



**Baystate
Health**

ADVANCING CARE.
ENHANCING LIVES.

Senior Director of Laboratory Services

Leadership Profile

May 2024

Prepared by April G Allen & Eleanor Vogelsang

WittKieffer

Contents

Organization Overview	01
Position Summary	05
Goals and Objectives	07
Candidate Qualifications	07
The Community	09
Procedure for Candidacy	10

Organization Overview

Baystate Health

Baystate Health (BH), based in Springfield, Massachusetts, is a five hospital, not-for-profit, integrated academic health system serving over 800,000 people throughout western New England. With roots dating to the founding of Springfield Hospital in 1883, BH has been providing high quality, compassionate healthcare in the Pioneer Valley for more than 140 years. With an annual budget over \$3 billion, the health system includes approximately 1,000 beds, more than 13,000 employees and operates on the Cerner EHR platform across the care continuum. BH is one of the largest health systems in New England with more than 1,500 physicians (65% employed) and 640 advanced practice professionals delivering care across the region. Facilities and services include:

- **Baystate Medical Center (BMC)** is a 730 licensed-bed tertiary academic medical center in Springfield, Massachusetts. BMC Emergency & Trauma Center is the busiest single-site emergency department in Massachusetts, providing the most comprehensive surgical care to the most seriously injured and ill patients. They are the region's only Level 1 Trauma Center serving over 105,000 adult and pediatric patients. The hospital also offers pre- and post-natal care for mothers giving birth at its Wesson Women & Infants' Unit, which is home to the region's only Level III Neonatal Intensive Care Unit (NICU) as well as the Baystate Reproductive Endocrinology program. BMC is also home to the UMass Chan Medical School - Baystate. BMC has received Magnet® designation from the American Nurses Credentialing Center (ANCC) four consecutive times, anticipating its fifth, placing it among leaders nationally in nursing excellence and quality patient outcomes.
- **Baystate Children's Hospital (BCH)**, located within BMC, is a 107-bed, 57-bassinets accredited, full-service children's hospital and pediatric-specific emergency department in western Massachusetts. It provides primary and advanced medical care to babies, children, adolescents, and their families.
- **Three Community Hospitals:**
 - **Baystate Franklin Medical Center (BFMC)**, located in Greenfield, Massachusetts, is an 89-bed acute care community hospital serving Franklin County, North Quabbin, and surrounding regions. The hospital boasts a state-of-the-art surgical center, emergency care, orthopedics, and cancer care. In addition, the hospital delivers more than 400 babies each year in The Birthplace, where birthing experiences are customized to the patients' needs.
 - **Baystate Noble Hospital (BNH)**, located in Westfield, Massachusetts, is an 85-bed, acute care, community hospital that offers a variety of inpatient and outpatient services, including cardiology and cardiac rehabilitation, gastroenterology, women's health services and emergency care for over 80,000 residents in Westfield and surrounding communities.
 - **Baystate Wing Hospital (BWH)**, is a 68-bed, acute care, community hospital located in Palmer, Massachusetts, which offers emergency care and a broad range of inpatient and outpatient services including primary and specialty care, cardiovascular services, endocrinology, gastroenterology, and neurology. The hospital also offers Convenient Care, which is walk-in treatment for illness or injury.

- **Baystate Community Health Centers** are anchors of public-health efforts in their respective Springfield neighborhoods, working in partnership with community members and groups to address some of the more pressing health challenges facing area residents. These centers are key amongst the important services provided by the Department of Medicine, and offer comprehensive primary care for babies, children and adults of all ages as well as on-site access to specialty care services and serve as the primary ambulatory training sites for both the internal medicine and med/peds residency programs. The health centers also represent the home of the BeHealthy Partnership, Baystate Health's Medicaid ACO.
 - Baystate Brightwood Health Center – Centro de Salud
 - Baystate High Street Health Center: Adult and pediatrics
 - Baystate Mason Square Neighborhood Health Center
 - Wesson Women's Clinic
- **Baystate Medical Practices** is the multi-specialty group of over 800 physicians and 418 advanced practice providers in primary care, specialty, and surgical disciplines with more than 100 practices across 50 sites of service. Care is provided at urban, suburban, and rural practices, community health centers, convenient care clinics and via virtual visits. Baystate Primary Care offers patient-centered care that includes family practice, internal medicine, med/peds and pediatrics.
- **Health New England** is Baystate Health's non-profit health plan offering a range of services including commercial, Medicaid, and Medicare supplemental coverage. With 200,000 members, it is one of the largest managed care organizations in western Massachusetts. Health New England leads Baystate Health's work in caring for the underserved through the BeHealthy Partnership, its Medicaid Accountable Care Organization.

