



## **Bobbie Stone International, LLC**

*“Working in partnership with our health care clients, we identify the leaders who will propel your organization forward. We are familiar with the high-caliber talent throughout the industry - and where to find those executives who will bring new thinking and tested experience to initiate positive change.”*

**Bobbie Stone, CEO & Founder, Bobbie Stone International**

**Specializing in Recruiting Leadership Teams for Health Care  
It's Our Sole Focus**



**Bobbie Stone International, LLC**

## **Top Ten Reasons to Choose our Firm**

### **One: Our in-depth knowledge of the health care talent market**

With over 15 years of experience in health care retained search and over 25 in recruitment across the board, we understand what it takes for a leader to excel in this challenging industry. We know who the key players are throughout all segments of health care and have on-the-ground intelligence on how they have performed in a variety of tough situations.

### **Two: Our understanding of culture fit**

Finding top talent with the skills and background that you require is only one part of the equation. You need leaders who will thrive and make a significant impact at your organization. We have a strong track record of identifying talent based *both* on the expected skills and experience *and* those harder-to-find competencies that lead to a successful fit with an organization's culture and mission.

### **Three: Our reputation in the marketplace**

Chances are, the next potential member of your leadership team is not reading ads or taking random calls. They are too good at what they do and too valued by their current organization. However, because of our trusted relationships with clients and candidates, hard-to-reach executives pick up the phone when we call. Our candidate slate includes those elusive passive candidates, not just those actively looking for a new position.

### **Four: Our comprehensive research process & database of real contacts**

Other firms will point to the number of people in their database. But have they built actual relationships with these executives? Bobbie Stone International believes that successful identification of potential candidates is not about the numbers presented – but, rather, are these the leaders who will bring fresh viewpoints and make significant contributions to an organization's productivity, vision and values?

### **Five: Our placement and retention rate**

We limit our commitments so we can deliver consistent results for our clients. We have never failed a client in finding the right candidate, and the leaders we have placed for our clients average six years or more in their original roles or in new positions at the same organization with expanded responsibilities.

### **Six: Our geographic reach**

Drawing on our extensive network, up-to-date proprietary data base and highly experienced research staff, we can identify top talent throughout the United States. The ideal candidate you seek may be three miles away or three thousand – we are expert at looking in unexpected places to locate the executive who will make a real difference to your organization.

### **Seven: Our sense of urgency**

You need those at every level to be the very best at what they do, identified as quickly as possible so you can remain focused on your goals. We commit to delivering a slate of top-quality candidates – those who have the right skills and are the right fit – within 30 days or less of mutually agreeing on the position specifications.

### **Eight: Our accountability**

Our fees are based on key completion milestones in the search, not on some arbitrary timeline. Once a contract is signed, we will visit your team onsite – at our own expense – to understand your specific needs, and how you will measure performance, both of our firm and your new executive, going forward. We monitor your satisfaction throughout the search and guarantee the successful placement for six months.

### **Nine: Our no nonsense approach**

We won't waste your money or your time. We have developed our search process and business model so that we can quickly and efficiently deliver the effective leadership our clients need – without disruption to your operations.

### **Ten: You are important to us**

We value our clients, believe in their mission and are completely invested in helping them achieve their leadership goals. We enjoy what we do, have fun doing it and take personal pride in the successful completion of every assignment.

## **Our Services**

### **Retained Executive Search: Recruiting Health Care Leadership**

We perform searches only in the health care space, across all disciplines and types of organizations.

As a result, health care organizations around the country – both for-profit and non-profit – depend on Bobbie Stone International to help them build high-quality leadership teams in all segments of their business. Our focus is on C-suite executives; hospital administration; clinical, non-clinical and physician practice management; nursing; and senior foundation executives.

### *Performance-based Fees*

We believe in being held accountable for our work. Our performance-based retained search approach is tied to actual results for the client, not to pre-set timeframes.

We invoice:

- At the beginning of the search engagement;
- On presentation of a slate of quality candidates whom we have evaluated and believe could become a valuable member of your leadership team;
- During interviews by the client;
- A success fee at acceptance & start date agreement for the final candidate.

We base our fees on an executive's compensation, without factoring in signing or performance bonuses, and we never charge for administrative support or research.

### *Recent Positions Successfully Filled*

Our focus is on helping you build a leadership team who will make a positive difference – and quickly – in your organization. Below are key positions we have recently filled for our health care clients, identifying senior executives who will stay and grow with the organization.

