

## Chief Executive Officer: Lehigh Valley Hospital Center

Lehigh Valley Health Network

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### Published In/Presented At

(2023). Chief Executive Officer: Lehigh Valley Hospital Center. *LVHN Scholarly Works*. Retrieved from <https://scholarlyworks.lvhn.org/historicalarchives/800>

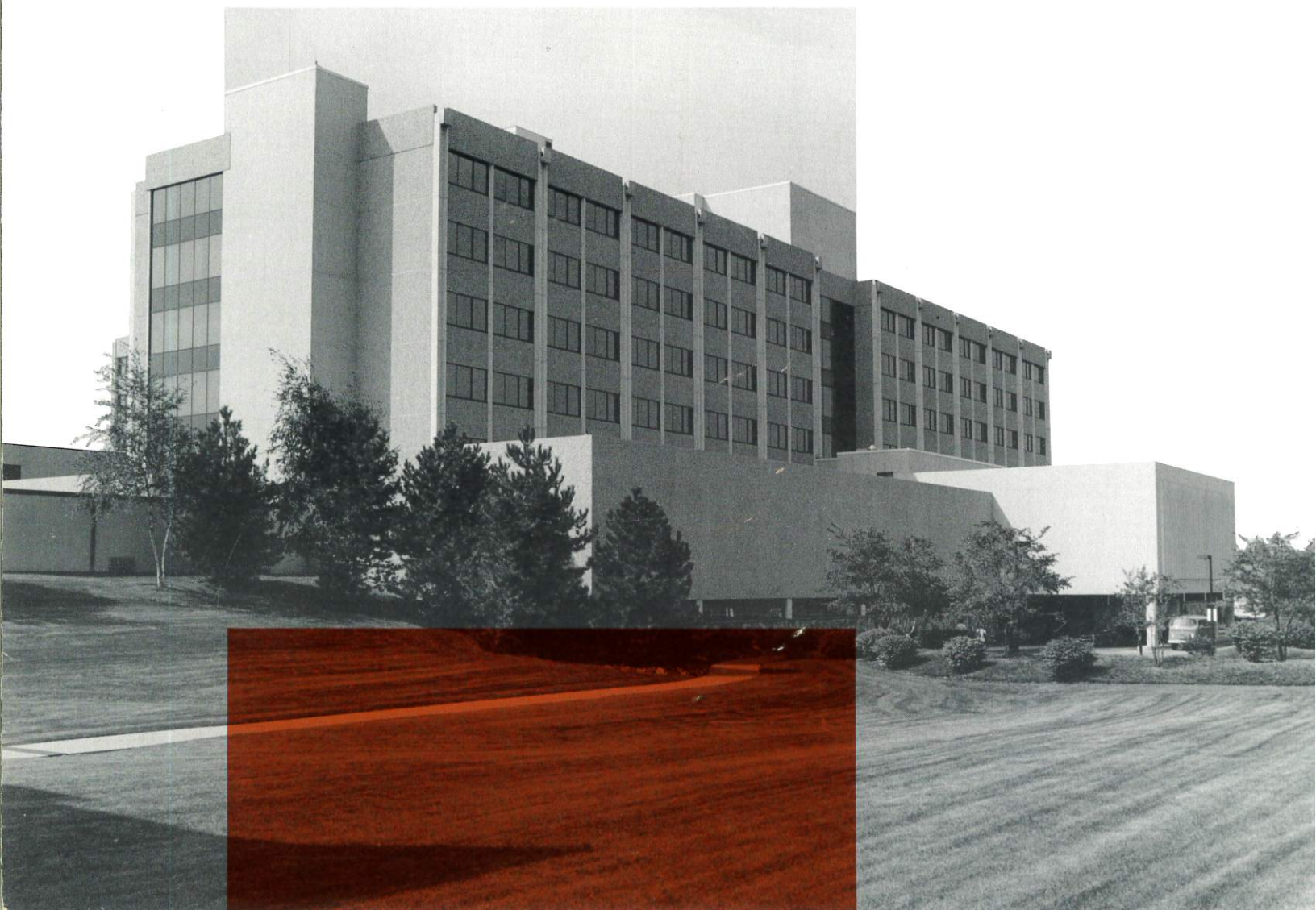
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# Chief Executive Officer



