Executive Director of Medical / Surgical Integrated Programs

Loyola University Health System
Maywood, Illinois

Position Specification

August 2015
Summary

Loyola University Health System (LUHS) is seeking an Executive Director (ED) of Medical and Surgical Integrated Programs to assume a prominent leadership role within the health system. Reporting to Karen Anderson, Chief Nursing Officer, and Allyson Hansen, Vice President of Ambulatory Systems, the ED will be responsible for all medical and surgical integrated programs spanning inpatient and outpatient services across Loyola University Health System (LUHS), Gottlieb Memorial Hospital (GMH) and 30 satellite locations in the Chicago area.

This important position will play a significant role as strategic advisor and operations leader relating to program development. As such, the ED will assume a critical role in supporting the strategic goals and mission of LUHS to ensure the delivery of world class healthcare through the optimization of a robust and highly functioning, comprehensive integrated medical and surgical program.

The Opportunity

The ED will assume responsibility for the overall growth and development of clinical programs including the development and execution of the annual operating plan. S/he will work collaboratively across the continuum of care and with all leaders in the organization to achieve quality, patient experience, financial and clinical program growth goals. The service line collaboration spans the inpatient, outpatient and faculty operations at Loyola University Health System (LUHS) and in some cases Gottlieb Memorial Hospital (GMH).

S/he will also be responsible for the clinical program and network relationships at other Trinity Ministry Organizations and non-Trinity Hospitals, systems or groups. The ED will oversee the development, monitoring and management of clinical program performance goals, which include financial, growth, quality and patient experience metrics across the continuum of care. This opportunity will allow the ED to collaborate extensively with senior leadership and work closely with the Network Development Team to establish, expand and deliver on established goals for partner hospitals and medical groups; in addition, the ED will partner with key physician and administrative leadership to develop new clinical programs and services at LUHS and GMH.

The ED will assume a critical role in supporting the strategic and business goals and mission of LUHS to ensure the delivery of world class healthcare through a high performing integrated medical and surgical function.

The Organization

“The people of Loyola promise patients that we go beyond the illness to treat the whole person.”

Loyola University Health System Mission Statement
LUHS is comprised of a comprehensive academic medical center - Loyola University Health System, Gottlieb Memorial Hospital, a community hospital located in nearby Melrose Park and over 30 suburban satellite locations. It boasts the largest NICU in the state of Illinois and has level 1 trauma status. With 775 faculty and 638 residents and fellows, LUHS has a strong tradition of providing high-quality patient care. Grounded in Jesuit traditions, they seek to provide the best patient care through three mission areas: excellence in clinical service, education of tomorrow’s healthcare leaders and research that improves human health in our communities and around the globe.

Since 2012, LUHS has been a member of Trinity Health, one of the largest Catholic health care systems and the 12th largest health system in the United States. Trinity Health was formed in 2000, when Holy Cross Health System merged with Mercy Health Services in a singular mission.

In 2011, LUHS selected Larry M. Goldberg as its new President and Chief Executive Officer. Formerly, the Chief Executive Officer at Vanderbilt University Hospital, he brings a plethora of experience to LUHS, most notably as a veteran of academic medicine and strategic business leadership.

U.S. News and World Report magazine has for the eighth year in a row, ranked Loyola University Hospital as one of the top 50 hospitals nationwide for heart and heart surgery (29th). It was also ranked within the top 50 hospitals for ear, nose, and throat (43rd), urology (44th), neurology, and neurosurgery (45th). These prestigious honors place Loyola University Hospital among an elite group of hospitals that provide the highest caliber of care for some of the nation’s sickest patients. Rankings are based upon reputation, death rates, patient safety and care related factors. In addition to these nationally ranked programs, LUHS also provides transplant programs for heart, lung, kidney, liver and bone marrow.

Culturally, the organization is committed to excellence, service and compassionate care giving. Quality and Safety are longstanding top priorities for Trinity Health. In order to fulfill its mission, the leadership fosters an environment that encourages innovation, embraces diversity, respects life and values human dignity. As part of its core value system, LUHS also treats the human spirit. For more details, please visit www.loyolahealth.org.
The Latin word, magis, means “more.” Saint Ignatius of Loyola, the founder of the Jesuits, uses this word to describe the focus and intention that we bring to our work and our relationships as shaped by God’s particular call in each of our lives. Rather than indicating the need to “always do more,” magis instead speaks to the idea that in all of our work and relationships, we need to remain open and adaptable to how we might do something better, be more generous in our words and actions, and better live our mission in each moment of the day. It requires attentiveness, imagination and reflection. It calls us to serve as mentors to one another of what is best in each of us. Magis is aimed at being good to—and doing better for—the people we serve, whether they be patients, family members, students or colleagues. It calls us to treat each person with the dignity and respect all people deserve. It reminds us that, at Loyola, we are called to also treat the human spirit.

