair Medical Group—a 150-physician multispecialty group; St. Clair Health Foundation; and other related entities. Total operating revenue for fiscal year ending in 2022 was \$447 million.

Driven by a culture of continuous improvement, St. Clair has been honored by multiple national organizations for its outstanding performance in patient safety, clinical outcomes, patient satisfaction and value, and leads the metropolitan Pittsburgh market in virtually every performance metric. The Hospital earned 20 consecutive 'A' grades from The Leapfrog Group for hospital safety, ranking among the top 1.1 percent of hospitals in America. Additionally, the Centers for Medicare & Medicaid Services (CMS) awarded St. Clair a five-star rating.

With its main Hospital campus in Mt. Lebanon, the Hospital also offers health care services at three outpatient centers; Dunlap Family Outpatient Center located on the Hospital’s main campus in Mt. Lebanon, Village Square Outpatient Center in Bethel Park, and the Peters Township Outpatient Center in Peters Township. The health system’s electronic medical record is Altera for both inpatient and ambulatory care. St. Clair continues to increase its overall market share with 25% of total service area and 41% for its primary service area.

St. Clair Hospital

St. Clair Hospital is a high performing, independent 329-bed hospital located in the municipality of Mt. Lebanon, in the southwest suburban quadrant of metropolitan Pittsburgh, Pennsylvania, approximately 6 miles from downtown proper. St. Clair's service area includes thirty-four zip codes within six defined regions in southwestern Allegheny County and northern Washington County having a population of approximately 500,000 people. St. Clair is the largest employer in Pittsburgh’s South Hills.

| Beds by Type | | | | |
|------------------|---------------|------------|---------------|------------|
| Service | Mar. 31, 2022 | | Mar. 31, 2021 | |
| | Licensed | Staffed | Licensed | Staffed |
| Medical/Surgical | 223 | 214 | 223 | 211 |
| Intensive Care | 34 | 28 | 34 | 32 |
| Specialty Areas | 72 | 61 | 72 | 61 |
| Total | 329 | 303 | 329 | 304 |

St. Clair offers advanced, tertiary-level care in multiple specialties including cardiovascular, oncology, orthopedics, spine, psychiatry and behavioral health, women’s and children’s services, stroke care and more. In 2016, the Hospital became western Pennsylvania’s exclusive member of the **Mayo Clinic Care Network**. This clinical collaboration – unique to western Pennsylvania – provides St. Clair’s outstanding physicians with direct access to the world-renowned expertise of Mayo Clinic. It ensures that St. Clair’s patients, even those with the most challenging medical diagnoses, receive the highest standard of care, close to home, at no additional cost.

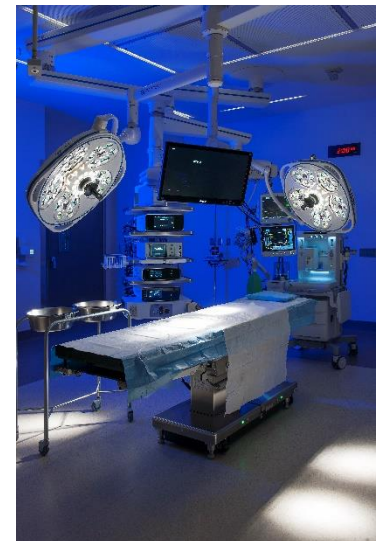
Signs of success are evident as the hospital continues to attract leading physicians from around the country. Since 2008, the hospital has recruited over 200 new physicians and grown its market share more than 23%. Over the past decade, inpatient activity grew by 24.5% and outpatient volume grew by more than 130%.

Dunlap Family Outpatient Center

Because of its robust operating performance, St. Clair has been able to make significant reinvestment in facilities, programs and equipment, and information technology while maintaining a very strong balance sheet. In July 2018, the hospital announced a \$150 million master facility plan, the highlight of which was a 280,000 square foot Outpatient Center on its main campus. In May 2021, St. Clair completed construction on the [Dunlap Family Outpatient Center](#), a state-of-the-art facility offering a comprehensive array of diagnostic services and multidisciplinary physician clinics that is directly connected to the hospital. The project was funded through government grants, philanthropy, retained earnings and proceeds from the recent issuance of the Series 2018 Bonds. To date, St. Clair has raised \$42 million in grants and philanthropy.

