



InveniasPartners Helps University of Missouri Health Care (UMHC) Recruit New President and CEO for Capitol Regional Medical Center (CRMC)

InveniasPartners, a Chicago-based executive search, assessment and talent management firm, supports hospitals, health systems, payers and medical groups in their quest to find top c-suite and board talent.

University of Missouri Health System Strengthens Hospital Leadership Ranks with CRMC Appointment

Capital Region Medical Center (CRMC) (<http://www.crmc.org>) a Jefferson, Missouri based not-for-profit, integrated healthcare system and part of the University of Missouri Health Care (<http://www.muhealth.org>), sought a new president and chief executive officer (CEO) to replace a CEO who had been at CRMC's helm for more than 30 years and was about to retire.

The new leader would spearhead CRMC's respected programs in orthopedics, women's health, oncology, cardiology and stroke care while directing its 114-bed acute care hospital, 28 ambulatory care sites, a cancer center, and a multispecialty group practice with more than 100 providers.

CRMC was committed to hiring an executive who was willing to champion UMHC's vision as "the health system that people choose for exceptional service and exemplary healthcare," while building a workplace grounded in the values of "integrity, respect, trust, openness, fairness, quality performance, accountability and dedication to quality care for patients and their families." The new president and CEO would willingly embrace UMHC's "culture of yes," best expressed in the mantra, "Together we care, deliver, innovate and serve."

CRMC also required an executive who would build and strengthen relationships across the care continuum, grow market share, and partner with UMHC leaders on initiatives related to branding, marketing, service delivery, and provider resource allocation and fund development.

The ideal president and CEO would come with leadership experience in a community-based, acute care facility with exposure to tertiary, academic teaching medical centers and urban, suburban and rural markets. Equally important was a legacy of collaboration with physicians on the design and implementation of new service lines.

CRMC's nine-member board was clear in its specs for leader. The ideal candidate would exude multiple leadership attributes—from respect and appreciation for clinicians and a visible,



approachable leadership style, to crisp, speedy decision making and open communication with colleagues, clinicians, employees and community groups.

Implementation

CRMC turned to InveniasPartners, a Chicago-based healthcare executive search, assessment and talent management firm, to tap healthcare president and CEO candidates. Curt Lucas, InveniasPartners' president and CEO, joined forces with George Popko, a managing partner of InveniasPartners and a former healthcare Chief Financial Officer (CFO) with more than 30 years of experience, to orchestrate CRMC's search.

IP worked directly with CRMC's nine-member board to align its expectations with the realities of CEO search—from the nature of organizational and cultural change, to the intricacies of compensation and benefits, professional development, healthcare experience, and leadership attributes.

Lucas and Popko quickly moved through the steps of organizational needs assessment and candidate research and screening, to interviews of top-tier executives and contract and compensation negotiations with CRMC's final choice for president and CEO.

The entire search process--from signing an executive search contract with InveniasPartners to hiring the top-ranked executive—took just four months, allowing CRMC's new president and CEO to begin his tenure in September 2014.

Results

InveniasPartners helped CRMC locate a president and CEO candidate who met its expectations for growth, expansion care coordination and provider collaboration. Gaspare Calvaruso served SSM Healthcare in St Louis, where he ran three hospitals-- St. Joseph Health Center, St. Charles and Wentzville, and St. Joseph Medical Park in St. Peters--while also serving as president and chief executive for SSM Cancer Care.

Since arriving at CRMC in September 2014, Calvaruso has watched CRMC become the only designated regional stroke center in Jefferson City and surrounding counties. He has also increased the number of patients seen through CRMC's home care program and expanded the number of urgent care centers under CRMC's popular slogans: "expanding care to meet your needs" and "outpatient care is in"

Lessons Learned



Curt Lucas and George Popko offer the following advice to hospitals and health systems that seek top CEO performers:

- Focus on the executive's role in helping to ensure the organization's vision and guiding strategy related to quality, clinical and operational performance and value creation within provider networks and communities.
- Focus on executive leadership as it relates to working with senior system leaders, boards of directors, medical staff, patients and family members, employers, politicians and community advisors.
- Zero in on specific leadership traits and qualities. For example, what words would colleagues, employees and community residents use to describe the executive-- accessible, comfortable, confident, responsive, receptive, proactive, inclusive, transparent and collaborative?
- Identify how the board expects the executive to articulate, implement and promote strategies related, for example, to expansion and growth of service lines and facilities.
- Pinpoint the executive's new and emerging roles in building and sustaining a positive workplace culture and environment where innovation can thrive.