

Society of Chest Pain Centers

Chief Executive Officer Position Profile December 2010

This profile provides information about the Society of Chest Pain Centers (SCPC) and the position of Chief Executive Officer (CEO). The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the CEO of SCPC is being conducted by Pamela Kaul, President, Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website: www.assnstrategies.com. The deadline for applications is January 15, 2011. To learn more about SCPC, go to www.scpcp.org.

Chief Executive Officer Position Profile **for the Society of Chest Pain Centers**

Profile Methodology

The profile for the position of CEO of the Society of Chest Pain Centers (SCPC) was developed using organizational data, discussions with key stakeholders, and responses to an online survey of members of the Board of Trustees, Search Committee, staff and representatives of related organizations. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in a CEO. Information regarding programs and services considered most effective, organizational and cultural factors, and challenges and opportunities for SCPC was also developed from the survey responses.

About the Organization

SCPC is a nonprofit international society dedicated to the belief that heart disease can be eliminated as the No. 1 cause of death worldwide. A 501(c)(3) organization located in Dublin, OH, SCPC was founded in 1998 and has approximately 625 member hospitals.

SCPC promotes protocol-based medicine and the application of process-improvement science by healthcare providers – emergency physicians, cardiologists, nurses, emergency medical technicians and other professionals – ideally delivered through chest pain centers and heart failure models to address acute coronary syndrome and heart failure. SCPC pursues its mission through the following services:

- Accreditation of chest pain and heart failure hospitals;
- Education;
- Dissemination of best practice guidelines;
- Process improvement; and
- Collaboration with related professional societies and organizations.

SCPC began its accreditation program for chest pain centers in hospital settings in 2003 to provide facilities the tools to implement protocol-driven processes aimed at improving the total care of heart patients. To date, more than 600 hospitals have earned the chest pain center accreditation. In 2009, SCPC began an accreditation program for heart failure hospital units and has accredited approximately 20 such facilities to date.

The goals of a chest pain center are to significantly reduce the time it takes for patients experiencing symptoms of a possible heart attack to see a physician; to reduce treatment time for patients experiencing a heart attack; to prevent the inadvertent discharge of patients having subtle heart attacks by providing a specialized observation setting for these patients; and to avoid unnecessary admission of patients not having heart attacks. The number of chest pain centers has continued to grow as the value of such centers is proven in lives saved. SCPC's mission is unique, in that it seeks to help, through education and the accreditation process, shift treatment to early heart attack care in order to lessen damage and deaths through early intervention.

Structure, Governance and Staff: SCPC is governed by a 24-member Board of Trustees and a five-member Executive Board. Under the direction of the CEO, the 27-member professional staff (including 17 accreditation specialists, most of whom work remotely) administers the programs, services and activities of the organization within a \$5 million operating budget.

Key External Interactions: In addition to working closely with the Board of Trustees and staff the CEO represents SCPC's interests through collaboration and interaction with a number of related organizations. These include but are not limited to:

- American College of Cardiology;
- American Heart Association;
- American College of Emergency Physicians;
- American College of Cardiovascular Nursing;
- Society for Academic Emergency Medicine;
- National Association of EMS Physicians;
- American Association of Heart Failure Nurses;

- Emergency Medicine Cardiac Research and Education Group;
- Emergency Nurses Association;
- The Joint Commission;
- Centers for Medicare and Medicaid Services;
- American College of Interventional Cardiology;
- American Academy of Medical Administrators; and
- DNV Healthcare.

Programs and Services

SCPC offers the following programs and services to its member hospitals and facilities:

1. Accreditation: The SCPC Accreditation program is the hallmark of the Society and has made a significant impact in the medical community by delivering accreditation services that are driven by process improvement and positive patient outcomes, rather than being compliance-based. The accreditation program is described as collegial rather than punitive, setting it apart from other accreditation programs.

Educational programs, workshops, online training and open forums are designed to assist facilities in preparation for accreditation. The Accreditation Tool document details the key elements critical to patient care; the content is derived from peer-reviewed literature, professional society guidelines and the body of clinical acumen of participating clinicians. This and other accreditation tools help facilities define and actualize strengths, identify and correct weaknesses, and recognize opportunities to enhance processes. In addition, SCPC's team of accreditation specialists provides consultation, feedback, education and resources to assist facilities in addressing gaps and improving processes.

