



**Senior Vice President for Clinical Affairs, UNTHSC
 President, UNT Health
 University of North Texas Health Science Center
 Fort Worth, Texas**

OVERVIEW OF THE ORGANIZATION

UNT Health

UNT Health, with over 210 physicians and other clinicians, provided more than 370,000 patient visits, delivered over 7,000 babies, and earned over \$50 million in revenues last year. It is the clinical practice plan for the state-supported University of North Texas Health Science Center that consists of several component schools and programs, including: the School of Public Health, School of Health Professions, Physician Assistant Studies program, the Graduate School of Biomedical Sciences, and the Texas College of Osteopathic Medicine, which has consistently been named as one of the nation's top 50 medical schools for primary care medicine by *U.S. News & World Report*. UNT Health now has over 30 clinical practice sites and partners with several Fort Worth area hospitals including: Baylor-All Saints Medical Center, Cook Children’s Hospital, Harris-Methodist Medical Center, John Peter Smith Hospital and Plaza Medical Center.

UNT Health Specialties		
Department	Physicians	Non Physicians
Internal Medicine	24	10
Family Medicine & Community Health	52	14
OMM	7	1
OB-GYN	24	18
DNA	3	1
Pediatrics/Allergy	7	4
Psychiatry	19	2
Ortho Surgery	8	0
Podiatry	3	0
Surgery	8	1
HBOT	8	0
Total	163	51

The University of North Texas Health Science Center

Since its inception as the home of the Texas College of Osteopathic Medicine, the University of North Texas Health Science Center has grown to include the Graduate School of Biomedical Sciences; the School of Public Health; the Physician Assistant Studies Program; School of Health Professions, and the

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Texas Osteopathic Postdoctoral Training Institutions (OPTI), an educational consortium committed to assuring the advancement of osteopathic postdoctoral training.

The UNT Health Science Center's goals are to provide exceptional education; to support basic, clinical, social and translational research; to promote the public health; and to provide the best patient care for the benefit of our community. The Health Science Center's recent significant achievements include:

- Record levels of extramural research funding that has tripled over the past six years, including an \$8.6 million grant to study how the brain ages.
- The Texas College of Osteopathic Medicine was ranked #26 in primary care among the 145 medical schools in the country by *U.S. News & World Report* in 2007. The Health Science Center's physician assistant and geriatrics programs were also highly ranked in their specialties.
- The Graduate School of Biomedical Sciences received the National Science Foundation's Presidential Award for Science, Mathematics and Engineering Mentoring.
- The School of Public Health established the Texas Institute for Hispanic Health to find solutions to health disparities facing the Hispanic community.
- The nationally recognized DNA Identity Lab is the new home to the Texas Missing Persons DNA Database, a statewide effort that provides a fresh sense of hope for people involved in the search for missing persons.

Clinical Partners:

Baylor-All Saints Medical Center

The not-for-profit Baylor All Saints Medical Centers serve more than 100,000 people annually through two hospitals, numerous primary care physician centers and practices, rehabilitation and fitness center, and a variety of medical specialties. Programs of excellence in cardiology, transplantation, neurosciences, oncology and women's services form the heart of the hospitals' services. All Saints joined Baylor Health Care System in January 2002.

All Saints Health Foundation, a separately incorporated not-for-profit organization, raises and manages charitable funds to support Baylor All Saints Medical Centers. For more than 100 years, Baylor has operated as a not-for-profit system that uses all revenue over expenses to improve the health of the community through patient care, education, research and community service. In fiscal year 2005, Baylor Health Care System medical centers provided community benefits valued at an estimated cost of \$314 million.

Cook Children's Health Care System

Cook Children's Health Care System annually records one million child patient encounters. Cook Children's Health Care System roots go back to 1918 when the Fort Worth Free Baby Hospital was founded, and to 1926 when Matilda Cook established a trust fund for the construction of a hospital. The

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current Cook Children's Medical Center opened in 1989; an adjacent \$13 million medical office building opened in 1999. Cook Children's Health Care System was formed in 1994. Cook Children's Northeast Center, offering outpatient surgery and urgent care, opened in Hurst in 2001. Northeast Center opened an expanded pediatric radiology imaging facility in 2005.

Cook Children's is licensed for 282 beds with more than 30 pediatric specialties and services, including nationally recognized programs for critical care (neonatology, intensive care, trauma care), hematology/oncology, cardiology and cardiothoracic surgery and pulmonology. Cook Children's has also provided more than \$174 million in uncompensated care, including charity, Medicaid shortfalls and bad debt. Cook Children's opened a \$53 million addition to the medical center, which increased critical care facilities, in 2003. Other campus additions include new cardiology and cardiothoracic surgery facilities, urgent care center and a helipad.

