



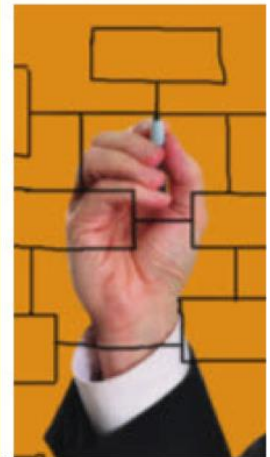
Leading 21<sup>st</sup> century healthcare



A Position Profile

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# Chief Executive Officer



National Center for Healthcare  
Leadership  
*Chicago, Illinois*

**Furst**Group  
*Defining and refining leadership.*

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# National Center for Healthcare Leadership



Founded in 2001, the National Center for Healthcare Leadership (NCHL) is a nonprofit organization based in Chicago. Its vision is to be an industry-wide catalyst to improve the health of the public through evidenced-based leadership and improved organizational performance. NCHL's mission is to assure that high quality, relevant and accountable, health management leadership is available to meet the needs of 21<sup>st</sup> century healthcare.

## NCHL Mission & Vision

*The National Center for Healthcare Leadership (NCHL) is a nonprofit organization that works to ensure that high-quality, relevant, and accountable leadership is available to meet the needs of 21st century healthcare. Our vision is to optimize the health of the public through leadership and organizational excellence.*

## Our Strategy

*NCHL works to catalyze the field to initiate and sustain leadership and organizational excellence that will improve the health of the population. Our work foci is in four areas:*

- *Facilitating the spread of promising leadership practices*
- *Recognizing contributions of healthcare leadership profession, both individuals and organizations*
- *Creating collaborations that emphasize leadership within and among organizations*
- *Building the evidence base of what works in leadership development*

NCHL strives to be an authoritative and objective source for evidence-based healthcare leadership practices, and to bring healthcare leaders together to advance industry standards and innovation for leadership excellence.

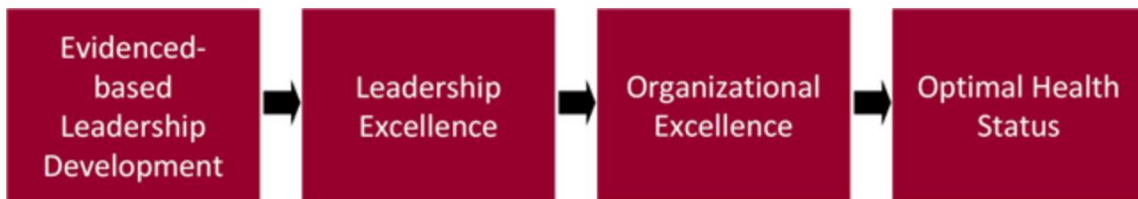
With our healthcare expertise and inter-professional and cross-industry perspective, our cutting-edge research aims to drive systemic and sustainable changes.



## Products and Services Offered by NCHL

NCHL champions three premier membership programs that advance healthcare leadership. These are the **Leadership Excellence Networks (LENS)**, **U.S. Cooperative of International Patient Programs (USCIPP)**, and **National Council on Administrative Fellowships (NCAF)**.

Each of these programs supports a portfolio of interorganizational collaborations that address critical issues facing today's leaders as they pursue excellence and solutions.



## *Leadership Excellence Networks (LENS)*

LENS is an institutional membership group for leading healthcare organizations who recognize that their leadership development and talent management programs are integral to their strategic goals.

LENS organizations seek to advance leadership and organizational excellence in their own organizations, as well as support NCHL's mission to advance leadership throughout the field. LENS member organizations actively share their experiences with other LENS member organizations and collaborate on various interorganizational initiatives. Senior leaders from LENS member organizations participate in a variety of shared learning activities and joint initiatives through a Council structure.

