



Executive Director and Chief Operating Officer

Position Specification

Barrow Neurosurgical Associates, Ltd

Phoenix, Arizona

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I. Overview

Barrow Neurosurgical Associates, Ltd.

Barrow Neurosurgical Associates (BNA), based in Phoenix, Arizona, is the country's preeminent neurosurgical practice. BNA is the provider of neurosurgical services to the Barrow Neurological Institute (BNI) located at St. Joseph's Hospital and Medical Center. BNA also provides neurosurgery services in Scottsdale (Scottsdale Healthcare) and Glendale (Banner Health); providing support to two Level 1 trauma programs and two designated Stroke Centers. Last year over 12,000 patients from around the world were treated by BNA physicians using the most advanced techniques to treat neurovascular and skull base disorders, brain and spinal diseases, neurological injuries, epilepsy and neuro-oncology cases. In 2010, BNA physicians performed over 7,500 operative procedures. Its physicians are studying and conducting leading edge research to advance the science, improve outcomes and find cures for these illnesses. Medical education is a central tenant of the BNA mission, supporting the largest neurosurgical training program in the United States.

BNA is a private group practice consisting of 24 neurosurgeons, three physiatrists and 120 employees. BNA has five offices including its main campus located at the Barrow Neurological Institute (BNI) at St. Joseph's Hospital and Medical Center (SJHMC). US News and World Report consistently ranks the hospital's neurosciences programs among the top in the country. In 2009 BNA opened the BNA NeuroSpine and Rehabilitation Institute housing comprehensive services including imaging, spine assessment and treatment, pain management and physical therapy. Also in 2009, it merged with leading physiatrists at the Rehabilitation Institute of Scottsdale.

Total BNA annual revenues have increased significantly over the last several years and now approach \$50 million. Patient satisfaction scores are consistently over 90 percent, including satisfaction scores at the BNA NeuroSpine and Rehab Center after its first year of operation. Along with St. Joseph Hospital and Medical Center, the BNA received the Blue Distinction Center for Spine Surgery from Blue Cross Blue Shield of Arizona (one of only two centers in Arizona).

BNA's culture, cohesiveness, and focus on quality, research and education make it what it is today, the premier provider of compassionate, high quality services. Team building events, training and collaboration involving all employees are a key part of its success.

Barrow Neurosurgical Associates Future

Under the leadership of Dr. Robert Spetzler, the Chairman of the BNI and BNA, and the senior partners of the group, the BNA has grown rapidly over the last decade. It has evolved from a small group practice into a significant enterprise with multiple locations and complexity. It is anticipated that this growth will continue with the addition of new physicians, clinical and research programs and additional locations. Examples of this growth include, the creation of the

Barrow Brain Tumor Research Center, the Center for Neuromodulation and the diversification and expansion of services to additional locations in Scottsdale and Phoenix. BNA also anticipates continued growth in ancillary services representing a substantial addition in quality and continuity of care for patients as well as diversification of BNA services.

Also under Dr. Spetzler's leadership and in partnership with SJHMC and its parent, Catholic Healthcare West (CHW), BNA recently entered into a process that would culminate in establishing a co-management agreement to manage key inpatient and outpatient service lines through a BNI Management LLC / Management Services Agreement (MSA). The purpose of this co-management agreement is to recognize and appropriately engage participating BNA / Associated BNI physicians in developing, managing and improving the quality/efficiency of the BNI. A similar co-management arrangement is under development with the BNA and Scottsdale Healthcare, strategically positioning the BNA for future trends in healthcare delivery.

Barrow Neurosurgical Associates Vision and Mission

Our Vision

To remain the premier provider of compassionate, high quality neurosurgical care services in the Southwest, the United States and beyond.

Our Mission

To be a model for excellence in neurosurgical care through our dedication to our patients, our commitment to sound medical practice and our affiliation with Barrow Neurological Institute.

Barrow Neurological Institute

Barrow Neurological Institute of St. Joseph's Hospital and Medical Center in Phoenix, Arizona, is internationally recognized as a leader in neurological research and patient care. Established in 1962 under the auspices of Dr. John Green, Barrow has been brought into the twenty-first century under the guiding influence of Dr. Robert Spetzler.

Barrow treats patients with a wide range of neurological conditions, including brain and spinal tumors, cerebrovascular conditions, and neuromuscular disorders. Barrow's clinicians and researchers are devoted to providing excellent patient care and finding better ways to treat neurological disorders.

To target difficult neurological conditions, Barrow working with BNA physicians has created several specialized programs and centers. The Brain Tumor Center has forged numerous advancements in brain tumor diagnosis and neurosurgery. Each year, Barrow treats thousands of patients with brain tumors, including some of the most difficult cases in the world.

The Barrow's Cerebrovascular Disorders program, including the Barrow Stroke Center treats many patients with cerebrovascular diseases. The internationally recognized cerebrovascular

team includes neuroradiologists, neurologists and neurosurgeons who specialize in microsurgery, endovascular surgery and stereotactic radio surgery.

The Center for Neuromodulation, which will use deep brain stimulation as cutting edge treatment for Parkinson's disease, epilepsy, depression, obsessive compulsive disorder and other conditions.

