



**RUDISH HEALTH | LEADERSHIP PROFILE**

**Vice President, Integrated Real Estate  
and Facilities**



**MedStar Health**



**RUDISH HEALTH**

# RUDISH HEALTH

## LEADERSHIP PROFILE

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## LEADERSHIP PROFILE

<b>Position</b>	Vice President, Integrated Real Estate and Facilities
<b>Organization</b>	MedStar Health
<b>Location</b>	Columbia, MD
<b>Website</b>	<a href="http://www.medstarhealth.org">www.medstarhealth.org</a>

### Opportunity

MedStar Health, a premier \$7.7B health system and the largest healthcare provider serving the national capital region, is seeking a highly qualified and strategic real estate professional as its next Vice President of Integrated Real Estate and Facilities.

As a key executive, the Vice President will hold a highly visible role as a senior member of MedStar Health's Top 50 leadership team providing strategic direction, management oversight, and operational accountability for the enterprise-wide real estate portfolio with a capital expenditure budget over \$500M. This leader will bring a thorough understanding of internal and external processes related to three major pillars of the role: real estate services; facilities operations and management; and project management around planning, design, and construction. Key priorities comprise strategic planning and execution for major upcoming construction projects (including a new ICU tower and modernization of a rehabilitation hospital), repurposing existing MedStar assets to optimize the portfolio, and business transformation initiatives in alignment with MedStar's short and long-range goals to build out its distributed ambulatory care delivery network. Additionally, the Vice President seamlessly oversees and optimizes vendor contractual relationships with a strategic lens, responsible for performance issues and forward-thinking alignment.

A great opportunity for a fiscally disciplined leader to oversee all real estate and strategic projects related to portfolio management, facilities planning, lease administration, asset management, and resource development, the successful candidate will bring expertise in optimizing MedStar's care delivery footprint to drive a competitive market advantage and service standards impacting patient satisfaction. Leveraging the organization's strong brand, the next Vice President of Integrated Real Estate and Facilities will make a lasting impact at this system, with its extensive care network across ten hospital campuses, over 320 non-acute care sites, and 14.5 million square feet of owned and leased space in the DC, Maryland, and Virginia region, by helping drive its core mission to serve their patients, those who care for them, and their communities.

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## MedStar Health

MedStar Health combines the very best aspects of academic medicine, world-leading research, and cutting-edge innovation with a complete spectrum of clinical services. As the largest healthcare provider in Maryland and the Washington, DC region, MedStar Health's hospitals and the MedStar Health Research Institute are internationally recognized for uncompromising excellence.

A \$7.7 billion, not-for-profit, regional healthcare system based in Columbia, MD, MedStar Health leads the way in serving mid-Atlantic patients with a patient-first philosophy that combines care, compassion, and clinical excellence with an emphasis on customer service. Their ~32,000 associates and over 4,000 employed and affiliated providers work in a variety of settings across the health system, including 10 hospitals and more than 320 ambulatory-based locations, the largest home health organization in the region, and highly respected institutes dedicated to research and innovation.

MedStar Health is dedicated to providing the highest quality care for people in the capital region, while advancing the practice of medicine through education, innovation, and research. As the medical education and clinical partner of Georgetown University for more than 20 years, MedStar is dedicated not only to teaching the next generation of doctors but also to the continuing education and professional development of the whole team.

## Fiscal Year 2023 Key Statistics<sup>1</sup>

Net Operating Revenue: \$7.7B  
Inpatient Admissions: 116,459  
ED Visits: 405,794  
Physician Office Visits: 2.7M  
Ambulatory Surgeries: 88,427  
Home Health Visits: 307,253  
Urgent Care and Other OP Visits: 2.4M

Employees: 32,108  
Medical Group Employed Providers: 4,026  
Residents and Fellows: 1,164  
Total Facility Square Footage: 14.5 million  
11 million across ten hospitals  
4 million across non-acute and corporate spaces

1. Source: MedStar Health Finance and Operational Communications (internal release)

## Awards and Recognition

MedStar Health hospitals are recipients of numerous quality awards and other types of recognition, including the illustrative awards and designations below.



