

Barbara Ackermann

41 Gibson Street
Cambridge, Mass. 02138
(617) 876-2629

City Manager Robert Healy
City Hall
Cambridge MA 02139

July 31, 1986

Dear Bob,

Doctor Chalfin has asked me to convey to you the result of our interviews for a new Director for the Hospital. It is our unqualified recommendation that the job should be offered to the Acting Administrator, John O'Brien.

Wide advertising produced over 100 applicants, of whom we interviewed four (one of whom accepted another position during the process.)

Mr O'Brien's experience and talents put him well ahead of the others. We believe they would put him ahead in any field of candidates. He understands the complications of the job and is eager and qualified to do it. He has both an intimate knowledge of our hospital and its problems, and an up-to-date understanding of the complications of health care in Massachusetts today. He also has a broad base of managerial skills -- personnel skills, outreach skills and fiscal skills.

He has demonstrated his personnel skills in the five months he has been running the office. We learned from many sources that he is open and responsive. He is decisive, but before making a decision is perceived as listening to and taking into account the suggestions and concerns of staff. He has the confidence of the medical staff.

Dr Chalfin and Board members are also confident we can work with him.

He is equipped and appears ready to reach out to users and potential users of the Hospital. He has already started working with community organizations, who similarly report that he is responsive and sensitive to their concerns.

As you are well aware, this is a time when many hospitals are in financial difficulties and some are going under. We need a leader whose strengths are fiscal, who understands the exceptional and complicated reimbursement procedures in Massachusetts, who can deal as an equal with other members of the health community. Mr O'Brien's background is ideal in this regard. His last position was Associate Administrator for Fiscal Affairs.

As you are also aware, working in a city hospital has its special difficulties. The doctors and nurses and all the staff who succeed here are exceptionally skilled and dedicated people. Mr O'Brien appears to have similar skill and dedication. There is no question he could find a less demanding job at higher pay elsewhere. It is our good fortune that he is eager to take on this job and show it can be done.

Mr O'Brien got his Bachelor's degree from Harvard, his Master of Business Administration from Boston University.

I append a list of those who served on the screening committee. They include, with Dr Chalfin, an administrator from the Massachusetts General Hospital, an associate dean from Harvard Medical School and a representative of the Cambridge Health Care Coalition, as well as representatives of the clinical staff and of the Health Policy Board.

Cordially,

A handwritten signature in dark ink, consisting of a series of connected loops and curves, appearing to be a stylized name.

Chair, Health Policy Board

August 4, 1986

To the Honorable, the City Council:

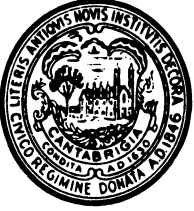
Please be advised that I have appointed John O'Brien as Director of the Cambridge Hospital, effective August 1, 1986.

Attached is the communication from Barbara Ackermann, Chair of the Health Policy Board, with the recommendations of the screening committee.

Very truly yours,

Robert W. Healy
City Manager

RWH/mbf
Enc.



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

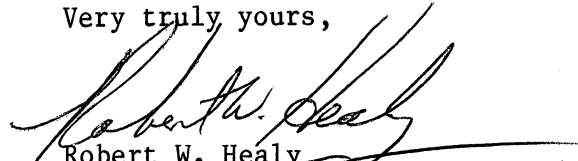
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Re: appointment of John O'Brien as Director
of the Cambridge Hospital.

In City Council,

August 4, 1986

~~JMU~~
~~MIS~~
~~MF~~

Placed on file