Harris Methodist Medical Center

Opened in 1930, Harris Methodist Fort Worth Hospital is a Magnet-designated hospital, and Tarrant County's largest and busiest hospital and regional referral center. A member of Texas Health Resources, HMFHW is licensed for 710 beds and provides the following services: cardiovascular; high risk and routine obstetrics and gynecology; neurosciences; orthopedics and sports medicine; rehabilitation; adult critical care and neonatal intensive care; trauma and emergency medicine; cancer care; medical/surgical; kidney transplants; occupational health; and more. The campus is home to almost 1,000 members of the medical staff, more than 4,000 employees, 200 volunteers and the new state-of-the-art 100-bed Harris Methodist Heart Center.

In partnership with Harris Methodist, UNT Health provides Medical Director Services in Palliative Care, Geriatrics and Women's Health. UNT Health has an active obstetrics and gynecology service at Harris Methodist and delivered over 1000 babies at that facility last year.

JPS Health Network

UNT Health delivers specialty services at John Peter Smith Hospital and the associated clinics that make up the JPS Health Network, and oversees the graduate medical education programs at JPS. UNT Health is responsible for the delivery of 32 specialty services, including obstetrics and gynecology, orthopedics, podiatry, psychiatry, cardiology, rheumatology, and outpatient community medicine services. In partnership with JPS Health Network, UNT Health administers Graduate Medical Education programs in Psychiatry, Obstetrics/Gynecology, Orthopedics and Podiatry.

In 1906, the foundation for the JPS health network was laid when a hospital affiliated with the Fort Worth Medical College was opened in Fort Worth. Seven years later, county commissioners agreed to match city funds for the operation of a "city and county hospital," which soon opened with 25 beds. By 1938, however, this downtown location was inadequate for the demands of the region, and construction began on a new hospital, on land donated by former Fort Worth mayor John Peter Smith. In 1954, the name of the 166-bed City-County Hospital was officially changed to John Peter Smith Hospital. The 1970s and '80s saw tremendous expansion as John Peter Smith Hospital continued to grow. By the 1990s, the need for expansion into the community was apparent, and health centers were established across the county. The facilities at 1500 South Main have grown to a hospital licensed for 459 beds along with a freestanding outpatient care center and a dedicated facility for psychiatric services.

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Plaza Medical Center

Plaza Medical Center of Fort Worth is a 320-bed hospital specializing in tertiary care, teaching and research. Plaza is recognized regionally for its neuroscience and orthopedic programs and has been recognized twice nationally as a "Top 100 Heart Hospital." Plaza is also one of only 17 hospitals in Texas certified as "nurse-friendly" by the Texas Nurses Association. Located in the heart of the medical district, Plaza Medical Center serves as a tertiary referral center not only for Tarrant County, but also numerous counties within a 90 mile radius. Since their inception in 1974, they have grown with Fort Worth. They are currently completing a multiyear, \$90 million expansion in order to serve our patients better and exceed their expectations for superior medical care. They offer cutting-edge diagnostic treatment services in a wide range of specialties and subspecialties, including but not limited to Cardiac Care, Neurosciences, Oncology, Orthopedics, and Specialty Surgery.

In partnership with Plaza Medical Center, UNT Health administers Graduate Medical Education programs in Family Medicine, Internal Medicine and General Surgery and Fellowships in Rheumatology, Cardiology with another pending in Gastroenterology.

UNT Health – Bringing It All Together

The resources of the UNT Health Science Center, Baylor-All Saints Medical Center, Cook Children's Hospital, Harris-Methodist Medical Center, John Peter Smith Hospital and Plaza Medical Center form the rich and diverse arena for the physicians of UNT Health.

Many of the physicians in UNT Health practice within the JPS Health Network. Some also work out of the clinics on UNT Health Science Center campus. Others maintain offices at satellite locations around Tarrant County. UNT Health spans all specialties of medical practice and most subspecialties. All the practices are tied in to a network of physicians that enhances patient care by sharing medical records, care planning, and patient education.

UNT Health – Into the Future

Around the country, large multi-specialty groups and medical schools are at the forefront in innovation and quality improvements in medical care. UNT Health is uniquely positioned to participate in this trend.