The current **LENS Council** foci are: Diversity & Inclusion, Interorganizational Coaching, Physician Leadership Development, and Talent Metrics & Analytics

## *LENS Initiatives and Research Projects*

The knowledge emerging from our research and demonstration initiatives is invigorating the healthcare industry with innovative ways to think about improving leadership and performance. The result is a new generation of healthcare leaders equipped with the knowledge and management tools, insights, and leadership expertise to achieve new standards of excellence.

- Best Organizations for Leadership Development
- National Health Leadership Survey

## *Past Projects*

- Diversity Leadership Demonstration Project
- Graduate Health Management Education
- NCHL Health Leadership Competency Model™
- Nurse-Team Leadership
- Organizational Excellence Data Collaborative
- Women in Healthcare Leadership

## *US Cooperative for International Patient Programs (USCIPP)*

USCIPP is one of the premier programs of the NCHL. USCIPP serves as the association of American academic medical centers, hospitals, and health systems that work together to expand global access to United States' expertise in high-quality healthcare. USCIPP's membership represents the majority of American hospitals that have a focus on international and includes many of the United States' preeminent institutions of medicine.

All of USCIPP's members are involved in the provision of international healthcare services, which may take the form of:

- Offering international patient programs that cater to medical travelers seeking care in the United States.
- Global education and training programs.
- Providing international advisory and consulting services to hospitals and governments in clinical, administrative, and operational areas as well as in strategic planning.
- Cross-border telemedicine and remote second opinion programs.
- International joint ventures.
- Building, managing, and directly owning healthcare facilities abroad.

As an association, we operate on an agenda of research, benchmarking, education, interorganizational collaboration, and awareness building. Our portfolio of activities includes:

- The yearly collection of benchmarking data on international market dynamics, cross-border collaborations, international telemedicine and remote second opinions, and United States hospital international operations, which we then anonymously aggregate and report back to the membership.
- Ongoing educational content related to international patient care and collaborations, such as the management of a listserv that promotes sharing and the dissemination of information among members, as well as the facilitation of an on-site collaboration program.
- Networking and collaboration between United States healthcare providers.
- An international patient experience survey initiative.
- Business intelligence and market research.
- An annual, in-person meeting for our member institutions.

### *National Council on Administrative Fellowships (NCAF)*

The National Council on Administrative Fellowships (NCAF) is an organization of fellowship sites and graduate health management programs who are working together to continuously improve early-career development opportunities for our next-generation healthcare leaders. Administrative fellowships typically involve one to two-year roles taken by recent graduates from master's level programs (e.g., MHA, MHP, MPH, MPP, MBA, or equivalent degrees), and prepare early careerists for leadership-track careers in the health sector. Although these programs are widely viewed as highly valuable, there is equally widespread recognition that the historical "free market" approach resulted in a highly inefficient process, one that created significant and needless pressure on student applicants, interfered substantially with their graduate studies, and resulted in substantial variability in program quality.

In 2014 NCHL, in collaboration with the Association of University Programs in Health Administration (AUPHA) and the Commission on Accreditation of Healthcare Management Education (CAHME), embarked on an exploratory project to determine whether there was a critical mass of interest in the field to pursue a more organized and collaborative approach to the fellowship process. This included two national surveys, one of graduate program directors and one of fellowship preceptors, as well as a series of information sessions with

representatives from stakeholder groups throughout the year. These efforts indicated clear interest and need for (1) establishment of a “code of good practice,” and (2) establishment of an oversight body to ensure the code is upheld.

## Awards

Established in 2005, NCHL’s annual **Gail L. Warden Leadership Excellence Award** recognizes individuals who have made significant contributions to the health field, including the mentoring of future leaders towards transforming organizational performance to improve health and healthcare. It is named for Gail L. Warden, founding chairman of the NCHL Board, president emeritus of Henry Ford Health System, and a major proponent of leadership development throughout his career. The Leadership Award celebration is held annually in conjunction with NCHL’s Human Capital Investment Conference.