Specialized Programs & Services

- **Davis Family Heart & Vascular Services** at Baystate Medical Center, a Watson Health top 50 Cardiovascular hospital, is home to the Heart & Vascular Program treating heart and vascular conditions from heart attacks to symptoms of vascular disease. Care also includes the Cardiac Rehabilitation and Wellness Program certified by the American Association of Cardiovascular and Pulmonary Rehabilitation. Heart and Vascular services are operationally structured by a service line model across the system.
- **D'Amour Center for Cancer Care** provides integrated cancer care for adult and pediatric patients. Baystate is the only comprehensive cancer program – including leukemia, pediatric cancer, and gynecologic cancer care – and the only clinical research program in western Massachusetts. Cancer services are operationally structured by a service line model across the system.
- **Behavioral Health** services at Baystate offer comprehensive mental health, behavioral medicine, and employee assistance programs with services including Adult Psychiatric Treatment Unit (inpatient hospital); Child Psychiatric Treatment Unit (inpatient hospital); Adult and Child Partial Hospitalization Programs; Integrated behavioral health services available at 13 primary care sites and outpatient behavioral health and psychiatric services for adults and children.
- **Baystate Neurovascular Suite** at Baystate Medical Center, the only of its kind in the region, specializes in emergency neurosurgery, cerebrovascular surgery, cutting edge endovascular intervention, stroke treatment, and surgery for traumatic brain injury. Neuroscience care is operationally structured as a service line across Baystate Health.

- **Baystate Health and Wellness Center** offers care locations in Longmeadow, Palmer, Greenfield, and Northampton; providing a wide range of primary care, specialty adult and pediatric physician practices, and outpatient services such as imaging, lab services, and mammography.
- **Baystate Home Health and Hospice Services** provides high-quality care and supplies to patients and families, primarily in their homes. Comprehensive in-home health care, hospice, and palliative care is provided by its staff of over 230, managing more than 140,000 visits annually.

Baystate Health Fast Facts

- 1.8 million outpatient visits, including comprehensive sick and preventive care
- Over 197,000 emergency and urgent care visits annually
- Over 50,000 hospital discharges annually
- More than 37,000 surgeries performed per year
- Over 4,400 babies born at Baystate Health hospitals annually
- More than 225,000 hospital medicine encounters annually



Mission

"Our mission is to improve the health of the people in our communities every day, with quality and compassion."

Awards and Recognition

Baystate Health has been recognized as a healthcare leader in many areas including Magnet Designation, Watson Health Top 50 Cardiovascular Hospital, CHIME Most Wired Award, Forbes Best Employer by State, and many more. [Click here](#) for additional recognitions and awards.

UMass Chan Medical School

When UMass Chan was inaugurated in 1969, an academic university medical center was established at the same time, the UMass Medical Center. UMass Chan faculty serve as the medical staff of this facility. UMass Chan is one of five campuses in the University of Massachusetts system. Academic advancement has been a driving force for the faculty of the University of Massachusetts. Over the last 10 years, UMass Chan has advanced to 18th nationally in NIH funding in the basic sciences and is now one of the nation's top 50 medical schools in funding for clinical studies. The basic science and clinical faculty share in this achievement. UMass Chan consistently ranks among the top medical schools in the country for primary care and has established a vision to become one of the top 10 academic health science centers in the United States. Research growth at the institution has been significant. Total research awards are currently \$435M in FY '22. The UMass Chan Medical School, as the Commonwealth of Massachusetts' only public medical school, maintains a strong commitment to public service, including the provision of health services to vulnerable populations.

UMass Chan is led by Dean Terence Flotte, M.D., who is also the UMass Chan Provost and Executive Deputy Chancellor, reporting to Chancellor Michael Collins, M.D. The Worcester campus includes, in addition to the School of Medicine, the Graduate School of Biomedical Sciences and the Graduate School of Nursing. Together, Dean Flotte and Chancellor Collins have led several important initiatives including redesigning the medical education curriculum and expanding basic, clinical, and translational research.

Position Summary

The Senior Director of Laboratory Services is responsible and accountable for providing strategic and operational leadership for laboratory/pathology services across Baystate Health. In this capacity, the Senior Director develops and implements strategic plans, establishes effective relationships with administrative leaders and medical staff throughout Baystate Health, facilitates revenue growth and cost containment, and maintains and improves laboratory services' overall quality and financial performance.

Provides executive-level leadership and management oversight for Baystate Health Lab Division, the Pathology Baystate Medical Practice (BMP), and the Baystate Health partnership with Labcorp. The incumbent will successfully drive and implement strategic vision and initiatives and inspire team members to reach their full potential.