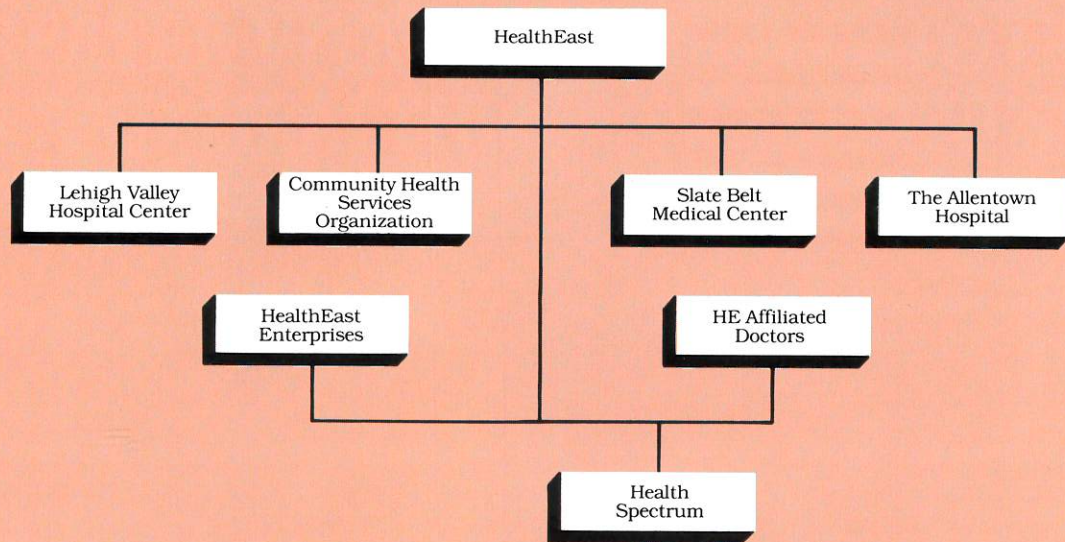
**Lehigh Valley  
Hospital Center**

A HealthEast Hospital

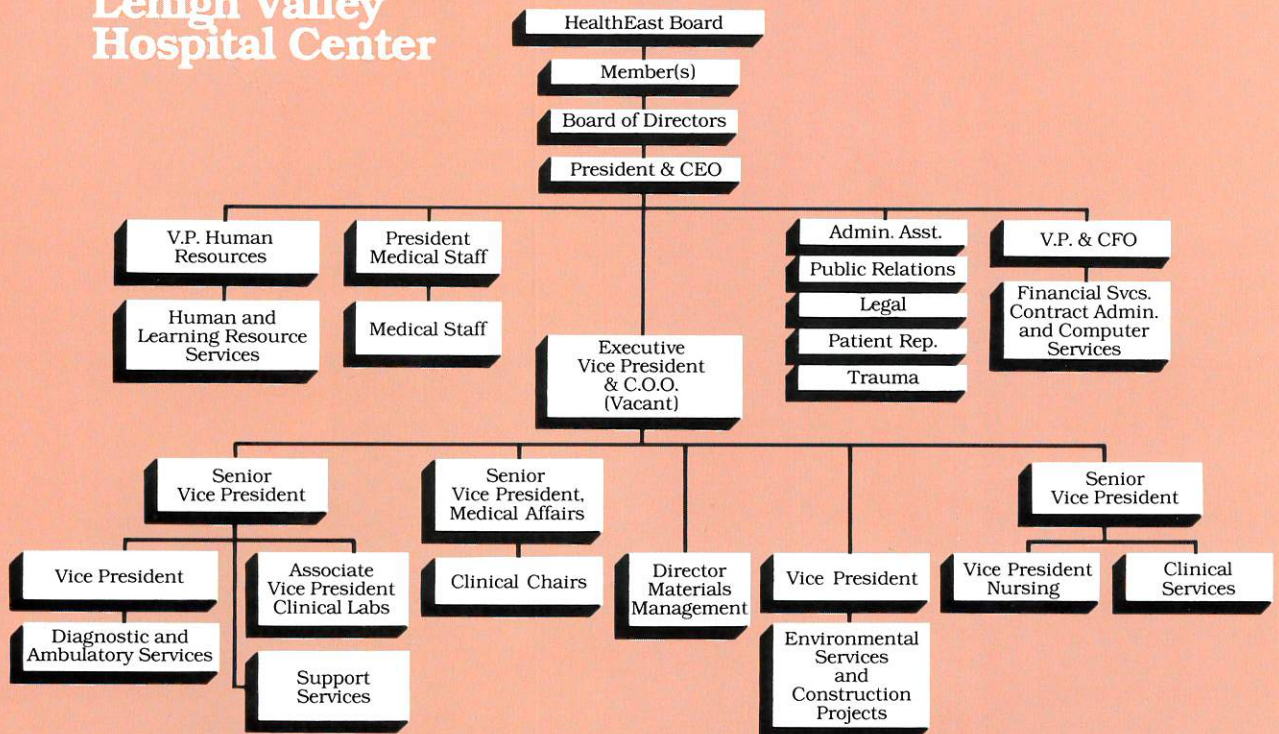




# HealthEast



## Lehigh Valley Hospital Center





An extraordinary opportunity exists for a superior, operations-oriented hospital executive to replace Ellwyn D. Spiker who will retire from the CEO position in 1986 after 17 years to take on other duties within the HealthEast system.

Opened in 1974, the Lehigh Valley Hospital Center has a capacity of 472 beds. It is a regional tertiary care teaching hospital, located on a 112-acre campus in suburban Allentown, Pennsylvania.

A component of HealthEast, a regional multi-institution health system formed in 1982, the Hospital Center was created to meet the region's need for specialized health care services, and contains eight critical care units: open heart, shock/trauma, special care, burn, central nervous system, two coronary care, and general medical/surgical intensive care.

A leader in the field of trauma care, the Hospital Center is currently Pennsylvania's only state-designated trauma center. To provide rapid transit of critically ill and injured patients throughout the region, the Hospital Center also operates MedEvac, one of four hospital-based helicopter programs in the state. Through this program, patients in need of trauma or specialized services can be transported in a matter of minutes from accident scenes or other hospitals to the Hospital Center's Shock Trauma Unit or other critical care services best suited to their needs.

As the cardiac center for the Eastern Pennsylvania region, the Hospital Center has the second-largest open heart surgery program in the state.

The Wellness Center, located on the Hospital Center campus, provides employee groups, patients and the community-at-large with a variety of programs promoting physical fitness and the development of healthier lifestyles.

The Hospital Center's Burn Center is among the nation's finest and is the only burn unit serving Northeastern Pennsylvania and Western New Jersey. The Burn Center is a member of the Pennsylvania/New Jersey Burn Foundation, the nation's largest coordinated burn care network.

Throughout the Hospital Center's seven floors, there are 12 medical/surgical units in addition to the critical care units. Within these units, patients receive the most up-to-date nursing and medical care in specialty areas such as urology, orthopedics, rheumatology, gastroenterology, neurology, hematology, oncology, colorectal and infectious diseases.