### Honorees:

- 2019 - Rod Hochman, MD, President and CEO, Providence St. Joseph Health
- 2018 - Nancy Howell Agee, RN, President & CEO, Carilion Clinic
- 2017 - Steven H. Lipstein, former CEO, BJC HealthCare
- 2016 - Christine K. Cassel, MD, Planning Dean, Kaiser Permanente School of Medicine
- 2015 - Richard J. Umbdenstock, Past President & CEO, American Hospital Association

Since 2014, the biennial **Best Organizations for Leadership Development (BOLD) Award** recognizes hospitals and health systems that are leading the field in preparing current and future generations of leaders needed to transform our health system. These healthcare organizations are using research-informed practices to develop their leaders and improve health and healthcare in their communities. BOLD top-ranking and honorable mention organizations are recognized at the Human Capital Investment Conference.

### 2018 BOLD High Performers:

- Boston Children’s Hospital (Boston, MA)
- Children’s Hospital of Los Angeles (Los Angeles, CA)
- Emory Healthcare (Atlanta, GA)
- Regional Health (Grand Rapids, SD)
- Rush University Medical Center (Chicago, IL)
- UCLA Health (Los Angeles, CA)

#### 2018 BOLD Awardees:

- Atrium Health (Charlotte, VA)
- Aurora Health Care (Milwaukee, WI)
- BayCare Health System (Tampa, FL)
- Carilion Clinic (Roanoke, VA)
- Children's Health (Dallas, TX)
- Cleveland Clinic (Cleveland, OH)
- Deaconess Health System (Evansville, IN)
- Memorial Health System (Springfield, IL)
- Northwell Health (Great Neck, NY)
- Stanford Children's Health/Lucile Packard Children's Hospital Stanford (Palo Alto, CA)



## Corporate Membership

NCHL's Corporate Members help support across all our premier membership programs and events. Corporate Members enjoy access and visibility throughout the year to both the NCHL members and the broader healthcare market.

NCHL welcomes Corporate Members who share our commitment to advancing healthcare leadership and driving better health outcomes for our communities to join us.

## 2019 Corporate Members

### PLATINUM

**Furst**Group

**NuBrick**  
Partners

### GOLD - INTERNATIONAL

 **QTC Care**<sup>®</sup>  
INTERNATIONAL HEALTH MADE EASY

**flywire** 飞汇

**MORE Health**<sup>®</sup>

Access to the world's best healthcare

  
Center for  
Creative  
Leadership<sup>®</sup>

### GOLD - PROGRAMMATIC

**sodexo**  
QUALITY OF LIFE SERVICES

## Our Leadership and Governance

An exceptional cadre of high-level industry executives form NCHL's Board of Directors, representing all healthcare sectors, including providers, suppliers, insurers, academics, professional organizations, and policy makers. These leaders support NCHL's catalytic efforts to facilitate the spread of best practices, recognize individual and organizational leadership in the field, create collaborations that accelerate change, and build the evidence base to meet the industry's challenges, with improved leadership capabilities.

The board has come together to create a community of rich, innovative, and wide-ranging ideas around the single goal of improving healthcare.

## Board of Directors

### **R. Timothy Rice, Chair**

President  
National Center for Healthcare Leadership

### **Barbara Anason**

Senior Vice President, AMC Networks &  
Strategy  
Vizient

### **Jeanne Armentrout**

Executive Vice President & Chief  
Administrative Officer  
Carillion Clinic

### **John W. Bluford, III**

President  
Bluford Healthcare Leadership Institute  
President Emeritus  
Truman Medical Centers

### **Peter W. Butler**

Chair, Department of Health Systems  
Management  
Rush University

### **Joseph Cabral**

CHRO & President, Workforce Solutions  
Press Ganey Associates, Inc.