- Senior Vice President and General Counsel
- Executive Vice President – Hospital Foundation
- Chief Financial Officer
- Chief Nurse Executive
- Vice President for Nursing and Patient Care Services
- Vice President – Operations
- Vice President – Human Resources
- Administrator-Practice Administration-Medical Group
- Senior Director –Patient Experience
- Senior Director – Provider Services
- Senior Director – Pharmacy, Respiratory and Sleep Lab
- Controller
- Director – Corporate Compliance
- Director – Lean Process

### *Recent Client Relationships*

In the past fifteen years, we have worked closely with many world-class health care organizations, helping them rethink their leadership needs in the light of the ongoing changes in the industry. Here are just a few of our recent clients.

- Baycare Health System
- Porter Medical Center

- Medstar Health System
- Miami Children’s Hospital
- Inova Health System
- Care New England Health System
- University of Maryland Medical Center-Midtown campus
- Penn Medicine

## **Customized Executive Coaching**

For senior executives looking to the next in step in your career path, we offer executive coaching services, tailored specifically to your goals. Whether it is a move up the ladder at your current employer, a change in position with a new organization or a totally different career direction, we work with you to define your objectives and what it will take to make them a reality.

For clients, we can coach managers ready to take on greater leadership responsibilities at your organization, transforming their mindset, unleashing potential and making critical behavior changes for success.

We can also help when you need to transition managers out of your organization, so that they have the focus, defined goals, skills and confidence to embark on a career change.

Our sessions are always customized to the individual and situation. We have found that a series of six to ten sessions of a half hour each yield maximum benefit in preparing executives, at all stages in their development, for the next career move.

With over 15 years of experience in placing executives in high-level health care positions, we know what makes a true leader stand out – and how to arm executives with proven strategies that will move them forward.

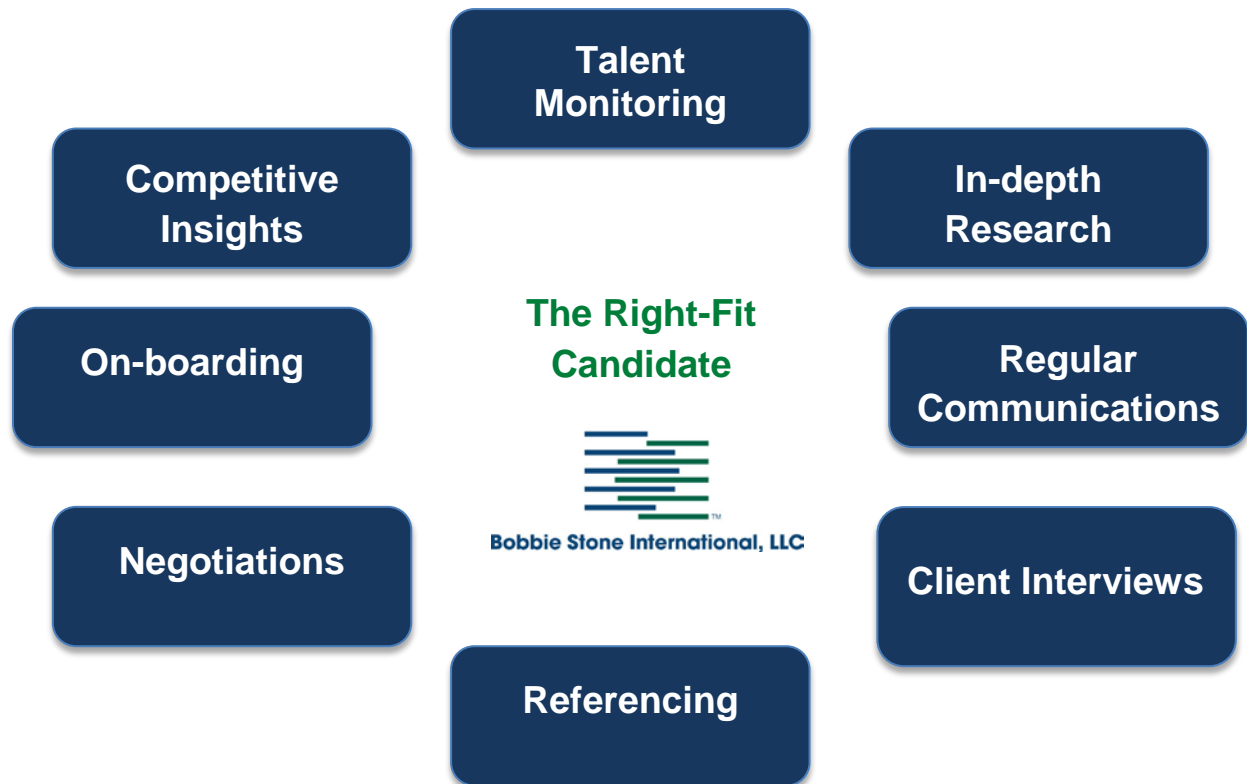
## **Our Search Discipline**

Bobbie Stone International believes that both art and science combine to identify the “right-fit” candidate.