Who is qualified for this position? A strong manager who will not only maintain and expand the programs and services but who will look with a futurist's eye towards the possibilities that lie ahead, nurture and enhance the entrepreneurial talents available and thus guide the Hospital Center into the coming decades.

In addition, the candidate should possess the following characteristics:

1. Proven experience and strength in hospital operations and a desire to stay involved in operations. This includes quality assurance, cost containment, program development and systems improvement.
2. A commitment to the voluntary health sector and a service/market oriented philosophy.
3. Proven success in medical staff relations, particularly in working with physicians to achieve programmatic objectives.
4. Sensitivity to and a desire to be active in employee relations.
5. Experience in a teaching hospital and commitment to undergraduate and postgraduate education in the health professions.
6. Experience in dealing with governing boards and an ability to lead board development efforts.
7. Maturity and a sense of the appropriate.
8. Strengths in management systems, including computerization.

The following pages provide additional details on the position, the Hospital Center and the HealthEast system.

Interested candidates should send resume in confidence to:

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Allentown, PA 18104  
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## President and Chief Executive Officer



# Summary Position Description

## Title

President

## General description and purpose

The President/Chief Executive Officer is responsible for leading the Lehigh Valley Hospital Center (LVHC) in a manner that will enhance its services, programs and standing as a superior hospital. The President also manages programs and services and coordinates various activities to optimize the effectiveness of HealthEast as a system. Emphasis will be placed on team building and operations towards the goal of being an exceptionally well run hospital providing high quality care and outstanding education. The President/CEO has a dual reporting relationship, to the chairman, Lehigh Valley Hospital Center board of directors on the broad conduct of affairs and policy concerning the hospital, and to the President/CEO of HealthEast with respect to the operation of the hospital and system operational matters. With respect to LVHC, the President/CEO is the hospital's representative to the medical community, the health care field, the public and other external groups.