### **Richard O. Davis, PhD**

Senior Vice President & CEO, Henry Ford  
Hospital South Market & Henry Ford Hospital  
Henry Ford Health System

### **Andrew N. Garman, PsyD (ex-officio)**

CEO  
National Center for Healthcare Leadership

### **Shoo-Yih Daniel Lee, PhD**

Professor & Associate Chair, Health  
Management & Policy  
University of Michigan

### **Christy Harris Lemak, PhD**

Professor & Chair, Department Health  
Services Administration  
University of Alabama Birmingham

### **Joseph Moscola**

CHRO  
Northwell Health

### **Jill Schwieters**

Managing Partner  
JAS & Associates

### **Catherine Tabaka**

President & CEO  
Sodexo Healthcare - North America

### **Maryjane Wurth**

Executive Vice President & COO  
American Hospital Association  
President & CEO  
Health Forum

### **Gail L. Warden, Senior Advisor**

President Emeritus  
Henry Ford Health System

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## Position Description



The Chief Executive Officer will lead the organization, providing overall strategic direction and serve as a visible spokesperson promoting greater brand awareness and recognition for NCHL. This executive will have the opportunity to partner with Board Members in the strategic realignment of the organization resulting in greater clarity around its major service lines and developing a more strategically aligned and unified organization.

### Reporting Relationship

The Chief Executive Officer reports to NCHL Board President and Board.

### Principal Accountabilities

- In conjunction with members of the Board, establish and articulate a clear vision and direction for execution for the organization, that is easily understood by the Board, team and external constituents.
- Promote NCHL nationally, resulting in stronger name recognition and increased visibility throughout the industry.
- Externally engage and interface with CEO's of member organizations, prospective members and corporate sponsors.
- Build membership base and expand from hospitals and health systems to the broader healthcare ecosystem.
- Serve as a visible spokesperson for the mission and vision of NCHL and its portfolio of collaborative programs – LENS, USCIPP, and NCAF - through participation in relevant practice catalyst roles, presentation in relevant forums, and direct media communications to the field.
- Provide leadership oversight to NCHL's education and practice collaboratives, including recruiting to, and management of, memberships.
- Develop and submit to the Board, for approval, a plan of organization for the conduct of the various activities of NCHL and recommend changes, when necessary.
- Prepare written plans for the achievement of the NCHL's specific objectives and periodically review and evaluate such plans.
- Prepare an annual budget and supervise the financial affairs to ensure that funds are collected and expended to the best possible advantage of NCHL.

- Present to the Board and Board Committees, providing periodic reports reflecting NCHL's activities and such other special reports as may be required, by the Board.
- Attend meetings of the Board and Board Committees and oversee preparation of Board meeting materials.
- Solicit funds and other resources from sponsors, foundations and others, to support the NCHL's mission.

## Experience and Qualifications

- A master or doctorate in a related field (health management, organizational development, nonprofit management, industrial/organizational psychology, organizational behavior, or equivalent).
- Demonstrated success in establishing and leveraging relationships at the C-Suite in health systems, academic centers and organizations in the healthcare ecosystem involving payers and service/member associations that support the delivery of care.
- Strong record of success in leading an organization, managing constituent interests, serving in an internal or external consulting role, and developing and evaluating new offerings (e.g., learning programs, talent management and succession planning systems).
- Demonstrated success aligning multiple, unique, yet related products or service lines, under a corporate brand identifying and advancing the value and marketability as a branded suite of solutions or services, through a variety of channels.
- Successful track record in business development activities to include sales of products and services provided by an organization and developing corporate sponsorship.
- Strong understanding of complexity, faced by contemporary healthcare executives and the need to develop leaders, within their organizations.
- Knowledge/experience working with key stakeholder organizations in the healthcare ecosystem (e.g., professional and institutional membership associations, universities, accrediting organizations).
- Bold and visionary leader with the capacity to challenge the status quo.
- Resourceful and creative problem solver with the ability to articulate change to current structure.
- Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
- Passion and experience developing the talent in an organization through mentoring, training and modeling strong leadership competencies.
- Capacity to drive change and assure accountability through proactive collaboration, organizational awareness, strong communication and process, performance and project management skills.
- Strong business acumen, intelligence and capacity; able to think strategically and implement tactically.
- Be an entrepreneur; capable of both envisioning new levels of management and organizational performance and devising solutions to key business problems.

## Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively, within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

- Have a passion for leadership and healthcare improvement.
- Be intellectually curious, flexible and capable of reprioritizing.
- Be able to multitask and maintain progress on a wide array of deliverables in a team environment.
- Be able to conceive and implement “win/win” strategies, always looking for synergy and common purpose across the complex healthcare arena.
- Innovative and able to think strategically and implement tactically, guided by a strong community orientation and supported by solid management and financial skills.
- Open leadership style. Actively seeks out and supports collaborative thinking and problem solving with others in the organization. Does not view collaborative dialogue around decisions as a personal attack on abilities.
- Self-confidence, professionalism and relationship skills, coupled with a strong personal and team development orientation.
- Excellent oral and written communication skills.
- Highly engaged, energetic, focused, and execution oriented.

## Opportunity Assessment

The National Center for Healthcare Leadership (NCHL) is a nonprofit organization with a national reputation for its innovative research and high-quality programs that prepare healthcare leaders to achieve operational excellence and improve the health of the population. The Board is comprised of some of healthcare’s most well-respected and influential leaders, who believe strongly in the mission and importance of NCHL.

This experienced and entrepreneurial leader will champion the vision of NCHL throughout the country to build its membership base and expand into the broader healthcare ecosystem. This growth and diversification will result in a greater ability to transform healthcare. The ideal CEO will be a confident relationship builder with a passion for leadership development and an ability to create energy in others.

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## Community Information



The NCHL corporate office is located in Chicago, Illinois. As you will read, the Chicago Metropolitan Area is a community of choice for many good reasons.

### Chicago Metropolitan Area

Chicago is recognized and respected internationally as a major cosmopolitan city with a unique and lively energy. The dining scene is world-class, ranging from high-end ethnic cuisine to great local diners and everything in between. The nightlife provides something for everyone, including upscale lounges, trendy nightclubs, and cozy corner pubs. With the Bears, Bulls, Cubs, White Sox, Blackhawks, and Chicago Fire, sports fans never run out of options. Those in search of culture can visit a different museum, festival, theater, concert, or special event every weekend of the year. Shopping along Michigan Avenue is world-renowned, as are many “one of a kind” neighborhood boutiques. This is a great place to live, work, and follow your dreams.



### Education

Chicago-area institutions of higher education include private, state, and religious universities of national note. The University of Chicago, founded with an endowment by John D. Rockefeller in 1891, enjoys an international reputation for pioneering science research and the “Chicago plan” in undergraduate education. The university claims more than 70 Nobel laureates – far more than any other university in the country. The university administers advanced scholarship and research centers, including the Enrico Fermi Institute, the Enrico Fermi National Accelerator Laboratory, and the Argonne National Laboratory, among others. The University of Illinois at Chicago enrolls approximately 25,000 students earning bachelor’s, master’s, and doctoral degrees, and first professional degrees in dentistry, medicine, and pharmacy.

The city's three leading faith-based institutions are DePaul University, which offers undergraduate, master's, and doctorate and law programs to more than 23,500 students; Loyola University of Chicago, which awards bachelor's, master's, and doctoral degrees, first-professional degrees in dentistry, law, and medicine, and a master's degree in divinity to its more than 16,000 students; and Saint Xavier College, where popular, recent majors among its 4,500 students were business, nursing, and education. The Illinois Institute of Technology enrolls more than 6,000 students and offers professional programs in the sciences, engineering, law, art, and architecture. The School of the Art Institute of Chicago, with more than 2,700 students, holds national stature in art instruction.