Our “science” lies in our customized search plan, our proprietary database of top health care talent and our rigorous research process to reach out to unexpected candidates.

Our “art” rests on our quick grasp of who you are, what you are really looking for and what it will take to succeed in the position, supported by astute interviewing techniques that elicit information that other search firms too often miss.

Our search discipline has been developed and honed over more than 15 years – listening carefully to our clients, routinely exceeding quality standards and bringing only our best to every search.



### **Step One: Ongoing monitoring of top talent**

We closely follow the health care market so we know the strong training grounds for new leaders, those executives who are recognized as excelling in their fields and how organizations around the country are meeting the challenges of recruiting and retaining top talent.

### **Step Two: True fit with your mission and goals**

During the proposal process, we research your organization; your mission, values and strategy; your leadership team; and similar positions in the current market. Once the contract is signed, we then meet, in-person, with you and your team, *at our own expense*, to gain your perspective, finalize position specifications and develop a customized search approach, including the key sources we will draw on during the search.

### **Step Three: Regular communications**

We set up a schedule of progress reports with you, so that you can stay on top of the search at every step of the way. We have seen, based on our many assignments over the years, that things continue to change as a search moves forward. We want to make sure that we are both fully in synch so we don't waste any time.

### **Step Four: In-depth research and interviewing: The short list**

Our goal is to present a short list of qualified candidates within 30 days of agreement on the position specifications. We will have performed phone, Skype and in-person interviews as appropriate with each candidate we present, using behavioral assessment techniques so they not only meet your skill needs but also can perform as meaningful, positive contributors to your team.

### **Step Five: Coordination of candidate interviews & immediate feedback**

We work with you to help set up interviews with each candidate you are eager to interview – making sure you have all the information you need and that we have feedback from both you and the candidate within 24 hours of each interview.

### **Step Six: Referencing**

We do in-depth referencing with previous direct reports, current peers and direct reports. We want a clear understanding of why the candidates have been successful in the past and how they could add value to your organization.

### **Step Seven: Negotiations**

We are known for developing strong relationships with the candidates whom we present. We share with you, from the very beginning, our understanding of their hot buttons, why they might want to leave their current position, what could hold them back and what they are looking forward to in their future careers. Like you, we don't like any last-minute surprises.

### **Step Eight: On-boarding**

We guarantee our placements for six months – and believe in making sure that both you and the candidate are adjusting well from the very beginning, and that this is the right member for your team. We keep in ongoing touch, share any concerns that might arise and have a vested interest in the mutual satisfaction and success of both you and the candidate.

### **Step Nine: Your eyes and ears in the marketplace**

Throughout the search, we talk confidentially with a number of high-placed health care leaders. We thus have the opportunity to learn what sets your organization and career path apart from others – as well as how your organization is viewed in the market, the

latest recruitment and compensation trends and how you stack up against your competition. We share these invaluable insights with you as we move forward with the search.

## Case Studies

### Turning around an Imaging School's Reputation

#### *The Challenge*

A Mid-Atlantic medical imaging school of radiography in a 900+ bed academic medical center was facing some tough questions about the ethical practices of its former key executive. The school's reputation was suffering, so identifying a high-quality replacement candidate with a spotless track record was an urgent priority.

#### *The Bobbie Stone Solution*

We presented a short list of candidates, all of whom had the background and credibility in the marketplace to step into this difficult situation.

#### *The Result*

The new Program Director we found for the school has been in the position for over eleven years -- and the school is now profitable and well-regarded, competing for top students who are eager to build their future careers with the medical center and are vied for by other institutions.

### Looking in Unexpected Places to Fill a New Role

#### *The Challenge*

A Southeastern hospital system had just created a new position – Regional Director of Operations for its multi-specialty physician group with over 200 physicians. Not only was this a new role for the organization – there were just a small handful of hospitals that had anything similar.

#### *The Bobbie Stone Solution*

We knew we needed to look in unexpected places for someone who could fill the role – the “usual suspects” just wouldn't do.

#### *The Result*

The winning candidate came from a background of both finance and consulting – and has brought sound protocols and fiscal accountability to the group.

### Changing a 35-year Culture

#### *The Challenge*

The Senior Vice President and General Counsel of this multi-campus hospital in the Northeast had been in the position for over 35 years, shaping strategy and culture.