Designed for easier, more multidisciplinary interactions with St. Clair specialists, because closer relationships plus increased teamwork and collaborations equals enhanced care. Services include:

- Pre-admission Testing Center (PAT), providing access to all pre-surgery testing in a single facility
- On-site laboratory and medical imaging
- St. Clair Hospital Cardiac Testing Center, including the D-SPECT® Nuclear Cardiac Camera — one of only two in the region — which offers more accurate images and a shorter, more comfortable experience, since it requires a much smaller dose of the radioactive tracer that's injected into patients
- St. Clair Hospital Cancer Center, affiliated with UPMC Hillman Cancer Center; (the affiliation completed in January 2019, enables UPMC medical oncologists to function seamlessly as part of St. Clair)
- Specialty clinics, including:
 - St. Clair Medical Group – Cardiology
 - St. Clair Medical Group – Urology
 - St. Clair Medical Group – Orthopedic Surgery
 - Ophthalmology
- Expansive rehabilitation center, offering advanced physical and occupation therapy services
- 39 private pre- and post-operative rooms
- 10 operating rooms and two procedure rooms for outpatient surgery
- 15 post-anesthesia recovery bays
- 6 spacious suites for endoscopic procedures



- Pittsburgh's first Walgreens Specialty Pharmacy, located in the main lobby, which brings its innovative "Meds to Beds" program to St. Clair
- Café Kara, serving healthy, chef-prepared meals
- Indoor parking

Financial Performance

In June 2023, Fitch Ratings Services affirmed St. Clair's 'AA-' rating with a stable outlook. S&P Global Ratings also affirmed their AA- stable rating. Fitch cited St. Clair's strong financial profile assessment, solid market position in the competitive greater Pittsburgh-area healthcare market, and robust operating performance as key credit factors. S&P noted St. Clair as one of the largest independent providers in the greater Pittsburgh region with excellent quality metrics, consistent balance sheet with stable reserves and a strong debt profile.

Historically, St. Clair Health has had consolidated operating margins between 5-6% with Days-Cash-on-Hand close to 400 days. Along with hospitals across the nation, St. Clair has faced unprecedented clinical, operating and financial challenges caused by the outbreak of the novel coronavirus. St. Clair's liquidity remains strong despite reduced volumes and operating revenues resulting from COVID-19 and capital spend for completion of the Outpatient Center.

Consolidated Days-Cash-on-Hand remain strong at 365 days. St. Clair's payor mix (2023) is 59% Medicare and Medicare Managed Care, 17% Blue Cross, 13% Managed care and commercial, 6% Medicaid and 5% Self-pay.

Governance

Four separate boards govern St. Clair Health. St. Clair Health Corporation is the parent corporation with its 13-member Board of Directors. The hospital has a Board of Directors (27-member) as well as the physician group and foundation.

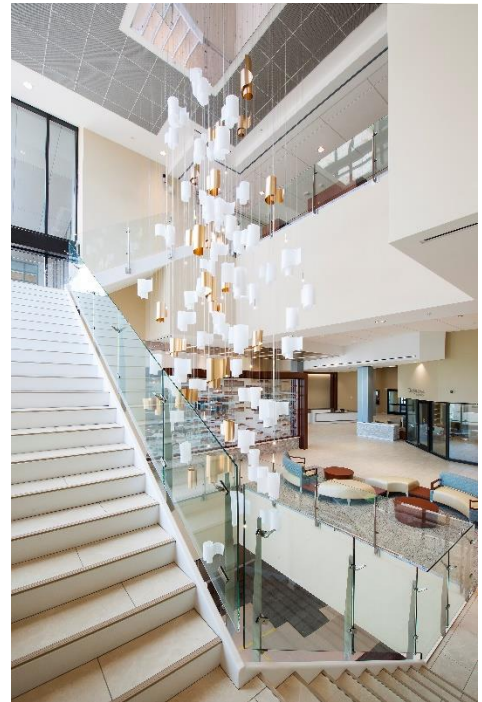
St. Clair Medical Group

St. Clair Health's integrated multi-specialty group known as St. Clair Medical Group (SCMG) serves the primary, specialty, and hospital-based needs of patients throughout the communities served by St. Clair Health.

