

InveniasPartners Recruits Leadership for Scripps Medical Foundation

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.



Former Army Executive Now Leads Foundation Innovation

Scripps Health, a San Diego-based \$2.6 billion private, not-for-profit health system, asked Chicago-based InveniasPartners (IP), a retained executive search, assessment and talent management firm, to conduct a search for the next Chief Operations Executive (COE) of Scripps Medical Foundation. This network of more than 750 physicians includes Scripps Clinic, Scripps Coastal Medical Center and Scripps Cardiovascular and Thoracic Surgery Group.

Implementation

Led by Curt Lucas, IP's president and CEO, and former hospital chief financial officer (CFO) and IP managing partner, George Popko, the IP team assessed Scripps Medical Foundation's needs and culture. The Foundation wanted an executive who would enhance the productivity, efficiency and care quality of physicians while Scripps' overarching culture of excellence. Lucas and Popko took action by targeting senior executives in large multi-specialty medical groups.

Results

IP supported Scripps Medical Foundation in the selection and hiring of Kyle D. Campbell, FACHE, as its new Chief Operations Executive. Campbell previously served as CEO of Brook Army Medical Center, COO of Southern Regional Medical Command, COO of Fort Benning MEDDAC and Martin Army Community Hospital, and CEO of Heidelberg Health System, Heidelberg, Germany. Since retiring from the Army and assuming the role of Chief Operations Executive for the Foundation, Campbell has relied on his expertise in Lean Six Sigma. His experience and skill in managing Army physicians and the day-to-day military clinic and hospital operations ensured a strong fit with the Foundation's focus on performance improvement.

Scripps is more than satisfied with the IP executive search process, "IP has brought us an executive with the discipline, strength and control you would expect from someone with a military healthcare background," says Shiraz Fagan, the Foundation's CEO and senior

vice president. "Fortunately, Kyle offers the agility, flexibility, candor and empathy needed to create and sustain working partnerships with our physicians."

Fagan attributes IP's success in completing searches for Scripps to IP's healthcare knowledge and experience and its insights into c-suite and board leaders. Equally powerful is Lucas 30 years of experience in healthcare executive recruitment, assessment and talent management, made even more powerful through partnerships with former CFOs like Popko.

Lessons Learned

IP's Curt Lucas and George Popko offer the following advice to healthcare organizations seeking to recruit top executives:

- **External Expertise:** Consider working with qualified retained search consultants who will guide you through the journey of assessment, interviewing, selection, compensation negotiations and candidate placement.
- **Relationships:** Focus on how the candidate will collaborate, partner and relate to member organizations, colleagues and employees.
- **Responsibilities:** Identify how the executive will direct, coordinate and integrate divisions, departments and service line functions, including the development and implementation of plans, policies and procedures.
- **Culture:** Zero in on how the candidate will reinforce the organization's environment and culture. Be sure to mention specific elements of culture, including transparency, open communication, inclusiveness and support. The Foundation, for example, wanted an executive who would embrace "value by design" and a lean organizational structure.
- **Character:** Emphasize desired executive leadership qualities and principles such as change management, innovation, growth, motivation, and relationship and team building.
- **Brand power:** Rely on the power of the hospital, health system or medical center brand to attract qualified candidates. Scripps, for example, routinely relies on its reputation for quality healthcare, convenient physicians and hospitals, comprehensive services, and positive work environment to attract and recruit executives and physicians.
- **Specifics:** Delineate specific competencies such as knowledge and experience with Lean Management, consolidation, accountable care, consumer engagement or population health management.
- **Follow-up:** Remember that finding the right executive is just one element of an ongoing process. Healthcare organizations need executive onboarding, assessment, development and coaching, as well as crisis management and succession planning.

Adds Curt Lucas, IP's president and CEO: "Healthcare leaders like Scripps seek team players who value collaboration and compromise. They want executives with approachable, visible and accessible leadership styles-individuals who are known by medical staff and employees at all levels of the organization."