Two of the country's premier academic medical centers reside in Chicago; including Northwestern Memorial Hospital and the University of Chicago Medical Center. The Chicago campus of Northwestern University includes the Feinberg School of Medicine, Northwestern Memorial Hospital and the Rehabilitation Institute of Chicago (which were both ranked as one of the best in the Chicago metropolitan area by U.S. News & World Report), Prentice Women's Hospital and Ann & Robert H. Lurie Children's Hospital of Chicago.

Five area colleges play in Division I conferences; DePaul University (Big East Conference), Northwestern University (Big Ten Conference), Chicago State University (Great West Conference), Loyola University Chicago (Horizon League), and the University of Illinois at Chicago (Horizon League).

### *Attractions*

Chicago is an ethnically diverse, architecturally important, and culturally rich city. It can be appreciated from the observation floor of Willis Tower, formerly named Sears Tower. At 110 stories, it is the third-tallest manmade structure in the world. In fact, three of the world's 10 tallest buildings are located in Chicago, along with the tallest apartment building, the largest hotel, the largest commercial structure, and the largest post office. The distinctive Chicago School of Architecture, with its aesthetic credo, "form follows function," was shaped by such masters as Louis Sullivan, Frank Lloyd Wright, and a later functionalist architect, Ludwig Mies van der Rohe, all of whom designed buildings in the city and produced in Chicago a veritable living architectural museum.

Also important are the city's outdoor sculpture and art works. Pablo Picasso's gift to Chicago, a 50-foot-tall sculpture of rusted steel at the Civic Center Plaza, has become a symbol of the city's modernity.

Other works include Claes Oldenburg's "Batcolumn", Alexander Calder's 53-foot high red Stabile, "Flamingo", Marc Chagall's "Four Seasons" mosaic, Louise Nevelson's "Dawn Shadow", Joan Miró's "Chicago", and Jean Dubuffet's "Monument with Standing Beast." Cloud Gate (affectionately known as the "Bean") is a 110-ton elliptical sculpture of highly polished stainless-steel plates that reflect the city's famous skyline and the clouds above. Located in Millennium Park, this is British artist Anish Kapoor's first public outdoor work installed in the United States.

### Millennium Park

Discover a state-of-the-art collection of architecture, landscape design, and art that provide the backdrop for hundreds of free cultural programs, including concerts, exhibitions, tours, and family activities. In Millennium Park, you'll find a new kind of town square – a lively, spectacular gathering spot located in the heart of the city and a destination for Chicagoans and visitors alike.

### Navy Pier

Navy Pier is one of Chicago's most popular attractions and features more than 50 acres of parks, promenades, and attractions for visitors and residents to enjoy. A 150-foot Ferris wheel offers unparalleled views of Chicago's breathtaking skyline and stunning cityscape. Entertainment options abound, from the Navy Pier IMAX Theater to the Chicago Children's Museum, and live entertainment year-round.



### Theaters

Measuring an impressive six stories tall, Navy Pier's IMAX Theatre is Chicago's largest flat movie screen and shows both 2D and 3D movies. Further down the Pier is the Tony-award winning Chicago Shakespeare Theater, which presents a wide range of theatrical productions year-round, from the Bard's beloved classics to other innovative programs.

### Museums

Within Navy Pier are two museums that will appeal to visitors of all ages. The Chicago Children's Museum offers three stories of fun, interactive educational exhibits and activities, where kids can play and learn. Tucked away inside the Pier is the Smith Museum of Stained-Glass Windows - a true hidden gem of Chicago.

### Ferris Wheel and Pier Park Attractions

Navy Pier offers as much to do outdoors, as it does indoors. The Pier's most visible icon, a 150-foot Ferris wheel, is modeled after the world's first such attraction that made its debut at the 1893 World's Fair in Chicago. Thrill seekers will love the Wave Swinger, which propels riders 14 feet above the ground, while young children will delight in the Musical Carousel and Light Tower Ride. Other recreational activities include miniature golf and a remote-controlled boat pond; while a free, weekly fireworks show lights up the night sky, all summer long.