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### MedStar Health Locations

*MedStar Corporate Offices:* Columbia, MD

#### *Hospitals*

- MedStar Washington Hospital Center, Washington DC
- MedStar Georgetown University Hospital, Washington DC
- MedStar National Rehabilitation Hospital, Washington DC
- MedStar Union Memorial Hospital, Baltimore, MD
- MedStar Franklin Square Medical Center, Baltimore, MD
- MedStar Harbor Hospital, Baltimore, MD
- MedStar Good Samaritan Hospital, Baltimore, MD
- MedStar Montgomery Medical Center, Olney, MD
- MedStar Southern Maryland Hospital Center, Clinton, MD
- MedStar St Mary's Hospital, Leonardtown, MD

#### *Physician Enterprise*

- MedStar Medical Group
- Medstar Georgetown Physician Group

#### *Other Assets*

- MedStar Urgent Care: 33 locations
- Ambulatory Surgery Centers: 6
- Ambulatory Radiation Therapy Sites: 5
- Imaging Centers: 4
- MedStar Health Home Care
- MedStar Family Choice (170,000 member Medicaid MCO)



MedStar Washington Hospital Center,  
Washington D.C.

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### *Building Medical Excellence: The Verstandig Pavilion at MedStar Georgetown University Hospital*

MedStar's forward-thinking partnership is working together to bring an entirely new, innovative medical facility to fruition between MedStar Georgetown University Hospital, Georgetown University, generous philanthropic investors from the community, and global constituents. This world-class academic medical center, opening December 2023, is built on the pillars of excellent clinical care, a strong foundation in education, and leading-edge research. Specializing in transplantation, orthopedics, neurosciences, and surgical services, the Verstandig Pavilion will support cutting-edge advancements in medical technology to sharpen MedStar's focus on providing exceptional care. Key features include:

- 477,213 square feet in space.
- 156 private patient rooms designed for patient and family comfort.
- 31 state-of-the-art operating rooms, including a new intraoperative MRI suite and transplant-specific technology to elevate transplant care.
- 32 private exam rooms in a new emergency department.
- A surgical intensive care unit and 30-room intermediate care unit supporting both pre- and post-transplant patients.
- One rooftop helipad with direct access to the emergency department and operating rooms.
- Three levels of underground parking estimated at 400,000 square feet.
- A virtual center for living donation supporting organ donor and recipient families to recognize their sacrifice appropriately.

### **Mission, Vision, and Values**

*Mission:* To serve their patients, those who care for them, and their communities.

*Vision:* To be the trusted leader in caring for people and advancing health.

*Values:*

- **Service** — Strive to anticipate and meet the needs of their patients, physicians, and co-workers.
- **Patient first** — Strive to deliver the best to every patient every day. The patient is the first priority in everything they do.
- **Integrity** — Communicate openly and honestly, build trust, and conduct themselves according to the highest ethical standards.
- **Respect** — Treat each individual, those they serve and those with whom they work, with the highest professionalism and dignity.
- **Innovation** — Embrace change and work to improve all they do in a fiscally responsible manner.
- **Teamwork** — System effectiveness is built on the collective strength and cultural diversity of everyone, working with open communication and mutual respect.