The Senior Director creates an environment/culture that fosters physician and staff collaboration and inclusiveness and consistent promotion of BH operating principles. Leads by example, demonstrating a commitment to ongoing self-development of competencies, encouraging the development and growth of others, embracing and promoting diversity (skillsets, individuality, etc.), and engaging/inspiring people to execute goals and meet the overall mission/vision of Baystate Health.

Reporting Relationships

Reporting to the Vice President of Clinical Services with a team of approximately 350 FTE's.

Responsibilities

The successful Senior Director of Laboratory Services candidate will:

Leadership:

- Strategic planning, design, assessment, and improvement of the laboratory use system focusing on total health for all laboratory services at Baystate Health.
- Promote direct, open, and honest communication within areas of responsibility; develop and maintain strong and effective relationships with medical staff, senior leadership, and staff personnel. Encourage the team to achieve higher levels of performance and accountability.
- Designs and implements innovative programs across all health system areas reliant on the laboratory's services.
- Leadership alignment to ensure consistency across laboratory services to meet the overall goals of the health system.
- Embraces and teaches the culture of a learning organization utilizing the principles of psychological safety with a focus on a results-oriented workplace.

Safety:

- Oversight of designing, implementing, and managing a safe, high-quality, and effective laboratory use system.
- Ensures laboratory team members are positioned to make improvements throughout the system.
- Emphasizes and embraces the BH Daily Management System to improve patient safety.
- Initiates action based on internal and external safety insights, data, and national trends.

Quality:

- Leverages team members and data to improve the overall quality of healthcare Baystate Health provides.
- To achieve value for the health system, utilize interdisciplinary strategies to improve laboratory-related outcomes, compliance with evidence-based data, and overall test management.
- Ensure the laboratory team is constantly in a state of readiness for emergencies to ensure uninterrupted services are provided for BH patients.
- Ensures continued compliance with all national, state, and local regulations and their management; these include the Joint Commission, Department of Public Health, College of the American Pathologists (CAP), and other related oversight bodies.

Experience:

- Develop a workforce that is provided with challenging growth opportunities and utilizes skills in the best possible manner to meet Baystate Health's mission.
- Attract and recruit top talent, celebrate diversity, and continuously develop others as collaborative thinking partners.
- Strategically assess and provide a pipeline of team members for the workforce.
- Utilizes strategies to enable team members to practice at the top of their training.
- Responsible for research by ensuring support is provided to areas of Baystate Health where needed.
- Ensures laboratory team members are adequately trained and meet the requirements as provided by accrediting bodies or the needs of the job/job assignment.

Value:

- Oversight of the laboratory's financial performance within the context of the overall health system.
- Develops revenue and expense management strategies that are aligned with organizational objectives.
- Ensures appropriate process verification/audits are in place to ensure accurate and appropriate classification of expense/revenue.
- Understands and optimizes reimbursements in the context of fee-for-service and ACO models of care.
- Responsible for the laboratory supply chain, including contracting, procurement, inventory optimization, and distribution procedures.
- Explores new business opportunities, partnerships, and strategies to enhance revenue or control expenses.

Skills:

- Ability to solve practical problems and deal with situations where only limited standardization may exist.
- Must be able to reasonably make appropriate judgments in communications and actions with patients, physicians, other associates, outside agencies, and vendors.
- Experience articulating a vision and strategy in a way that inspires and motivates a team and focuses their energy on achieving business goals.
- Demonstrated excellent skills in written and spoken format.

- Possess a passion for and commitment to a patient-centered care and customer-driven culture.
- Experience with various LIS, RIS, and PACS software.

Goals and Objectives

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

- Establish credibility and trust among the Laboratory department employees, leadership and medical staff within Baystate Health.
- Gain solid understanding of the culture and operational strategies of Baystate Health and ensure these are evident in the laboratory.
- Work closely with the laboratory team and leadership in providing stable support and guidance to functional and support departments following the transition of outsourcing the outreach laboratory services to Labcorp.
- Ensure the relationship between Baystate Health and the Labcorp is strong and cohesive. Work with their team on creating a governance structure for laboratory services with KPI's to ensure goals are being met.
- Establish a technical service agreement with Labcorp to contract and manage supplies; look at optimization and labor benchmarks within the different laboratory locations.
- Create a lab strategy for the hospital system lab services focusing on areas of growth and development, while aligning with the mission and vision of Baystate Health.

Candidate Qualifications

Education/Certification

- BS in Medical Laboratory Science (or related field) required.
- Masters degree is preferred.

Knowledge and Work Experience

- Broad knowledge base of laboratory practices.
- Minimum of 5 years of progressive healthcare leadership and progressive management experience.
- Experience in academic medical center and health system environment strongly desired.
- Thorough knowledge of laws, regulations, standards that apply to laboratory operations and the agencies involved in the enforcement, administration, accreditation, credentialing, etc.
- Proven experience with clinical outreach strategies for hospital-based laboratories desired.
- Advanced knowledge of financial principles as applied to laboratory management operations.
- Ability to deal with a diverse workforce, clients and patients and their families in a sensitive and effective manner.