SCMG is a burgeoning multispecialty group of more than 150 primary and specialty care physicians and advanced practice providers. It includes a wide network of neighborhood-based primary care offices, tertiary-level medical and surgical sub-specialists, as well as an ever-growing division of hospital-based physicians that includes adult medicine, psychiatry, pediatrics, and critical care.

SCMG is a separate 501(c)(3) and governed by a 12-member board.

The relationship between SCMG and St. Clair Hospital provides a more integrated model of care that directly benefits patients by offering not only more sophisticated information technology, but also enhanced coordination of care between the physicians, the outpatient centers, and the Hospital.



SCMG physicians' patients have more efficient access to an interdisciplinary team of clinicians, including nurse practitioners, physical therapists, care managers, diabetes educators and more.

Bridges Health Partners ACO

Bridges Health Partners (BHP) is a clinically integrated network formed in 2015 in the Pittsburgh metropolitan market and surrounding communities. The network is dedicated to supporting physician-led care teams across its four health systems and their seven hospitals. The independent non-profit health systems include St. Clair Health, Independence Health, and Washington Health Systems. Each partner system, along with their independent and employed medical staff, are committed to transforming how healthcare services are delivered by implementing an integrated, regional network of care that supports all patient populations, no matter the payer. For the second year in row, BHP announced it earned nearly \$5 million on bonus in its second performance year in the Medicare Shared Savings Program (MSSP). Additionally, BHP entered into value-based contracts with three other national companies and successfully achieved shared savings and quality incentives. St. Clair Physician Partners holds a 25% board control interest in Bridges Health Partners.

Graduate and Undergraduate Medical Education

St. Clair Health has committed to participate in training the next generation of physicians in Southwestern Pennsylvania. In October of 2023, St. Clair received ACGME approval with commendation as a sponsoring institution for graduate medical education. Plans are underway to recruit prospective residents to internal medicine and transitional programs to commence in July of 2025 with 24 and 12 residents respectively at maturity.

St. Clair will also become a clinical training site for medical students attending the Duquesne University College of Osteopathic Medicine beginning in 2026. In February 2023, St. Clair Health solidified a long-term agreement with Duquesne University to train third and fourth year medical students after the inaugural class completes their first two years of medical school. Clinical rotations offered at St. Clair Health will include internal medicine, surgery, obstetrics and gynecology, pediatrics, family medicine, psychiatry, emergency medicine, and geriatrics.

Achievements and Accolades

St. Clair Health has an exceptionally positive, respectful, accessible culture and enjoys an excellent relationship between its Board, management, physicians, employees, and volunteers.

St Clair has received other numerous accolades, including:

- **Consistently named among the 100 Top Hospitals®** in the nation by IBM Watson Health based on an analysis of its patient safety, quality, patient satisfaction, and clinical efficiency. St. Clair has achieved this distinction seven times, the most in western Pennsylvania.
- Earned **20 consecutive 'A' Grades** in Leapfrog's semi-annual Hospital Safety Score report, St. Clair is the only hospital in Pennsylvania and one of only 33 hospitals nationwide to earn 20 consecutive top marks from The Leapfrog Group.
- Recognized by **Healthgrades® with both its 2023 Patient Safety Excellence Award™, as well as its Outstanding Patient Experience Award™**. St. Clair is one of only 83 hospitals to receive both honors, placing St. Clair among the top two percent of hospitals nationally. This

marks the tenth year in a row that St. Clair has received the Outstanding Patient Experience Award. St. Clair was also recognized by **Healthgrades®** for receiving **America's 100 Best Hospitals for Specialty Care Award™** in the specialties of Urology for Prostate Surgery and Orthopedics for Joint Replacement Surgery. St. Clair has been recognized for three straight years by **Healthgrades®** for receiving its Joint Replacement Excellence Award