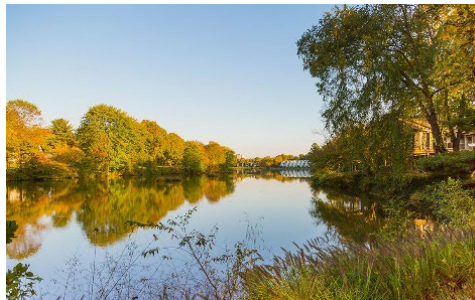
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### Columbia, MD and the National Capital Region

Consistently ranked in the top places to live in the US by Money.com (#6 in 2022), Columbia, MD has something to offer for just about everyone. Conceived during the idealism of the 1960s, Columbia is one of the country's most successfully planned residential communities, realizing its founder's dream of a diverse place to live "free of both the blight of cities and the sterility of suburbs," and incorporating a people-first philosophy that prioritizes open spaces, community recreation, and culture. What makes the Columbia area so special?

For starters, amazing lakes—lots of them! — and walking trails, state and local parks, nature preserves, as well as rock climbing and outdoor yoga classes, help keep residents fit. And when they work up a thirst and appetite, there are lots of cool breweries and eateries at which to relax and refuel close to home.



For entertainment, Columbia's Merriweather Post Pavilion and Park, one of the Top 5 amphitheaters in the US, hosts music festivals spring through fall with concerts of all kinds from country to rock to classical. Designed by famed architect Frank Gehry, the Pavilion is where Jimi Hendrix debuted his rendition of the Star-Spangled Banner way back when.

And it doesn't end there. The Columbia Arts Festival, the Columbia Classic Grand Prix, and the Columbia Triathlon are all winners, and the Maryland Sheep and Wool Festival sells out every year as it draws visitors from around the world.

A mere 22 miles from both Baltimore and the Nation's Capital, big city life is a quick ride away. Explore some of the region's artistic and culinary treasures by day before a night at one of Washington DC's live theatres and concert venues. History enthusiasts will delight in the city's steep political and monumental landmarks.

For those who'd rather stay closer to home, the Mall in Columbia is chock full of upscale shops, eateries, and movie theaters. With a growing, younger population of diverse residents, and a world-class city a short drive away, it's not hard to imagine calling Columbia home sweet home.



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### Reporting Structure

This position reports to MedStar Health's Executive Vice President, Chief Administrative Officer and General Counsel.

### Oliver M. Johnson II

Oliver M. Johnson II is Executive Vice President, Chief Administrative Officer, and General Counsel for MedStar Health. In this role, he is responsible for the administrative and legal aspects of more than 25 companies that comprise the mid-Atlantic region's largest and most comprehensive healthcare delivery system. He provides executive leadership to Information Systems, Real Estate & Facilities, Legal, Governance, Compliance, Drug Diversion Prevention, Internal Audit, and Government Affairs.

Johnson joined MedStar Health in 2010 as the Senior Vice President and General Counsel. In 2011, he was promoted to Executive Vice President and in 2021, he was appointed to the additional role of Chief Administrative Officer. Prior to MedStar Health, Johnson had an 18-year legal, regulatory, and business career with Merck & Co., Inc. He began his career practicing law with Dilworth, Paxson, Kalish & Kauffman in Philadelphia.

Johnson has served as board chair elect for Abington Memorial Hospital and its successor organization Abington Health, a multi-hospital integrated healthcare system, which is now part of Jefferson Health in Philadelphia. He has been a trustee of St. Benedict's Preparatory School and St. Vincent Academy in Newark, New Jersey, and was appointed by two Pennsylvania governors to the Pennsylvania State Real Estate Commission and the Pennsylvania State Board of Medicine, of which he was vice chair. Johnson is a graduate of Williams College and the Georgetown University Law Center.

### Supervisory Role

This position will lead a total of 300 MedStar and outsourced team members across three pillars: real estate services; facilities operations and management; and project management around planning, design, and construction. This includes seven direct reports comprising three Assistant Vice Presidents managing each pillar, one Director over MedStar's corporate offices, one contractual Manager, and administrative staff. This leader seamlessly oversees and optimizes vendor contractual relationships with a strategic lens, responsible for performance issues and forward-thinking alignment. Additionally, when governing specific large-scale capital initiatives, the VP will convene and strongly influence representative owners and third-party vendors as a project executive.