The Community

Springfield, Massachusetts



Springfield, Massachusetts, situated on the Connecticut River, has a metro-area population of approximately 700,000. Springfield is located in south/central Massachusetts, near the Connecticut border. It is about an hour and a half drive to Boston, MA and a thirty-minute drive to Hartford, CT.

The Springfield - Hartford region is known as the Knowledge Corridor because it hosts over 160,000 university students and over 32 universities and liberal arts colleges - the second highest concentration of higher learning institutions in the United States. There is also an excellent selection of private and public elementary and high schools in the area.

The city is also home to major employers, including MassMutual Insurance, Smith & Wesson and General Dynamics.

Springfield provides a mix of arts and entertainment offerings, which include the following attractions:

- The Dr. Seuss National Memorial
- The George Walter Vincent Smith Art Museum
- The Museum of Fine Arts
- Six Flags Amusement Park of New England (Agawam, MA)
- The Springfield Science Museum
- The Springfield Symphony Orchestra
- The Zoo in Forest Park
- City Stage
- The Connecticut Valley Historical Museum
- MGM Casino
- The Big E

Rural, suburban and urban locales offer a variety of residential options, including 17 neighborhoods, such as South End, known for its rich Italian heritage, and Forest Park Heights, featuring more than 600 Victorian Painted Lady mansions. Other communities in the area that attract leaders at Baystate Health include Longmeadow, East Longmeadow, Northampton and Suffield.

Procedure for Candidacy

Please direct all applications, nominations and inquiries to April Allen or Eleanor Vogelsang assisting Baystate Health with this recruitment, preferably via e-mail, to evogelsang@wittkiewer.com

April Allen

Principal

aallen@wittkiewer.com

502-296-8066

Eleanor Vogelsang

Associate

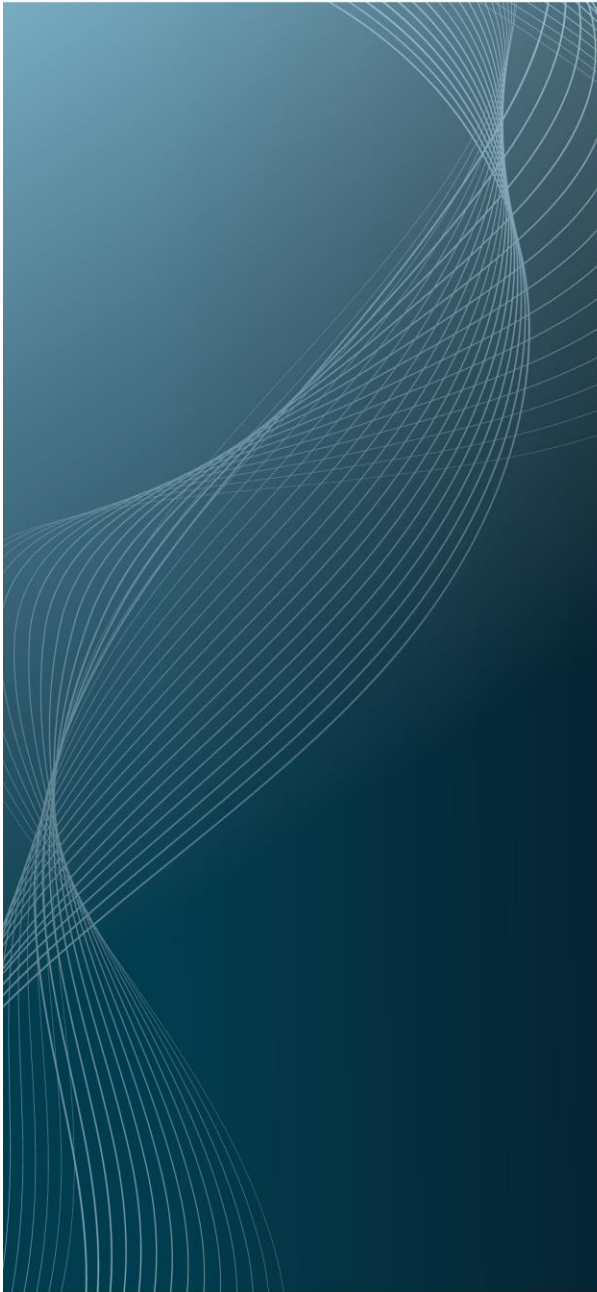
evogelsang@wittkiewer.com

204-644-6021

Baystate Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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 Baystate Health 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 Baystate Health and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

WittKieffer