2. Education: SCPC's Congress of Chest Pain Centers is the premier educational forum for cardiac healthcare professionals in the developing disciplines of chest pain management and observational medicine. This four-day event, held annually in the spring, provides the latest practical education in cardiovascular disease management to emergency medicine and

cardiology physicians and nurses, chest pain center coordinators, cardiac program managers, and other interested healthcare professionals. Through workshops, panel discussions, continuing education opportunities and other activities, the Congress provides state-of-the-art information and practical education in coronary disease management.

SCPC also offers regional workshops focused on the interests of chest pain center and heart failure clinicians, coordinators and managers. These are designed to provide information and techniques for implementing chest pain center and heart failure paradigms as operational systems for patient treatment and to assist facilities in preparing for accreditation.

3. *Best Practice Guidelines*: SCPC creates and disseminates best practices for heart failure, including recommendations for the evaluation and management of patient care.
4. *Process Improvement*: The application of process-improvement science methodologies is a fundamental tool for achieving best practices. SCPC provides information about the practical application of these methods and the incorporation of them into the accreditation process. Benefits of this practical application include streamlining patient treatment, reducing treatment time and decreasing costs by providing effective and efficient care.
5. *Publications/Resources*: SCPC provides research, guidelines, recommendations, registers, articles, abstracts, editorials and papers relating to chest pain centers, chest pain management, and accreditation. These include *Critical Pathways in Cardiology*, the official quarterly journal of SCPC; an electronic newsletter; RSS feeds on the SCPC website; and numerous online tools.
6. *Public Awareness*: SCPC promotes public awareness of the early symptoms of heart attack through its Early Heart Attack Care program, which has as one of its goals the education of the public of the importance of evaluating and treating early symptoms in a chest pain center.

Organizational Culture

The SCPC staff is widely considered one of the most valued and critical components of the organization's success. They are described in very positive terms as dedicated, passionate about the Society's mission, self-directed and possessing strong expertise; a collaborative group that is committed to the success of the organization and one that takes great pride in and enjoys their work. They exhibit a strong sense of customer service and are competent and highly resourceful.

Because a majority of the staff works remotely as accreditation specialists, they recognize the value of a leader who can foster a sense of team and cohesiveness for the good of the organization. They seek a visionary leader, a confident decision-maker and a person of high integrity, which is reflective of their own staff values. It is important that the CEO have the ability to communicate with and create a positive relationship with the entire staff, including those who are remotely based.

The volunteer leadership shares this passion for the mission of the organization and enthusiasm about the opportunities for the Society's growth; they are strongly supportive of the SCPC's activities and direction. They also recognize the need for thoughtful consideration of the strategic direction that is necessary for continued growth and for maximizing the opportunities to capitalize on those opportunities. They are described as a visionary and innovative group that is dedicated to strengthening the organization's position and would welcome strong leadership by an individual who shares their sense of mission and dedication.

Strengths, Challenges and Opportunities

SCPC has realized tremendous success in its relatively short history, and the potential for growth both domestically and internationally is virtually unlimited at this stage in its development. Stakeholders cite the accreditation program – including site visits, online learning materials and the expertise of the accreditation staff – as the key strength of the organization. Also receiving high marks from stakeholders are the education programs, especially the Congress, workshops and other resources for evidence-based process improvement.

The organization has grown quickly in a short period of time, and some suggest that it would benefit from further attention to a long-term strategic plan that solidifies its unique position in the rapidly evolving healthcare environment, in part through strengthening alliances and relationships with related organizations. Stakeholders cite opportunities to raise the profile of the organization and better market its programs and services by developing additional collaborative opportunities with medical associations, and strengthening communication with such entities as government and regulatory agencies, payers and industry.

Additional growth areas include academic research; the further development of consulting services to strengthen the accreditation program; accreditation programs for small/critical access hospitals; the establishment of chapters both domestically and internationally; enhancement of community education to raise the profile of the organization; the development of a Chest Pain Center Coordinator and Medical Director Certification Program; and the establishment of additional educational online learning programs and resources.

As healthcare facilities continue to experience financial challenges, attention will need to be paid to how best to facilitate growth in SCPC programs, services and activities in a climate of reduced resources, while solidifying the organization's position in the market. In particular, it will be important to expand the Society's products in the future beyond its present base, where there is one major accreditation program. An expectation of continued growth also suggests the need for eventual increases in staff. In anticipation of this, the organization would benefit by considering ways to strengthen the internal infrastructure in terms of staff training and professional development, information technology and delivery of core programs and services.