- Ranked **#3 in metropolitan Pittsburgh (18th in the state) in the *US News and World Report Best Hospital ranking***, behind two UPMC academic hospitals.
- Ranked in **Newsweek's list of The World's Best Hospitals 2023** based on innovation, patient care, research, and consistency. St. Clair was one of only three western Pennsylvania hospitals to make the list.
- **Earned a 5-star quality rating from the Center for Medicare & Medicaid Services (CMS)** four times in the last five years.
- Named among the **Most Wired Hospitals** in the nation by the College of Healthcare Information Management Executives (CHIME) in 2022 for the eleventh year in a row.
- Awarded **the American Heart Association/American Stroke Association's Get With The Guidelines Gold Plus Award** for Outstanding guidelines compliance in Stroke and Type 2 Diabetes in 2023. The award recognizes the hospital's commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.
- Received the 2022 **WebMD® Patient Choice award** for Neurology in Southern Pittsburgh and Gastroenterology in Southern Pittsburgh. The WebMD® Choice Awards recognizes **best-in-class health systems based on the preferences of patients and physicians in the local market** across a variety of conditions in Cardiology, Gastroenterology, Neurology, Oncology, and Orthopedics.
- Designated in 2022 with the **Blue Distinction Center for Cardiac Care from Highmark**. Blue Distinction Centers are **healthcare facilities and providers recognized for their expertise in delivering specialty care**.

For more information on St. Clair Health, please visit: <https://www.stclair.org/>

Position Summary

As the educational leader for the Department, the Chair will actively support an outstanding environment for all trainees: medical students, residents, and fellows. The Chair will also ensure successful ACGME accreditation for the residency and fellowship programs. By fostering an excellent educationally stimulating environment with balanced service and education, the Chair will assist in the recruitment of diverse, high-caliber residents and fellows. The Chair will advance the scholarly activities of the Department, expanding the breadth and/or depth of research programs. They will facilitate the development of key institutional partnerships and strategic relationships to define and acutely pursue interdisciplinary research goals.

The Chair of Medicine will have significant leadership or team contributions toward the following endeavors:

- The Chair will be responsible for creating a vision for the department, supporting the effort to achieve this vision through relationships across St. Clair.
- The Chair role is responsible for driving towards the highest-level organizational goals of quality, community, growth, finance, and workforce.
- Drive a culture of change within the department in such a manner as to communicate, educate and lead clinicians so that there is clear stability within a rapidly changing health care environment.
- The Chair will be expected to mentor, coach and act as a highly visible role model.
- Participate in the strategic planning process of the health system.
- Develop and manage policies within the Medical Executive Committee that support efforts in privileging, credentialing, and assessment of competencies.
- Lead the changes required in an evolving department, both within the acute care environment and the outpatient clinics to meet the fundamental requirements of an integrated delivery system.
- Participate in the Medical Staff Quality Review Committee for peer review.
- Provide support, knowledge, and leadership within the process improvement effort of the department.
- Create, implement, and manage an academic clinical practice in support of the Internal Medicine GME effort.
- Support and evolve the well-being effort within the department, offering a program that recognizes professionalism and respects each clinician.
- Participate in regular professional development conferences.
- Present, or publish, on behalf of St. Clair Health regarding topics of relevance to departmental leadership, including clinical improvements.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Develop and initiate an internal medicine residency program, which will serve as one major key component of an organizational wide effort to evolve into a comprehensive teaching hospital.
- Formulate a strategic plan for the Department within the St. Clair Health wide strategic plan and mission.
- Assist medical staff in the evolution of becoming a teaching hospital by guiding the culture and others to embrace their educational and mentorship mindset and abilities.
- Identify physician recruitment needs within the Department of Medicine and develop strategies to attract physicians to the organization.
- Maintain high quality metrics kept while instituting a successful training program and engaging the members of the Department in preparing for the change that healthcare reform and the shifting external environment will bring such that conversations around population health, value-based purchasing, and the pivotal role of primary care become routine.
- Develop mechanisms for communication and engagement of physicians to strengthen their bonds to the institutions and enhance their participation in the development and execution of clinical strategies.
- Represent the Department of Medicine within the community by developing and cultivating strong relationships within the local community, as well as with other private physicians within the area.
- Gain an understanding of the history of St. Clair Health, communities, team members and medical staff to further develop a culture of success.

Candidate Qualifications

Education/Certification

- Doctor of Medicine
- Current Board certification in Internal Medicine or one of the Internal Medicine Subspecialties (MD or DO).
- MBA or MHA preferred.