## Primary responsibilities

The President is responsible for:

1. The general management of the institution within broad policies and directives.
2. Working with appropriate staff, the board, and/or committees to plan, organize, lead, control and evaluate

the hospital's activities to meet established goals in a cost effective, efficient manner and to establish appropriate working relationships with pertinent bodies external to the hospital itself.

3. Developing a board-approved strategic plan, annual operating plan and budget to achieve clearly stated hospital goals and objectives within the framework of hospital and HealthEast policies.
4. Establishing, leading and coordinating strong and effective management and medical staffs to meet the needs of the institution in all planned areas of activity.
5. Supporting and, as appropriate, directing, the development of medical and multi-disciplinary programs, consistent with plans and budgets. This includes, but is not limited to, patient care.
6. Assuring development of sound medical staff management practices and the smooth working of medical staff with the institution in all respects.
7. Assuring establishment of a strong educational thrust for all staff and directors.
8. Attending to the routine preparation and presentation of data and reports to the board, inclusive of the President, HealthEast, to permit them to fully appraise the soundness of the financial management and medical effectiveness of the hospital, and to properly plan for its ongoing development.



• Develop the implementation plan for medical school affiliation developed in conjunction with the HealthEast Education Committee. • Develop a master plan for applied clinical research with the intent of optimizing Pool Trust and other external funding. • Develop and begin implementation of a comprehensive culture modification plan to include emphasis on management development, communications skills, a marketing orientation and a performance evaluation program. • Develop and implement a results/accountability oriented management development program. • Together with the Vice Pres-

ident, Finance, and in cooperation with HealthEast, provide for a minimum equity contribution of \$4,000,000 for Project Response. • Together with the Vice President, Planning, and in conjunction with HealthEast and The Allentown Hospital, complete the Integration Study for twelve departments. • Attain regulatory approval (Certificate of Need) for MRI Technology. • Acquire MRI technology. • Acquire a second CT scanner. • Determine feasibility of and, if feasible, acquire single photon emission computed tomography. • Determine feasibility of extracorporeal shock wave lithotripsy.

## Excerpts Annual Operating Plan 1985-86

(\$000's)	1983 <sup>1</sup>	1984 <sup>1</sup>	1985 <sup>2</sup>	1986 <sup>3</sup>
TOTAL OPERATING REVENUE	67,610	74,822	92,682	93,362
TOTAL OPERATING EXPENSES	64,806	69,604	78,352	84,264
GAIN FROM OPERATIONS	2,804	5,217	14,330	9,098
NON-OPERATING REVENUE	502	467	516	568
EXCESS OF REVENUE OVER EXPENSE	3,307	5,685	14,846	9,667

<sup>1</sup>Audited <sup>2</sup>Unaudited <sup>3</sup>Budget

## Statement of Revenue & Expenses

July 1-June 30

	Actual FY '83	Actual FY '84	Actual FY '85	Budgeted FY '86
Admissions	15,119	15,291	16,468	16,428
Total Patient Days	135,699	129,845	131,042	128,138
Average Length of Stay	9.0	8.5	8.0	7.8
% Occupancy Overall	85.9	81.8	83.0	81.6
Outpatient Referrals	60,075	61,016	62,595	63,357
Emergency Room Visits	32,763	32,118	32,771	35,000
Open Heart Surgeries	795	785	912	1,000
Short Procedure Unit	3,850	4,446	5,534	6,172

## Comparative Activity Levels

1. Tampa General Hospital	Tampa, FLA	1.6495
2. Hospital for Special Surgery	New York, NY	1.5658
3. Bone & Joint Hospital	Oklahoma City, OK	1.4783
4. Orthopedic Hospital of Charlotte	Charlotte, NC	1.4737
5. St. Ann's Hospital	Columbus, OH	1.4608
6. Peter Bent Brigham Hospital	Boston, MA	1.4383
7. <b>LEHIGH VALLEY HOSPITAL CENTER<sup>4</sup></b>	Allentown, PA	1.4337

\*1983-6000 hospitals included in survey. Source-Federal Register-1983.

<sup>4</sup>Fiscal Year 1985 Case Mix Index: 1.5872

## Hospitals In United States With Highest Medicare Case Mix Index\*



# HealthEast

HealthEast is a not-for-profit organization which is developing into a fully integrated health system, seeking to bring optimum health status to the region it serves. HealthEast is committed to providing comprehensive, high-quality, cost-effective and convenient inpatient, outpatient, home and work site health services. Community programs in health promotion and disease prevention and programs of health professional education are also among its priorities.