### Boat Cruises and Architecture Tours

Navy Pier is the home port for many of Chicago's most popular sightseeing boat tours and cruises. Shoreline Sightseeing operates daily skyline and architectural tours, as well as special seasonal tours that combine an engaging narration about the city's history and famous landmarks, with stunning views of Chicago's cityscape.

The Odyssey, Mystic Blue, and Spirit of Chicago offer elegant brunch, lunch, and dinner cruises, on Lake Michigan, year-round from their berth along Navy Pier's Dock Street. Those seeking a more fast-paced experience will find it aboard Seadog Cruises speedboat tours;

while history buffs will love taking an excursion aboard Chicago's very own four-masted, sailing ship; the Tall Ship Windy.

### Chicago Cultural Center

Drawn by its beauty and the fabulous free public events, hundreds of thousands of visitors come to the Chicago Cultural Center every year, making it one of the most visited attractions in Chicago. The stunning landmark building is home to two magnificent stained-glass domes; as well as free music, dance and theater events, films, lectures, art exhibitions, and family events.

Completed in 1897 as Chicago's first central public library, the building was designed to impress and to prove that Chicago had grown into a sophisticated metropolis. The country's top architects and craftsmen used the most sumptuous materials, such as rare imported marbles, polished brass, fine hardwoods, and mosaics of Favrile glass, mother-of-pearl, and colored stone to create an architectural showplace. Located on the south side of the building, the world's largest stained-glass Tiffany dome (38 feet in diameter with some 30,000 pieces of glass) was restored to its original splendor, in 2008. On the north side of the building, is a 40-foot-diameter dome with some 50,000 pieces of glass in an intricate Renaissance pattern, designed by Healy & Millet.

In 1991, the building was established as the "Chicago Cultural Center" by the Chicago Department of Cultural Affairs, the nation's first and most comprehensive free municipal cultural venue. Every year, the Chicago Cultural Center presents hundreds of free international, national, regional, and local artists, musicians and performers, providing a showcase where the public can enjoy and learn about the arts.

### *Arts and Culture*



Chicago's major cultural institutions rank with the best in the world. The Chicago Symphony Orchestra plays a season of more than 100 concerts at Orchestra Hall from September to June and performs summer concerts at Ravinia Park, in Highland Park. Equally prestigious is the Lyric Opera of Chicago, which stages classical and innovative operas at the recently renovated Civic Opera House.

More than 50 producing theaters delight Chicago audiences with fare ranging from serious to satirical. The Goodman Theatre, Chicago's oldest and largest nonprofit professional theater, presents a season of classical and modern dramatic productions. Chicago theatre is perhaps best represented by Steppenwolf Theatre Company, a Tony Award-winning repertory company that focuses on new plays, neglected works, and re-interpretations of masterpieces. Since 1959, The Second City, a resident comedy company that produces biting satires, has had a direct influence on American comedy,

as its members have gone on to star on the "Saturday Night Live" and "SCTV" television programs and in Hollywood movies.

## *Shopping*

Chicago has long been a premier shopping and fashion destination. From major department stores to chic designer boutiques, the city boasts a vibrant retail scene that caters to the needs of every shopper. Today, the city is home to more than 250 Chicago based fashion designers and 400 independently owned boutiques.

### Magnificent Mile

A Chicago shopping spree must include a visit to the famed “Magnificent Mile” along Michigan Avenue from the Chicago River to Oak Street. Located on “the Mile” are department store giants Neiman Marcus, Saks Fifth Avenue, Nordstrom, and Bloomingdale’s alongside hundreds of specialty shops and boutiques such as Crate & Barrel, the Apple Store, the Disney Store, American Girl Place, Niketown, Tiffany & Co., and Ralph Lauren.

