

POSITION PROFILE

CHIEF MEDICAL OFFICER

Tahoe Shanghai Project

Shanghai, China

WEILL CORNELL MEDICINE



GLOBAL HEALTHCARE EXECUTIVE SEARCH

Table of Contents

SECTION 1 - OVERVIEW

Weill Cornell Medicine Develops Hospital	3
Weill Cornell Medicine	4
Executive Biographies	5

SECTION 2 - POSITION DESCRIPTION

Position Description	9
Position Requirements	9

SECTION 3 - THE CONTINUUM GROUP 11

Overview On behalf of our client, Weill Cornell Medicine (WCM), The Continuum Group is identifying and evaluating candidates for the position of Chief Medical Officer for a hospital in the Shanghai region.

Weill Cornell Medicine Develops a Hospital in the Shanghai Region

Weill Cornell Medicine has been working with a Chinese finance and real estate company, Tahoe Investment Group, over the past 20 months to develop an international hospital in Shanghai, China. Tahoe is in the process of developing a healthcare branch that includes hospitals, clinics, educational institutions and insurance companies.

Tahoe approached Cornell initially to work with them to improve medical education in China. The scope slowly expanded to include collaborating to design, build and operate a general hospital with a large educational component.

The hospital will be “general” in nature with 225 beds and a large outpatient clinic. In China, hospitals are generally the only site for outpatient clinics. While there has been some movement in the Shanghai area to creating free standing, non-hospital related clinics, that model is still in its infancy. This hospital will provide services in:

- | Medicine: | Surgery |
|------------------------------|------------------------|
| Primary Care | General Surgery |
| Traditional Chinese Medicine | Orthopedic Surgery |
| Internal Medicine | Urology |
| Cardiology | Thoracic Surgery |
| Endocrinology | Vascular Surgery |
| Gastroenterology | Ophthalmology |
| Geriatrics | Ear, Nose, and Throat |
| Nephrology | Gynecology |
| Rheumatology | Dentistry/Oral Surgery |
| Pediatrics | |
| Pulmonology | |
| Infectious Disease | |
| Emergency Medicine | |
| Rehabilitation Medicine | |
| Dermatology | |

In addition, the hospital will have two areas of concentration, oncology and neurosciences. This clinical structuring of the hospital was based on an extensive marketing survey and a demand analysis that was conducted by our international team. The clinical model was further refined by the development of a financial model that supports the decision-making process at all levels.

After discussions with our educators, the initial educational model will include a structured CME system that will use multiple learning modalities including readings, videos, local and distance active learning, simulation and mentoring. This learning environment will be focused on physicians, allied health professionals, nurses, and healthcare administrators. Tahoe intends to use this hospital as its educational center for the entire Tahoe medical system. The hospital is being designed appropriately to meet the educational need.

The architect for the project is HDR and they have begun initial work with both WCM and Tahoe. Our team will be working in China over the next 9 months to help design the facility. Relevant WCM faculty are also involved in this process.

As the planning progresses, WCM will be guiding the detailed development of the various clinical departments as well as the educational programs. This will bring progressively more WCM faculty into the process.

Weill Cornell Medicine

Founded in 1898 and affiliated with what is now NewYork-Presbyterian Hospital since 1927, Weill Cornell Medical College is among the top-ranked clinical and medical research centers in the country. In addition to offering degrees in medicine, Weill Cornell also has PhD programs in biomedical research and education at the Weill Cornell Graduate School of Medical Sciences, and with neighboring Sloan-Kettering Institute and The Rockefeller University, has established a joint MD-PhD program for students to intensify their pursuit of Weill Cornell's triple mission of education, research, and patient care.

Weill Cornell Medical College is divided into 24 basic science and patient care departments that focus on the sciences underlying clinical medicine and/or encompass the study, treatment, and prevention of human diseases. In addition to its affiliation with NewYork-Presbyterian Hospital, Weill Cornell Medical College and the Weill Cornell Graduate School of Medical Sciences maintain major affiliations with Memorial Sloan-Kettering Cancer Center, The Rockefeller University, the Hospital for Special Surgery, as well as with the metropolitan-area institutions that constitute NewYork-Presbyterian Healthcare Network.