The institute has also established acclaimed centers for epilepsy, skull base disorders, spinal disorders, Parkinson's disease, pituitary disorders and neuroimmunological conditions including multiple sclerosis. The Barrow also provides world class pediatric neurological programs in conjunction with the Phoenix Children's Hospital and the University of Arizona College of Medicine. These subspecialty centers are staffed by experts and specialists who focus on providing patients with the best possible diagnoses and cutting-edge treatments.

History of Barrow Neurosurgical Associates

Barrow Neurosurgical Associates was formed by Dr. Spetzler in 1983 bringing together the leading neurosurgeons at the BNI. He felt that it was important to have the leading neurosurgeons together as a group with a common mission and vision which focused on quality, education and research. From a small group in 1983 BNA has grown into a large, complex multi-location diversified practice with an international reputation for quality, research and teaching.

More information can be found at:

www.bnaneuro.net

www.thebarrow.org

www.stjosephs-phx.org

www.chwhealth.org

II. Community Description

Phoenix and the surrounding area is called the Valley of the Sun for a reason. It has more than 300 sun-filled days a year and an average temperature of 72.6 degrees. The Phoenix metropolitan area covers more than 517 square miles and has a population of over 1.6 million, ranking it the fifth largest city in the country and the largest capital city in terms of population. The city is the anchor of the Phoenix metropolitan area, the 12th largest metro area by population in the United States with more than 4.3 million people.

Phoenix has plenty of offerings for primary and secondary education. There are 325 public schools in 30 school districts. The area is also home to more than 200 charter and private schools. Arizona State University is the main institution of higher education in the region and is currently one of the largest public universities in the U.S., with a 2007 student enrollment of 64,394. Other post-secondary institutions in the area are Thunderbird School of Global Management, ranked number 1 in international business; The Art Institute of Phoenix; Grand Canyon University; the headquarters of University of Phoenix; and numerous other colleges and universities.

The beautiful Sonoran Desert shares top billing as a world-class attraction along with the arts and cultural venues that make Phoenix a world-class destination. The city's extensive desert preserve system offers visitors easy access to the Sonoran Desert and its surprising biological diversity. Phoenix also offers the sports enthusiast a wide range of professional teams including the Arizona Diamondbacks, The Arizona Cardinals and the Phoenix Suns. Phoenix is also in close proximity to world class skiing and excellent beaches in California and Mexico.

In Greater Phoenix, you'll find everything from world-class hotels and resorts and fine dining to exhilarating adventure, breath-taking golf courses, trendy shopping, modern nightlife and enriching culture.

For more information you can visit <http://www.phoenix.gov/>.

III. Position Summary

Job Title: Executive Director / Chief Operating Officer

Department: Administration

Reports To: Executive Committee and Managing Partner

Job Summary: Provides leadership, direction and administration of all aspects of BNA activities to ensure accomplishment of BNA's mission, goals and objectives. Supervises all department administrators and oversees the activities of all (approximately 120) staff and activities. Enhances BNA brand value through innovative leadership, superior communication, and the delivery of exemplary clinical care.

IV. Job Duties & Responsibilities

- Serves on the Executive Committee, and is responsible for implementing the BNA's mission and strategic plan.
- Responsible for all aspects of BNA operations including physician's support staff, Finance, IT, Human Resources, Front Office, Marketing, Transcription, Medical Records and Clinical Operations.
- Supports physician leadership in meeting the needs of BNA physicians.
- Stays abreast of the healthcare market in order to identify trends that will impact the business.
- Serves as educator and leader in practice management and best practices.

- Informs the Executive Committee about trends, regulations, metrics and other medical related activities to facilitate policy-making.
- Establishes, secures approval for and oversees BNA operating policies and procedures.
- Through the CFO, oversees the business and financial affairs of the BNA, and fiscal management including accounting, budgeting, physician compensation formulas, internal controls and timely reporting.
- Through a Director of Human Resources, oversees the Human Resources affairs of the BNA, including recruitment, professional development and performance evaluation of employees. With the Director of Human Resources, will develop, implement, and monitor programs/processes for the hiring, training and termination of employees.
- Oversees Marketing, Communications, Public Relations and Brand.
- Develops exemplary management techniques and practices.
- Promotes innovation.
- Delegates authority and responsibility appropriately to management team members.
- Enhances operational effectiveness, emphasizing efficiency with the delivery of the highest level quality of care.
- Ensures compliance with all regulatory agencies governing health care delivery and the rules of accrediting bodies.
- Represents BNA in its relationships with other health organizations, government agencies and third party payers.
- Ensures that all employees are treated in a fair and consistent manner.
- Promotes a culture of excellence
- Maintains professional affiliations and enhances professional development to keep current in the latest health care trends and developments.
- Participates in strategic planning process.
- Maintains strictest confidentiality.

V. Candidate Qualifications

- Minimum of seven years executive level operations experience within a medical group or related physician organization of similar complexity.
- Is physician-centric; maintains effective working relationships with physicians, administration and other staff members.
- Demonstrates superior leadership and communication skills.
- Maintains positive attitude and demonstrates the utmost in professionalism.
- Embraces responsibility and demonstrates ability to exercise authority.
- Has the ability to manage change and direct the problem-solving process.
- Can establish and maintain quality control standards.
- Excellent analysis skills.
- Bachelor's degree required; Master's degree in Health Administration or Business Administration preferred.