Now, as he planned to retire, the organization knew it wanted a change of direction – but wasn't sure what was needed in a replacement.

### ***The Bobbie Stone Solution***

In talking extensively with the organization's leadership and current SVP and General Counsel, we understood the delicate balance a candidate must strike between respect for key elements of the old culture, creative ideas for change and innovative strategies for embedding that new thinking throughout the hospital staff.

### ***The Result***

We found the ideal candidate for this position – but the executive was very happy at her current employer. We brought together the candidate and client for a series of in-depth meetings to explore the mutual benefits – and today the new SVP and General Counsel is helping to successfully move the hospital forward, with new approaches and increased teamwork throughout the C-suite.

## **The Right Fit for an Unusual Position**

### ***The Challenge***

The process of applying for the Magnet of Excellence designation is thorough and lengthy, demanding widespread participation within the organization. Only a small number of hospitals around the country have successfully made this difficult journey. So when our client decided to apply, it knew it needed a Director of Nursing Quality and Research with an unusual skill set.

### ***The Bobbie Stone Solution***

We compiled a candidate list of those who combined nursing experience, research background, writing skills and ability to work as part of a team, drawn from all over the country.

### ***The Result***

Our hard-to-find winning candidate was a faculty professor from a major university – and, to date, has helped the hospital gain two back-to-back Magnet of Excellence designations. These successful journeys have meant the hospital can attract and retain more top talent; identify ways to improve patient care, safety and satisfaction; and foster a stronger collaborative culture within the organization.

## **Building a Foundation's Future**

### ***The Challenge***

A well-known Northeastern hospital foundation needed to ramp up its donor and volunteer support – and its usual events-focused methods just weren't working. Was it adequately preparing for the future?

### ***The Bobbie Stone Solution***

We looked for Executive Vice President candidates with experience in long-term gift planning, who understood how to create capital campaigns and wellness prevention programs that built relationships that lasted past a specific event.

### ***The Result***

The foundation has increased donations, introduced a host of new programs that tie together strategically and is building a solid core of millennial volunteers, who represent the future of the hospital and its foundation.

## **Creating Buy-in with the Leadership Team**

### ***The Challenge***

As we worked with this East Coast independent hospital looking for a new Chief Nursing Officer, we found a disconnect among members of the leadership team, which meant that no one could agree on the skills and background that the position required. Just as importantly, the marketplace was aware of these issues, making the best qualified candidates reluctant to consider the position.

### ***The Bobbie Stone Solution***

We brought together the members of the team, in a confidential meeting, to discuss together their views on the CNO role and how the nursing staff and physicians could better coordinate their efforts.

### ***The Result***

With the position specifications clearly defined and with buy in from the decision makers, we were able to present a tight slate of high caliber candidates – and completed the search in less than 60 days from start to finish.

## **Experience Counts**



*“Senior talent is ever harder to find, and you have to look in unexpected places to get the right skills and cultural fit. Bobbie Stone International specializes in the difficult assignments that others may not have the skills or experience to successfully complete.”*

### **Bobbie Stone, CEO & Founder**

Bobbie Stone, CEO & Founder of Bobbie Stone International, has been in executive search for over 20 years, with a proven track record in recruitment, staff retention, marketing, sales and management.

Before founding her firm in 2001, she was a Senior Search Consultant, focused on recruiting executive talent in C-suite positions, hospital administration, nursing,

information systems and insurance across the health care continuum. She has conducted assignments in the allied health arena; spearheaded the startup of an outpatient Orthopedics Sports Medicine Center; and was Executive Director of The Physical Therapy Network. She has held senior positions with retained search firms Avery Crafts Associates and Robert Murphy Associates. She began her career as a Research Associate within the insurance industry.

She is an active member of several health care trade associations, including the American Society for Healthcare Human Resources Administration and the International Association for Corporate and Professional Recruitment, and is an affiliated member of the American Organization of Nurse Executives. She served as a member of the Board of Directors/ Sunshine Chair of the National Association of Women Business Owners-Central New Jersey Chapter and as a member of the Finance Fundraising Committee of the New Jersey Organization of Nurse Executives.

Her articles have appeared in numerous publications, and she has presented at colleges, universities and industry-related conferences on career development. She is the Founder of Challenges, Inc. a non-profit experimental school for gifted, talented and creative children.

She majored in Business Administration at The City University of New York-Bernard Baruch College.

*“We know that you must remain focused on what has made you an award-winning organization, in terms of both recognition and quality measures. We would like to partner with you to help realize those ongoing goals.”*

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