### Oak Street

On nearby Oak Street, apparel from Paris, Milan, Chicago, and New York resides comfortably within Chicago’s chic Gold Coast neighborhood. The result is an international street lined with intimate buildings and shops whose employees are dedicated to personal service. Prada, Kate Spade, Nicole Miller, and Tory Burch are just a few of the boutiques that line Oak Street.

### State Street

Chicago shopping began on State Street, often called “That Great Street,” in the heart of the Loop. One of the city’s first major retail outlets, the flagship Marshall Field’s State Street store (now Macy’s), has been a Chicago icon and world-class shopping destination for more than 150 years. The store is an architectural and historical marvel, offering 10 selling floors of premier ready-to-wear clothes, collections by Chicago based designers, and the finest home lines.

### Neighborhood Shopping

Division Street and the Southport Corridor are home to specialty shops that carry the work of independent and Chicago-based designers. In the Lincoln Park neighborhood, shop along Lincoln Avenue, Clark Street, Armitage Avenue, Halsted Street, or venture further north to the Lakeview neighborhood (along Clark Street, Belmont Avenue, or Broadway) for a wide variety of shopping alternatives. In recent years, cutting-edge national stores like Anthropologie, Marc Jacobs, and Cynthia Rowley have opened shops in these neighborhoods.

### Fashion Industry

In 2006, former Mayor Richard M. Daley created Chicago’s Fashion Advisory Council, appointing a Director of Fashion Arts and Events to lead the effort in supporting and promoting Chicago designers. Fashion Focus Chicago is a city sponsored fashion week held each year, which showcases more than 100 local designers through runway shows, shopping experiences, and industry events. Many of the events throughout the week are open to the public.

## *Dining*

You could eat at a different Chicago restaurant every day for 20 years and never eat at the same one twice. With more than 7,300 restaurants, Chicago is sure to have many that suit your taste, budget, and mood. Whether you're looking for Chicago-style hot dogs or French haute cuisine, steaks or seafood, pierogi or pizza, you can find them in Chicago.

## *Sports for the Spectator*

Chicago fields at least one team in each of the major professional sports and has two professional baseball teams in the Major League Baseball Association. The Chicago Cubs compete in the central division of the National League and play their home games at Wrigley Field, a turn-of-the-century steel and concrete structure where seats are close to the field. The Chicago White Sox of the American League's central division play their home games at U.S. Cellular Field on the city's South Side. The teams, and their fans, enjoy a fierce rivalry. The Chicago Bears of the National Football League's National Conference compete in central division home games at the recently renovated Soldier Field. The Chicago Blackhawks of the National Hockey League and the Chicago Bulls of the National Basketball Association play their home schedules at the United Center.

## *Sports for the Participant*

The Chicago Park District maintains some 552 parks spread out over 7,300 acres, including Lincoln Park, Grant Park, Jackson Park, and Washington Park. Chicago's paved lakefront pathway stretches along the shore from the south side of the city to the north side.

Thousands of Chicago residents and visitors use the path daily for cycling, strolling, running, in-line skating, and even commuting from one end of the city to the other. Located in the metropolitan area are forest preserves, six golf courses, tennis courts, swimming pools and lagoons, 29 beaches, and more than a thousand athletic fields.



The LaSalle Bank Chicago Marathon, started in 1977 as the Mayor Daley Marathon, has become one of the most prestigious and largest marathon events in the world. Held each October, nearly 40,000 elite and recreational runners complete the 26.2-mile race that begins and ends at Grant Park. Hundreds of thousands of spectators line the course, which passes through the downtown Loop and many of the city's ethnic neighborhoods. With its fast, flat course, several world records have been set at the Chicago Marathon.

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# Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Chief Executive Officer position for National Center for Healthcare Leadership in Chicago, Illinois.

For additional information on Furst Group, please visit our website at [www.furstgroup.com](http://www.furstgroup.com). To learn more about this particular position, please call (800) 642-9940 or contact:

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