Our Magis Values, at their best, come from the depths of who we are as a community—a community called to care for those in need, to research and to teach future generations of caregivers. The Magis Values descriptions have universal appeal while inviting us to be more than just another health system. The four values of Care, Concern, Respect and Cooperation and the way these values are lived out across our system make up our magis: our way of being with one another, our patients and families. They are the motivation and intention of all the work we do as a health system. The living out of these values is both our inspiration and our goal.
The Magis Standard

What is Care?

GUIDING QUESTION: How, in this moment, can I make this patient, family member or colleague know and feel that I am thinking about her/him as a person and not just what I need to do in my particular role?

- Cultivate kindness, give generously and embrace the Golden Rule.
- Make Safe, Clean and Quiet Our Quality Standard.
- Communicate clearly, consistently and kindly.

What is Concern?

GUIDING QUESTION: How, in this moment, can I make this patient, family member or colleague know and feel that his/her concern is now my concern, that his/her worry is now my worry, and that I am going to work on this person’s behalf while this person is in Loyola’s care?

- Be an advocate.
- Make time meaningful.
- See things differently.

What is Cooperation?

GUIDING QUESTION: How, in this moment, can I take pride and find enjoyment in helping others achieve our shared goals?

- Focus on the solution.
- Act with an owner’s mind—and a servant’s heart.
- Be adaptable and think “team.”

What is Respect?

GUIDING QUESTION: How, in this moment, can I in word and action communicate that I see the dignity in the work that I do, the people with whom I work, and the patients and families for whom we care?

- See the dignity in others.
- Take pride in who you are.
- Be humble.

Our Guiding Question:

WHAT IS BEST FOR OUR PATIENT?

- Health care exists because of the call of the person who is suffering and in need of help.
- Everything that we are—the buildings we maintain, the people we hire, the research we do, the education we offer, the care that we give—are a response to the call that centers our attention on the person before us, the patient.

Our guiding question, then, must always be, What is best for our patient? To make this question, regardless of our role and responsibilities, the focus of our efforts and the guide by which we work as a team is a noble and privileged opportunity. To hold ourselves to such a standard is no small thing. But, neither is treating the human spirit. We are Loyola University Health System.
The Position

The Executive Director will have an opportunity to make a significant impact on healthcare delivery within the medical and surgical arenas. Working collaboratively with Chairs, Chiefs and Medical Directors as well as peer leadership, this important role will assume responsibility for all operational leadership, growth, further development of existing programs and standardization of practice across multiple locations and sites or practices. S/he will need to be adept at both strategy and operations and be comfortable managing inpatient units and outpatient services while identifying new opportunities for LUHS. Management oversight includes: Bariatrics, Medical Specialties, Dialysis and Pain Management. The Executive Director must be equally adept at delving into the operations of each clinical specialty to identify areas for improvement, assess potential areas for growth, assess performance and bring expertise to the arena of regulatory issues.

The Executive Director will:

- Collaborate with clinical leadership, clinical department management, inpatient, outpatient, homecare and other clinical operational leaders to optimize the continuum of care for patients and families who receive care from the clinical program. Develop quality plans so that s/he can address performance issues in order to achieve service line and/or organizational quality goals.
- As Clinical Program Leader and through collaboration with the clinical program management team and interdepartmental teams, develop plans and proposals to expand clinical programs within LUHS. S/he will present collaborative plans to SMG, CLC and other approval groups; develop and manage implementation and programs to deliver expected results.
- Ensure ongoing and continuous compliance with TJC, IDPH and other regulatory agencies. Develop and monitor systems to ensure compliance and effectively deal with any issues that impact compliance. Seek certifications that will advance the clinical programs (US News and World Report).
- Work with local and national organizations to explore and analyze business trends for growth and affiliation opportunities for the Health System in clinical programs. Participate in planning activities and the development of goals for clinical programs.
- Monitor trends in reimbursement for clinical program services in governmental and non-governmental payers. Work with contracting to ensure best possible reimbursement.
- Work with clinical leadership to identify opportunities to improve the services provided so that patients and referring physicians report an outstanding experience with the services. Continually assess existing clinical programs for opportunities to increase value to referring physicians and patients.
- Ensure facilities meet the programmatic needs of clinical program patients and faculty and work with Network Development team to secure funding as appropriate. Develop proposals and plans to ensure that as programs grow, the facilities are efficiently utilized and are responsive to patient and referring source needs.
- Collaborate with Network Development Team and partner organizations to establish, expand and deliver clinical affiliate program in order to achieve clinical, financial, patient experience and strategic goals. Function as a Loyola leader for these partner
organizations to address issues with relationships and work to identify mutually acceptable solutions.