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### Position Summary

The Vice President of Integrated Real Estate and Facilities provides enterprise-wide strategic leadership, coordination, and management oversight for the physical environment at MedStar Health. Within the context of MedStar's strategic initiatives for growth and transformation, this role leads real estate, design and construction, and facilities operations functions with a future focus, while ensuring integrated approaches in delivering an exceptional physical environment of care and patient experience, maximizing the value generated through the real estate portfolio, and providing a competitive advantage in the markets served by MedStar Health.

Collaborating with executives and associates across MedStar Health, the Vice President provides vision and leadership for strategic facilities plans. This includes assessing current and long-range real estate and facilities capital requirements, while creatively assessing and structuring prospective transactions in the best interest of MedStar and within existing capital structures. This leader interacts with and influences key internal and external stakeholders including MedStar executives, legal, IT, government affairs, risk management, financial and venture partners, investors, government and community relationships, as well as political and regulatory officials.

Specific areas of responsibility: Planning Design and Construction, Facilities Operations, Real Estate Services, Utility Management, Regulatory Compliance, and Facilities Safety.

### Primary Duties and Responsibilities

- Operational accountability and ongoing oversight of MedStar's facilities operations and real estate services at ten hospital campuses and over 320 non-acute sites throughout the state of Maryland, District of Columbia, and Northern Virginia region. Ensures key performance metrics, deliverables, and economics are consistently maintained.
- Develops department goals, objectives, policies, and procedures. Ensures compliance with business unit policies and procedures, and governmental and accreditation regulations.
- Selects, trains, orients, and assigns department staff. Develops standards of performance, evaluates performance, and plans performance management. Initiates or makes recommendations for personnel actions. Maintains ongoing communication with team members to review programs, provide feedback, discuss new developments, and exchange information.
- Develops creative and fiscally responsible real estate acquisition strategies and deal structures to provide creative, cost-effective outcomes while



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serving the needs of the growing enterprise. Working with strategic planning and business unit leaders, identifies the most appropriate locations for site ambulatory locations taking into consideration existing leased/owned locations and consolidation opportunities to improve overall operations efficiency. Considers a variety of inputs from build/buy/lease to the involvement of venture partners such as public/private investors.

- Leads campus master facility planning and space allocation efforts in collaboration with system and hospital executives and functional leaders, including strategic and financial planning for key clinical service lines. Interfaces with appropriate regulatory agencies, community groups, and health officials.
- Prepares and implements the annual capital and operational budgets as well as strategic financial plans related to growth, infrastructure of systems, refresh of facilities, processes, and people for all real estate and support functions to meet the needs of MedStar Health core businesses.
  - Prepares and manages operating budgets for all real estate and facilities activities, over \$125 million in OPEX.
  - Develops budgets for major and minor projects, infrastructure upgrades, clinical and administrative space upgrades, etc. Collaborating with Medstar executives, develops and manages multi-year spending plans for these projects and ensures they are aligned with MedStar's strategic plans.
  - Supports development of business case justifications and cost/benefit analyses related to new support service system integration and transformation opportunities. Conducts market and industry due diligence, including supporting capital budgets.
- Provides administrative leadership for all planning design and construction activity on MedStar's various, multi-state campuses, as well as renovation of leased space. Executes approved projects with discipline and pace to budget, including over 250 active projects valued at over \$350 million in CAPEX and major capital projects valued at \$200-300 million.
- Negotiates utility agreements with a focus on establishing requirements for renewable and sustainable resources. This includes developing active risk management strategies with forward market positions to mitigate MedStar's exposure to volatility in the fuel markets.
- Strategically oversees the MedStar real estate portfolio, ensuring assets are managed consistently with best demonstrated practices from business and industry. Ensures real estate asset performance maximizes the long-term investment value to MedStar. Manages approximately \$85 million in annual lease expense and \$5 million in annual lease revenues.