Chief Executive Officer Position

Responsibilities: The CEO is accountable directly to the Board of Trustees and is responsible for managing the professional staff (including the Operations Director and the Accreditation Director as direct reports); directing the organization's daily operations, programs and activities; overseeing the development of the annual operating budget and financial resources; and

developing and maintaining alliances with key stakeholders and partners. In addition, the CEO will:

1. Provide leadership in the development and execution of organizational strategy, and ensure that the strategy and vision are consistent with the mission of the organization;
2. Promote a positive, results-oriented team culture by attracting, hiring, inspiring and developing talented professional staff to implement activities, programs and initiatives;
3. Build and foster partnerships with related organizations and strategic partners in order to further the organization's mission and growth;
4. Maintain and manage the financial integrity of the organization, its funds and assets; and align the annual operating budget with the Board's strategic goals and objectives while maintaining the highest standards of legal and fiscal responsibility; and
5. Promote the visibility of the association and the profession in the healthcare community and with the general public, government officials, thought leaders and other stakeholder organizations.

Education and Experience: The ideal candidate will have a bachelor's degree (an MBA or other master's degree is strongly preferred); a minimum of 10 years of executive/management experience in a healthcare-related organization or industry (prior experience as a CEO is highly desirable); excellent leadership, management, communication and financial skills; and demonstrate effectiveness as the representative of an organization. Executive/management experience in an association or other nonprofit environment is considered a plus, as is experience with cardiology or other medical specialties and a record of leadership and participation in voluntary patient service activities.

The successful candidate will demonstrate experience in the following areas:

1. Developing and implementing strategic plans and initiatives, and identifying and prioritizing short- and long-term organizational goals, needs and resources;
2. Enhancing the reputation and visibility of an organization through effective public relations;
3. Managing and/or leading change in a complex organization and/or industry;
4. Effectively serving as the public voice of and spokesperson for an organization;

5. Developing, supporting and managing a Board of Directors and relationships with other key volunteers;
6. Developing and managing a high-functioning professional staff; and
7. Enhancing the financial stability of an organization through revenue generation and diversification and by capitalizing on business opportunities that further the mission.

Skills and Abilities: The following skills and abilities are important to the candidate's success in the position of CEO:

1. Visionary leadership, in order to capitalize on opportunities and to identify challenges and the resources necessary to meet those challenges;
2. Building and maintaining strong alliances and relationships with related organizations;
3. Ability to build and strengthen the appropriate organizational culture, both internally and externally, and to build effective teams;
4. Strong written and oral communications skills, with the ability to deliver clear and effective messages to all stakeholders;
5. Ability to build consensus among diverse constituencies and organizations in order to further common goals and objectives; and
6. Demonstrated financial and business acumen to ensure short- and long-term stability of an organization's assets, including development and diversification of sustainable revenue sources.

Personal Characteristics and Behaviors: The CEO will possess the following personal characteristics and behaviors:

1. Unquestioned honesty, integrity and ethics;
2. Inclusive, collaborative and a team-builder by nature;
3. Open to innovation and creative ways of doing business to move the organization forward;
4. An articulate, skilled communicator; a strong listener who actively invites input from a variety of areas, but who acts decisively and with confidence; a tactical risk-taker;
5. Tactful, diplomatic, personable and accessible; respectful of others' views and experience and open to new ideas;
6. Able to rapidly assess needs and develop plans and solutions accordingly;

7. Fair, compassionate and a skilled manager/developer of staff, financial resources and internal culture;
8. Inspirational and optimistic demeanor, with the ability to motivate and engage others in effectively articulating the organization's vision; and
9. Exhibiting a strong and compelling presence and to both external and internal audiences.

Measures of Success

The CEO's success in the position will be measured by demonstrated progress in the following areas:

1. Successful integration into the culture of the association and the quality of relationships with the Board of Directors, volunteer leaders, members and related organizations;
2. Stability, morale and development of the professional staff into a cohesive team in a positive building culture;
3. Full understanding of and appreciation for the importance of accreditation services to the Society's mission; growth and further development of accreditation activities and services;
4. Further development and advancement of the Society's strategy and goals that reflect industry growth, and capitalizing on new opportunities;
5. Management, stability and integrity of financial resources;
6. Identification of new markets and opportunities to enhance the Society's profile and financial stability;
7. Quality of communication with and responsiveness to the membership; and
8. Continuity of member services, programs and resources during the transition to new leadership.

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