Weill Cornell Medicine is committed to excellence in patient care, scientific discovery and the education of future physicians in New York City and around the world. The doctors and scientists of Weill Cornell Medicine — faculty from Weill Cornell Medical College, Weill Cornell Graduate School of Medical Sciences, and Weill Cornell Physician Organization — are engaged in world-class clinical care and cutting-edge research that connect patients to

the latest treatment innovations and prevention strategies. Located in the heart of the Upper East Side's scientific corridor, Weill Cornell Medicine's powerful network of collaborators extends to its parent university Cornell University; to Qatar, where an international campus offers a U.S. medical degree; and to programs in Tanzania, Haiti, Brazil, Austria and Turkey. Weill Cornell Medicine faculty provide comprehensive patient care at New York-Presbyterian/Weill Cornell Medical Center, New York-Presbyterian/Lower Manhattan Hospital and New York-Presbyterian/Queens. Weill Cornell Medicine is also affiliated with Houston Methodist. For more information, visit weill.cornell.edu.

Executive Biographies

Dr. Augustine Choi ***Dean of Weill Cornell Medicine***

Dr. Augustine M.K. Choi is the Stephen and Suzanne Weiss Dean of Weill Cornell Medicine and provost for medical affairs of Cornell University. Prior to his appointment as dean in January 2017, he served as the Sanford I. Weill Chairman and Professor of Medicine in the Joan and Sanford I. Weill Department of Medicine at Weill Cornell Medicine and as physician-in-chief of New York-Presbyterian/Weill Cornell Medical Center.

Dr. Choi received his bachelor's degree in 1980 from the University of Kentucky and his MD in 1984 from the University of Louisville. After completing his internship and residency in internal medicine at Duke and a fellowship in pulmonary and critical care medicine at Johns Hopkins, he began his academic career in 1990 in the division of pulmonary and critical care medicine at Johns Hopkins. In 1998 he moved to an appointment at Yale, and in 2000 he became chief of the division of pulmonary, allergy and critical care medicine at the University of Pittsburgh. In 2007 he was appointed the Parker B. Francis Professor of Medicine at Harvard Medical School and chief of pulmonary and critical care medicine at Brigham and Women's Hospital.

Dr. Choi has a longstanding commitment to the training of postdoctoral fellows and physician-scientists in lung diseases. An internationally renowned physician-scientist in the field, he has focused his research on understanding how chronic and acute lung diseases develop in response to molecular, cellular, and genetic triggers. His laboratory studies how oxidative stress and inflammation affect stress response genes and antioxidant enzymes in the lung, and it has contributed much to our understanding of the molecular regulation and function of heme oxygenase-1 and gaseous molecule carbon monoxide in lung and vascular disease. Dr. Choi is currently examining whether inhaled carbon monoxide can be an effective therapy in human disease.

Dr. Choi has published more than 300 peer-reviewed articles and is a member of the American Society of Clinical Investigation and the Association of American Physicians. He is currently funded by multiple NIH R01 grants and has two program project grants. Among his many awards and honors are the 2011 Ho-Am Prize in Medicine, which is often referred to as the Korean Nobel Prize, and the 2015 J. Burns Amberson Lecture, which recognizes a career of major lifetime contributions to pulmonary research.

Michael Stewart, MD, MPH

Vice Dean, Weill Cornell Medicine

Professor and Chairman, Department of Otolaryngology-Head & Neck Surgery (ENT)

Chief of Oto-HNS, NewYork-Presbyterian Hospital/Weill Cornell Medical Center

Dr. Stewart received a B.E. degree summa cum laude from Vanderbilt University, and his M.D. from Johns Hopkins University School of Medicine. He completed residency training in General Surgery and Otolaryngology-Head and Neck Surgery at Baylor College of Medicine, and received his M.P.H. degree from the University of Texas School of Public Health. At Baylor College of Medicine after residency training, he served as Associate Professor and Director of Residency Education for the Department, Chief of Service at Ben Taub General Hospital, and Associate Dean of Clinical Affairs for the College, before coming to Weill Cornell. He is the author of 2 textbooks, as well as more than 30 book chapters and 110 peer-reviewed publications. Dr. Stewart has received many awards and honors, including the Fulbright and Jaworski Faculty Excellence Award while at Baylor College of Medicine, and he was inducted into the Academy of Distinguished Educators there. In addition, he has received a Presidential Citation from the AAO-HNS, and he is a two-time recipient of the Academy's Distinguished Service Award. He received the Houston Distinguished Surgeon Award from AORN in 2005. He is listed in Best Doctors in America & in New York by Castle Connolly, Marquis Who's Who in America, Who's Who in the World, Who's Who in Science and Engineering, and Who's Who in Medicine and Healthcare, and by New York Magazine. He has been a Visiting Professor at more than 40 institutions, and has given more than 400 invited lectures, nationally and internationally.