Knowledge and Work Experience

- Demonstrated clinical leadership with a minimum of 10 years of experience as a departmental chair, division chief and/or hospital section chief in a complex teaching environment or an academic medical center
- A transformational and strategic leader who is committed to growing and developing faculty, staff, and trainees, achieving prestige through the success of the Department and its members rather than through their own
- Prior experience in a teaching role preferably in the position of residency director
- A commitment to clinical activity
- Strong and demonstrated communication skills
- Possess and able to articulate a clear vision for growth, expansion, and evolution of a contemporary department of medicine
- Empowers, motivates, and challenges faculty and staff, while holding them accountable, as a visible and inclusive leader with outstanding interpersonal skills and emotional intelligence; Displays the qualities of a team player who has an open and non-competitive leadership style. that promotes partnerships
- A track record of building a strong team culture and demonstrated success with the recruitment and retention of faculty
- Experience in maintaining and enhancing the educational standards for students, residents, and fellows. Is knowledgeable about GME- and UME requirements; Demonstrates a commitment to continuing education of faculty and staff and embrace innovation as clinical science and healthcare delivery evolves
- An astute understanding of academic clinical practice and a deep commitment to clinical excellence based on a patient-centered model of care

- Demonstrated success advancing and leading a diverse workforce, including an outstanding track record of recruitment, retention, and development of faculty and trainees
- An approachable and enthusiastic leader with an open and direct communication style and a collegial presence that encourages consensus building, collaboration, and cooperation
- Demonstrated ability to recruit and mentor department leaders and educators
- Evidence of successful research and scholarly activities with particular focus on health services research
- Master clinician associated with an academic stature that will enhance credibility across the health system

The Community

The St. Clair Hospital serves 38 communities in what is known as the South Hills of Pittsburgh. Those communities encompass southwestern Allegheny County and northern Washington County, which collectively are home to more than 500,000 residents. Pittsburgh itself is a blend of neighborhoods, each embracing a unique ethnic culture and distinction. This environment provides a wealth of diverse cultural opportunities. Neighborhood fairs and festivals, a major symphony, art galleries, professional dance companies, repertory theaters, museums and opera companies make Pittsburgh the cultural hub of the Tri-State area. Educational facilities in Pittsburgh are among the nation's best. There are outstanding public, private and Catholic schools, as well as numerous institutions of higher learning, including the University of Pittsburgh, Carnegie-Mellon University, Duquesne University, Carlow University, Chatham University, Point Park University and Robert Morris University.

Southwestern Pennsylvania is home to eight Fortune 500 companies, along with six of the top 300 law firms in the country. In addition, companies such as Bayer, BNY Mellon, FedEx and RAND have regional hubs in the area. Pittsburgh also has burgeoning infotech, robotics and biotech sectors, represented by such companies as Apple, Google, Amazon, Facebook, Uber and Argo AI. The Pittsburgh region is serviced by the Pittsburgh International Airport with a new \$1.5B terminal opening in March of 2025.

The Pittsburgh area comprises ten counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland. The population of the Pittsburgh area is approximately 2.4 million.

Recreational facilities are abundant both within the city and only a short drive from Pittsburgh. Western Pennsylvania offers skiing, boating, hiking, backpacking, hunting, and fishing in the magnificent forests and streams of the Allegheny Mountains. Children will enjoy the area's many parks, pools, and recreation centers. Pittsburgh's professional teams exert a very strong influence on recreational activities. Pittsburgh's professional sports teams include the Pittsburgh Steelers, Pittsburgh Penguins, and the Pittsburgh Pirates.

Procedure for Candidacy

Inquiries and nominations are invited. This search will be conducted with respect to the confidentiality of candidates; references will not be contacted without prior knowledge and approval of the candidate. The search process is underway and will continue until the position is filled.

Interested parties may apply using WittKieffer's candidate portal by clicking [here](#). Alternatively, please direct all inquiries, nominations and resumes to Rachel Polhemus or Stacy Lind, preferably via e-mail: slind@wittkieffer.com.

St. Clair Health complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Virtua Health Inc. does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from St. Clair Hospital documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from St. Clair Hospital and/or are owned by Witt/Kieffer Inc. via Getty Images.

WittKieffer is a global executive search firm of strategic experts who understand leadership, people who lead and the impact they have on organizations and society.

Visit wittkieffer.com to learn about how we are *leading the way forward.*