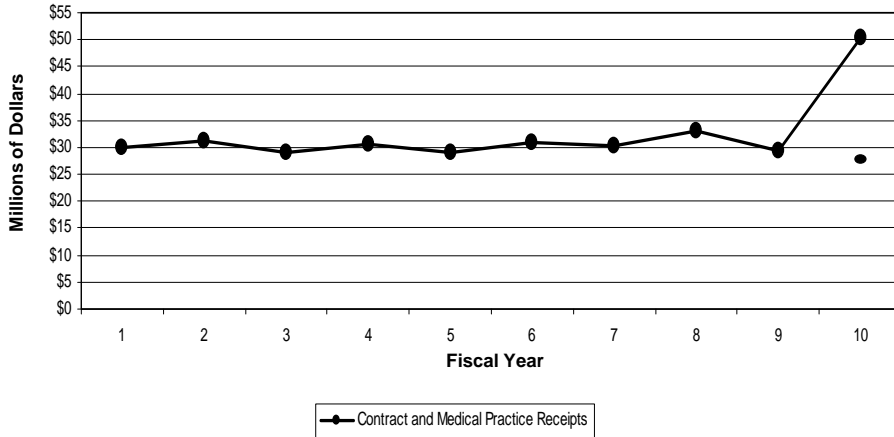
The vigorous growth and wide spectrum of specialties represented by the UNT Health puts it in an excellent position to provide high-quality, state-of-the-art medical care to the many different patient populations of Fort Worth and Tarrant County. At the same time, UNT Health's associations with Texas College of Osteopathic Medicine, Physician Assistant Studies program, and the UNT Health Science Center put its members in the day-to-day midst of cutting-edge healthcare research and clinical studies.

Continued growth, research, discovery, and enhancement of quality care will position the UNT Health to lead the way into Fort Worth's and Tarrant County's healthcare future. The organization is poised for substantial growth with strong and effective leadership and looks to reach its mission:

“To become the preeminent multi-specialty medical practice in Tarrant County and the health care partner of choice in our communities”

Medical Practice Plan Receipts

Contract and Medical Practice Receipts



Source: UNT Physicians Group

UNT Health Business Model

UNT Health will create effective and efficient practice opportunities for physicians, physician assistants, and other health professionals to support outstanding clinical care for the citizens of Tarrant County, opportunities for student education, support for clinical trials and research, and the creation of exemplary models of care and health promotion. All clinical revenues, managed care fees, and other practice related income will be collected by UNT Health to support its various goals and objectives. UNT Health is responsible for paying all practice related expenses such as billing costs, administrative overhead, medical director compensation, office rent, utilities, pharmaceuticals, UNTHSC contribution, non-TCOM clinical providers, as well as regularly re-invest in UNT Health to maintain an efficient and effective infrastructure. In addition, UNT Health will maintain healthy cash reserves as well as adequately fund its malpractice program to maintain protection for all accrued and possible claims as determined by an outside expert. The net income (all revenues less all expenses) will be paid to the Texas College of Osteopathic Medicine physicians in a manner determined by the UNT Health Board. A negotiated settlement will determine the transfer of monies from the Texas College of Osteopathic Medicine and other components of the UNT Health Science Center to reimburse UNT Health direct and indirect educational and research expenses.

Each clinical site will be led by a medical director and administrative lead (supervisor, manager, or director depending on the scope of responsibility) with supervisory oversight by divisional Chief Medical Officers and Executive Directors. The site leadership team is responsible to ensure the highest clinical and service quality as well as provide a significant net income that will be transferred to TCOM to pay physicians and other faculty members. Each site leadership team is responsible for clinic operations, including but not limited to, scheduling, staffing, maintenance, and maintaining compliance with all

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policies, procedures and guidelines. The clinical sites will be supported by an effective centralized administrative infrastructure to negotiate third-party contracts, bill and collect professional fees, recruit staff, manage risk, manage human resources, manage accounting and regulatory requirements, and support clinical chairs in recruiting outstanding clinicians. This centralized group will be responsible to present timely and useful quality and financial data to support site leadership and provider decision making. Clinical standards, protocols, procedures and metrics will be developed by the UNT Health Chief Medical Officers and Clinical Chairs in collaboration with the President of UNT Health and approved by the UNT Health Advisory Board. TCOM Clinical Chairs will be responsible for recruiting, evaluating, providing credentialing and quality oversight for all UNT Health clinical providers. UNT Health Chief Medical Officers will ensure that all guidelines and recommendations are implemented at all practice sites.

The UNT Health President has responsibility for ensuring excellence in all aspects of the practice plan and will lead the organization to provide the highest possible clinical, educational and service quality as well as create an optimal net income to be paid to faculty providers through TCOM.

Position Description:

This position serves as the chief executive officer of UNT Health, responsible for all aspects of the practice plan of the University of North Texas Health Science Center. These areas include strategic planning, practice operations, finance, risk management, quality improvement, marketing, communications, business development, and the development of successful clinical partnerships with area health organizations.