The Candidate

The candidate for this position will be a mission driven leader, committed to working within a complex, matrix organizational setting. Ideally, this individual will be a Registered Nurse (RN), although consideration will be given to individuals who bring significant similar experience to the role and are not a RN. However, a relevant undergraduate degree and being Master’s prepared are essential to the success of the selected candidate.

Other attributes include:

- The poise and sophistication to operate in an academic medical center and health system-wide role and promote the important mission and activities of LUHS, especially as they relate to the development and implementation of an integrated medical and surgical program that spans the continuum of care.
- Being part of a high performing, collaborative leadership team, that has a shared mission of providing “measurably world class healthcare” at LUHS.
- The ability to support and partner with executive and physician leadership to drive the development and implementation of an integrated medical surgical program at the system level.
- Possessing the personal charisma to motivate and inspire others by instilling a “can do” proactive approach to the clinical areas for which the ED is responsible.
- The ability to partner effectively with the Chief Nursing Officer and Vice President of Ambulatory Systems to identify areas of growth and working with Business Development and Finance leadership to develop implementation plans and target goals.
- A comprehensive understanding of the changing landscape as it relates to healthcare, population health management and reimbursement strategies to help align program development and clinical services with market demands and changing priorities.
- A high level of Emotional Intelligence. Being highly skilled at building relationships and gaining “buy in” through engagement, listening and possessing a transparent communication style.
- The ability to foster an atmosphere of respect, trust and aligned commitment to organizational goals consistent with the Jesuit mission of LUHS.
- Working collaboratively with peers and others at LUHS and all of its affiliated organizations.
- The ability to manage conflicting priorities and adapt to changing demands in a complex academic setting.
- Being a skilled facilitator who understands the nuances of serving many masters in a complex and matrixed environment.
Critical Success Factors

The Director will:

- Demonstrate his or her abilities as a relationship person and have the ability to build sustainable relationships across the organization and at all levels. S/he will be comfortable working as part of a team and within a culture that is humble and respectful, but also possesses the self-confidence to work alongside a diverse group of people and personalities. Ideally, leading from a spirit of inclusion and transparency, the Executive Director will work closely with various constituents and operate as a strategic thinker and operational leader to ensure that organizational goals around medical and surgical program development are delivered in accordance with Magis values.

- Be viewed as a partner to a diverse group of constituents, including Chairs, Chiefs, Medical Directors and peer Executive Directors. S/he will demonstrate a strong ability to listen, work within the pace of the healthcare system, be comfortable operating with ambiguity and be adept at moving quickly and implementing change at a rapid pace, once decisions have been made.

- Bring innovation and innovative ideas to LUHS, especially pertaining to medical and surgical services and within a burgeoning Population Health model of healthcare delivery. The ED will demonstrate ability in working across a continuum of care and leverage a large ambulatory program against competing healthcare organizations in the Chicago area.

- Demonstrate a strong commitment to quality and patient engagement. Work in a collegial manner with leaders in both of these areas to drive patient engagement scores and lead the charge for the delivery of high quality, safe and patient centered care.

The Community

Loyola University Health System and Gottlieb Memorial Hospital are located ten miles west of downtown Chicago.

Chicago is renowned for many things; its size (almost 3,000,000 residents), its cultural diversity, which spans almost 100 designated neighborhood areas and its 26 miles of beautiful lakefront. It is estimated that there are over 7,000 restaurants and almost 400 theaters and art galleries combined. As architecturally diverse as it is culturally, it enjoys a national reputation for being a sports town, is famed for its jazz and blues music and currently boasts some of the most accomplished chefs in the nation.

A multicultural city that thrives on the diversity of its neighborhoods, Chicago embodies the values of America’s heartland - integrity, hard work and community that reflects the ideals in the social fabric of its ethnic history. Today, Chicago is a leader in reforming public schools, enhancing public safety and security initiatives that provide affordable housing in attractive and economically sound communities, ensuring accessibility for all and fostering social, economic and environmental sustainability.
Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate and includes a comprehensive benefits program. Most significant is the opportunity to assume a key leadership role in a thriving organization renowned for its delivery of high quality patient care and its compassionate approach to treating the patient in a holistic manner, one that is consistent with Jesuit philosophy and values.

For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to LoyolaEDMedSurg2132@zurickdavis.com. For additional questions please contact Priya Heatherley at 210.421.2522 or priya.healtherley@zurickdavis.com or Annette Cooke at 781.938.1975. All contact with ZurickDavis will remain confidential.

*Loyola University Health System is an Equal Opportunity Employer*