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- Leverages key vendor partner relationships in ensuring effective facility management, building engineering, and infrastructure maintenance for owned and leased properties enterprise wide (i.e., acute, outpatient, administrative, and other corporate functions). Ensures effective controls are in place to achieve operating, capital, and project budgets.
- Provides strategic oversight to the project management function performed by the outsourced contractor relationship for new construction and renovations within existing space owned/leased by MedStar or its hospital business units, including interface and support for the hospital business units in obtaining capital funding approval. Ensures processes and controls are in place to enforce consistent MedStar standards related to facilities design, materials, color palettes, office configurations, and furnishings.
- Collaborates with health system executives, hospital leaders, clinicians, and strategic business partners for standardized processes, consistent operational best practices, uniform performance metrics, and monitoring systems across MedStar Health support services functions in a manner that enhances value by improving quality, safety, service levels, technology adoption, system advancement, and expense reduction.
- Leads as a MedStar Health representative in real estate, facilities and support service-related industry work groups, promoting MedStar requirements and driving industry standards for integrated delivery networks. Networks with industry peers and remains abreast of industry trends to improve the environment of care, sustainability, the care delivery model, building automation systems, advances in energy management and other improvements in healthcare real estate, facilities, and support services.
- Ensures effective plans are in place for emergency/disaster preparedness, business continuity and disaster recovery to minimize the potential for disruption to clinical and support service operations and ensure business continuity and rapid recovery from force majeure events.
- Consistently serves as an ambassador and role model of MedStar Health's SPIRIT values to all associates, vendors, patients, ancillary contacts, and others. Upholds the highest level of customer and employee service and satisfaction. Always maintains a professional demeanor and is a strong representative for the MedStar Health organization.
- Participates in meetings and on committees and represents the department and business unit in community outreach efforts.
- Participates in multidisciplinary quality and service improvement teams and maintains effective working relationships with other departments.



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### Candidate Qualifications

#### Education and Licensure

- Bachelor's degree in engineering, construction, architecture, health administration, business, or related field required.
- Master's degree in business administration or advanced degree preferred.
- Architect certification or professional engineer certification upon hire preferred.

#### Experience

- Ten plus years in positions of progressive responsibility leading real estate, facilities and support services functions in a complex, large-scale multi-entity environment. Health care leadership experience highly desirable.
- Previous accountability for budgeting, fiscal performance, and resource allocation.
- Experience in structuring, integrating, and leading real estate and facilities functions within a complex, multi-site enterprise. Experience with creating the infrastructure necessary to execute a billion-dollar, multi-year facility investment strategy.
- Highly credible in successfully structuring large real estate deals and transactions within an enterprise, dealing with external stakeholders, including vendors, lenders, partners, public officials, community leaders, and regulators.
- Experience energizing organizational leadership and adaptable commitment to changes in approaches, processes, and strategies.

#### Knowledge, Skills, and Abilities

- Ability to function in a highly autonomous manner and perform effectively in an environment of ambiguity and conflicting priorities (i.e., provide the highest quality and best patient experience while maintaining a low-cost leadership position in the marketplace).
- Ability to manage complex business partner relationships and maintain a high level of performance accountability through the effective use of data, operational dashboards, and trending of key performance indicators.
- Strategic thinker who is capable of developing innovative solutions to drive improvement in a complex matrix environment.
- Superior analytical and organizational skills with the ability to simultaneously manage multiple, mission-critical projects.
- Ability to lead effectively both through influence and direct authority.
- Proficient public speaker; ability to effectively communicate with senior C-suite and hospital leaders, physicians, operational leaders, staff, strategic external partners, and communities both internally and externally to MedStar.



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### Compensation

As a member of MedStar Health's leadership team, an attractive compensation and benefits package (including an annual incentive plan, executive benefit allocation, and long-term incentive) will be offered commensurate with the candidate's experience.

### Contact

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