This position will collaborate with the UNT Health Board, and is responsible to provide recommendations to ensure the highest clinical quality, service performance, delivery of quality education to students and residents, and financial contribution. The Board also oversees the methodology of distributing net clinical income to physicians and providers. The UNT Health Board meets monthly and is chaired by the Dean of the Texas College of Osteopathic Medicine. Regular voting membership includes all TCOM Clinical Chairs (9), Physician Assistant Studies Program Director, and two (2) physician and one (1) non-physician ad hoc member elected by the TCOM faculty. Ex-officio and non-voting Advisory Board members include: UNT Health President, UNT Health Chief Medical Officers, Associate Vice President and Chief Financial Officer, Director of Clinical Marketing, Executive Director of Quality and Risk Management and Chief Nursing Officer, and Executive Director to the President, UNTHSC. To facilitate discussion and support decision making, the Executive Committee of the Board of UNT Health will meet as necessary and include the President of UNT Health, the Dean of the Texas College of Osteopathic Medicine, Executive Director to the President of UNTHSC, and Divisional Chief Medical Officers.

Reporting Structure:

Position Title: Senior Vice President for Clinical Affairs, UNTHSC
President, UNT Health

Reports to: President, UNTHSC

Collaborates with: Dean, Texas College of Osteopathic Medicine
UNT Health Board

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Direct reports: Divisional Chief Medical Officers, UNT Health
Divisional Executive Directors, UNT Health
Associate Vice President for Finance and Chief Financial Officer, UNT Health
Executive Director Quality and Risk Management and Chief Nursing Officer, UNT Health
Director of Clinical Compliance

Indirect report: Director Clinical Marketing, UNT Health (reports directly to AVP Marketing)

Goals:

Year One:

1. Create an effective organization that includes the leadership talent to create a financially successful \$100M practice plan within 3-5 years.
2. Create a strategy and execution plan to develop the infrastructure to become the preeminent multispecialty medical practice in Tarrant County and the health partner of choice in our communities of choice within 3-5 years.
3. Recruit and retain the necessary administrative team, physicians and staff to achieve UNT Health's goals and objectives.
4. Support the Texas College of Osteopathic Medicine and Physician Assistant Studies Program in providing excellent clinical opportunities to train students and residents, support clinical research and clinical trials, create exemplary and innovative models of clinical care and health promotion, and provide a significant net clinical income to provide compensation to physicians and providers.
5. Develop strong partnerships with all stakeholders, including physicians, staff, and the local healthcare community.

Years Three to Five:

1. A \$100M practice plan that is noted to be the preeminent multispecialty medical practice in Tarrant County and the health partner of choice in our communities of choice.
2. Provides outstanding support to achieve the Texas College of Osteopathic Medicine's goal in becoming a top 10 primary care medical school in the country as ranked by US News and the nation's undisputed leading osteopathic medical school.
3. Provide outstanding support to the Physician Assistant Studies Program and other allied health programs to provide excellent clinical opportunities for their students and faculty as well as facilitate top 10 status.

Personal Qualifications and Characteristics:

Key Requirements:

- A demonstrated results oriented leader that has the ability and poise to develop and implement a strategy to create a world-class multidisciplinary clinical practice in Tarrant County.

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- Minimum of seven to ten years senior operations or medical management experience with broad and complex responsibilities in a multi-specialty clinical practice.
- A master's degree in business administration, health administration, medical management, or substantial multi-specialty clinical practice management experience.
- Board certification by the American College of Healthcare Executives (ACHE), the American College of Physician Executives (ACPE), the American College of Medical Practice Executives (ACMPE), or the Healthcare Financial Management Association (HFMA) is desirable.

Other Preferred Characteristics:

- Demonstrated ability in negotiating complex contracts and gaining trust of executive peers, hospital partners, physicians, and community members.
- Prior experience in an academic health care environment and working with faculty physicians.
- The technical knowledge and managerial skill required to plan, direct, and control the business of a complex faculty practice plan.
- Ability to communicate and work with others within and outside the organization.
- Experience in working in a highly competitive medical services marketplace.
- Understanding of the evolving health care industry relative to the changes in organization, financing, and delivery of health care services and how they potentially will impact the medical schools and their faculty physicians.
- Ability to develop, implement, market, and manage operational support services for multi-site medical services operation.
- Ability to schedule and set priorities for self and others, handle multiple concurrent activities, work within a budget, manage projects and people, meet deadlines and get positive results.
- A management style that encourages collegiality, teamwork, participation, communication and service orientation.
- Strong interpersonal and verbal communication skills, excellent writing proficiency, professional appearance, and an executive demeanor.
- Ability to delegate responsibility to senior subordinates allowing them to identify the ways and means to accomplish specific operational goals and objectives.
- Leadership skills as characterized by one who possesses a broad vision of the future of health care and assertiveness in taking risks and presenting and selling ideas. At the same time, possessing a mature sensitivity to the values and expectations of others.
- Leadership that has exhibited a proactive, results-oriented stand towards achieving outcomes in complicated, changing, multifaceted environments.

The UNT Health Science Center is the fastest growing health science center in Texas. Join us as we work to impact the future of people's health in Texas and beyond. Apply online at www.unthscjobs.com. An EEO/Affirmative Action institution.