HealthEast's operating components include The Allentown Hospital, the Lehigh Valley Hospital Center, the Slate Belt Medical Center in Bangor, PA, the Community Health Services Organization (including the Mauch Chunk Medical Center in Jim Thorpe, PA), and HealthEast Enterprises, a tax-paying subsidiary. The HealthEast board and staff provide overall policy direction for the system through centralized planning and marketing, public affairs and development as well as other functions designed to achieve a cohesive system. Operational decision-making and control is decentralized with component unit governance and management handled at that level.

HealthEast recognizes the extraordinary value of professional and public education. To that end, graduate medical and dental educational programs are offered through the two HealthEast Hospitals in Allentown. In addition, both hospitals offer continuing education opportunities for physicians, nurses and other professionals, basic and advanced clinical instruction for area nursing and allied health professionals and internships for students in many non-clinical areas.

The HealthEast Hospitals also provide comprehensive services and extensive educational programs to help patients and their families adjust to the impact of medical conditions and procedures, such as open heart surgery, burn injuries, trauma injuries, renal dialysis, stroke, and diabetes, as well as community lectures on mater-

nal and child health issues. Skilled and intermediate nursing care as well as alcoholism treatment are provided through the Slate Belt Medical Center. The Allentown Hospital operates a comprehensive mental health program including a 55-bed psychiatric unit, the region's largest. In addition, The Allentown Hospital's Home Care program is rapidly expanding to meet changing needs. The Community Health Services Organization, including the Primary Care Network, provides a coordinated approach to outpatient/outreach services and system development.

Together, the Lehigh Valley Hospital Center and The Allentown Hospital sponsor the Comprehensive Community Cancer Center which offers care and treatment for cancer patients and their families as close to home as possible. The Allentown Hospital houses the Philip and Muriel Berman Radiation Therapy Clinic which includes cobalt treatment and a 20MEV linear accelerator, the only one of its kind in this area.

In Fiscal Year 1985, both HealthEast hospitals experienced an increase in admissions and a decreased length of stay. That pattern has continued throughout the first quarter of Fiscal Year 1986.

Through its Health Spectrum organization, HealthEast has made a major commitment to managed care, diversification and collaborative efforts with affiliated physicians. This posture has enabled HealthEast, as a shareholder in Voluntary Hospitals of America and a member of the VHA East partnership, to be well positioned to participate in VHA's patient acquisition programs and diversification efforts.

HealthEast is continuing to look at other additions and as of October, 1985 was involved in the planning process with other potential system components including community hospitals and home care/outreach groups.



The Dorothy Rider Pool Health Care Trust was created upon the death of Leonard Parker Pool on December 27, 1975. The net worth of the Trust is approximately \$30,000,000.

Mr. Pool established the Trust with the residue of his estate to primarily help the Lehigh Valley Hospital Center become a superior regional hospital which would provide superior health care to the citizens of the area presently served by the Lehigh Valley Hospital Center.

Over \$10,000,000 in the form of grant support has been committed by the Trust since its inception for programs and services to or for the benefit of the Lehigh Valley Hospital Center including:

- The Burn Foundation Program
- The Community Cancer Center
- Diabetes Education Program
- Lehigh Valley Hospice
- Lehigh Valley Poison Center
- Lehigh Valley Stroke Program
- Microsurgery Teaching Lab
- Regional Emergency Medical Services
- Research and Publication Support Service

Additionally, funds have been awarded for the development of innovative technologies including Magnetic Resonance Imaging and Extracorporeal Shock Wave Lithotripsy. Support has been provided to the Lehigh Valley Hospital Center in board, management, staff, medical and community education including a health care finance and policy fellowship in conjunction with the Johns Hopkins School of Hygiene and Public Health. The Trust is also interested in the recruitment of "exceptionally outstanding individuals to become and remain department heads and medical staff members" and "to supplement the basic salary which would otherwise be paid by the Lehigh Valley Hospital Center to its administrator if the Trustees believe such is necessary in order to attract an especially fine administrator to become and remain administrator."

## **The Dorothy Rider Pool Health Care Trust**







With a population of 110,000, Allentown is a mid-size city surrounded by easily reached suburbs and the beautiful countryside of the Lehigh Valley. This is an area that offers open spaces as well as community living, cultural and recreational activities and easy access to several large metropolitan areas, the Pocono Mountain resorts and the New Jersey shore.