James F. Pelegano, MD, MS

Senior Director of Global Initiatives, WCM

Dr. Pelegano is an expert in the field of clinical systems development, clinical quality and safety and international healthcare capacity building. With degrees from MIT, University of Rome and Harvard University, Dr. Pelegano has worked extensively in the international arena including the Director of Quality and Safety at Dubai Healthcare City, the Weill Cornell Medicine Coordinator on the Sidra Project and presently as Weill Cornell's Senior Director for International Initiatives. Previously he spent 25 years in leadership roles as a neonatologist.

Shu Li, PhD, MPH

General Manager, Tahoe Investments US

Ms. Li oversees Tahoe's partnerships and investments in the US. Prior to joining Tahoe, she was Director for Asia at NewYork-Presbyterian Hospital (NYP), responsible for NYP's brand and marketing, patient services, and institutional collaborations in the region.

Shu has a background in healthcare consulting with McKinsey & Company, where she advised large healthcare systems and academic medical centers on strategy, operations, and organization. Shu was an operations and business development leader in China with Starcastle Senior Living, heading the operations of its flagship community in Shanghai as well as operations improvement and business development activities. Shu holds an M.P.H. in Health Care Management and Policy from Harvard School of Public Health and a Ph.D. in Organizational Communication from Northwestern University.

Dr. Alan de Klerk, MD, MS
Clinical Lead, WCM

Dr. De Klerk is a Board-certified neonatologist and physician leader with extensive healthcare experience in several countries including New Zealand and the United States of America. He received his medical school training at the University of Cape Town, South Africa, and his pediatric and neonatal training in New Zealand and at New York Presbyterian Hospital-Columbia University. With a Master of Science in Health Care Management from Harvard University, Dr. De Klerk has a demonstrated track record of introducing evidence-based, data driven, collaborative and integrated care models, successful negotiations with government payers to expand clinical services, implementation of strategic visions and growth strategies, and playing key roles in the establishment of new hospital infrastructure, organization, culture, and operations. He has also been involved in international medical and quality conference organization, and in the development of international, comprehensive, multidisciplinary clinical and healthcare management education programs.

Monica Shah
Project Manager of Global Initiatives, WCM

Monica Shah presently oversees the Tahoe/WCM project in Shanghai. Prior to her role as Project Manager, Monica was a part of the Strategy & Analytics team with New York-Presbyterian Global Services, where she managed strategic department initiatives and project managed consulting initiatives in the Middle East. Most recently, she served as Project Administrator for Johns Hopkins Medicine International in Singapore. In this capacity, she led strategic and new business initiatives for the hospital and regional affiliates. In August 2014 Monica presented on Strategic Planning for Hospital Management Asia in the Philippines. Monica has degrees in Cultural Diversity and International Health Studies/Molecular and Cell Biology from the University of Connecticut, and a Master of Health Administration from Johns Hopkins.

Chen Chen, MHA
Analyst

Chen is from the city of Fuzhou, China, and is fluent in both English and Chinese. He is graduate of the Master of Healthcare Administration candidate at Columbia University. Chen has rich experience in facilitating international business partnerships. Prior to joining WCM as an Analyst, he worked with Condor International Advisors, specializing in international business between the US and China. Chen is well-equipped with data analytic skills and looks forward to applying these skills to the Tahoe/WCM project in Shanghai.

Tracy Johnson, FACHE
Facility and Program Planner

Tracy is a Facility and Program Planner. She has 30 years of health care consulting experience providing strategic facility planning and programming services to hospitals and health care systems in the US including academic medical centers. Ms. Johnson has developed clinical plans for many obstetric gynecology programs across the US, including volume, capacity, programming and operations planning services for the new Alexandra & Steven Cohen Hospital for Women and Newborn at NYP (currently under construction). She also worked with the NYP Global Services team on a surgical review project in Doha, Qatar

and is currently engaged on programming services for a proposed outpatient center in Shenzhen, China.

Section 2

Position Description On behalf of our client, Weill Cornell Medicine (WCM), The Continuum Group is identifying and evaluating qualified professional candidates for the position of Chief Medical Officer for a hospital in the Shanghai region that is being developed by Tahoe in association with Weill Cornell Medicine (WCM).

Position Requirements

- Experience in the practice of medicine in China.
- Certified by the American Board of Medical Specialties or the Canadian equivalent, in his/her specialty.
- A minimum of 5 years professional post-residency experience in patient care.
- A minimum of 3 years in a medical leadership position.
- Knowledge of managed healthcare systems, medical quality assurance, quality improvement and risk management, local insurance market (public and private)
- Strategic and innovative thinker with proven ability to communicate a vision and drive results.
- Demonstrated management, organizational and interpersonal skills.
- Ability to solve problems and execute on initiatives.
- Ability to work collaboratively internally and externally.
- Demonstrated ability to assess business needs, design and implement programs and evaluate results.
- Bilingual English/Mandarin (essential).
- Experience working in China for 4+ years at an administrative level
- Experience building a greenfield opportunity is a plus
- Has a strong China network; must create strong ties to other hospitals in Shanghai
- Must be a quick learner in the China market
- Person must embody the Weill Cornell Medicine culture and mission
- Strong understanding of Western Medicine having trained in the United States
- Ideally a physician whose specialty is pediatric, internal medicine or family medicine.
- Eligibility for a license to practice medicine in China
- Certified by the American Board of Medical Specialties or the Canadian equivalent, in his/her specialty
- A minimum of 3 years in a medical leadership position

- Knowledge of managed healthcare systems, medical quality assurance, quality improvement and risk management
- Strategic and innovative thinker with proven ability to communicate a vision and drive results
- Demonstrated management, organizational and interpersonal skills
- Ability to solve problems and execute on initiatives
- Quality and safety experience
- Ability to work collaboratively internally and externally
- Experience and demonstrated successful leadership of case management, disease management and/or population health programs
- Demonstrated ability to assess business needs, design and implement programs and evaluate results
- Bilingual English/Mandarin (essential) or fluent in Cantonese

Role and Responsibilities

The Chief Medical Officer's duties shall include, but not be limited to:

Leading the development and implementation of the clinical and educational strategies of the organization.

Overseeing the selection, recruitment, training and initial evaluation of the physicians and healthcare professionals who will be working in the hospital – in collaboration with the Tahoe and WCM development team.

Oversight of the development of clinical integration opportunities with WCM to achieve the highest quality outcomes.

Responsibility for planning, during the development phase, of JCI Accreditation relative to facility development, clinical systems planning and hospital commissioning.

Leading, along with the WCM physician leader, the integrated approach to clinical and educational collaboration with WCM.

Personal and Professional Attributes

The successful candidate will possess the following traits to fit into the Weill Cornell Medicine culture. Specifically, the following attributes, skills and abilities are required:

- Visionary
- Service mindset; patient-centered care model
- Collaborative style
- Executive-level impact and presence

- Strong interpersonal skills and leadership skills
- Ability to work well with people in a LEAN organization
- Highly energetic and enthusiastic
- Global perspective and cultural sensitivity; understands local culture
- A hands-on individual
- Ability to implement tactically and to be a strategic thinker
- Self-starter
- Strong work ethic
- Demonstrated ability to perform successfully in a changing and challenging environment
- Polished politically and organizational sensitivity/skills
- Skilled at interfacing with key stakeholders to ensure the issues he/she brings to the table are addressed holistically
- Great thought leader who is able to influence at all levels of the organization

Section 3

The Continuum Group

Our goal is to sustain, change and enhance academic medical center cultures with infusion of new talent to provide you with a strong competitive advantage. The Continuum Group has the ability to adapt to the diverse styles and cultures of its clients. It is important for clients to be assured that their firm is being represented in the professional manner in which they operate. We can partner with you to help you save time and fill important positions within your organization.

The Continuum Group maintains consistently high standards of practice in our executive search techniques that are necessary to protect both the interests of our clients and candidates. Adhering to a code of professional ethics ensures our clients that The Continuum Group Consultants will practice with competence and integrity.

We look forward to working with you as a potential candidate for the position of **Chief Medical Officer for Shanghai hospital in association with Weill Cornell Medicine (WCM)**. To learn more about this particular position, please contact:

Joni Robbins
President
The Continuum Group
224.300.3015 (mobile)
Recruit007@comcast.net