Chief Executive Officer
Eleanor Slater Hospital System
Cranston, RI

Position Specification

July 2016
The Opportunity

The Secretary of Health and Human Services for the State of Rhode Island, former Lieutenant Governor Elizabeth Roberts, is overseeing new investments in Eleanor Slater Hospital (ESH) which include the recruitment of a new Chief Executive Officer and other senior leadership. The new CEO will oversee new capital investments and will develop infrastructure and systems of accountability to address weaknesses in the structure and operations of this multi-site Long Term Acute Care Hospital, which provides essential care and services for many of the State’s most vulnerable citizens with severe mental and medical disorders.

This is an opportunity for a seasoned and talented leader with a strong sense of mission to work with a dedicated staff and the highest levels of elected leadership in the State of Rhode Island to repair and update a facility that has faced some unique challenges in the recent past. A leader with vision, tenacity and extraordinary people skills who can advocate effectively for people with profound physical, mental and social challenges will create a vital legacy that will have a significant impact on the well-being of Rhode Island’s communities. The new CEO will have the opportunity to lead a strategic planning process early in their tenure at Eleanor Slater Hospital and to drive transformational change that will lead to improved accountability, quality of care, and financial results.

Historic and ongoing challenges that ESH has faced include ineffective senior leadership, the lack of necessary information technology and systems, poor staffing ratios, a highly structured labor environment with multiple bargaining units, and a financial system that runs through the state government.

There are several important factors supporting this turnaround effort and making this an excellent opportunity for both the organization and its next CEO. This effort has the personal support of Governor Gina Raimondo. The dynamic Secretary of Health and Human Services, Elizabeth Roberts, has a strong background in health care and will be very involved with and actively supportive of improving conditions for the patients and staff of Eleanor Slater Hospital. The Hospital’s Chief Medical Officer, Dr. Elinore McCance-Katz is an immensely talented and well known leader in behavioral health, who seeks to strengthen academic ties by creating and expanding existing healthcare professional training programs including opportunities for resident physician training in psychiatry, psychiatric subspecialties and rehabilitative medicine. Middle management is for the most part capable, dedicated, and driven by the mission of serving this special population. The quality of care rendered by a very caring and highly dedicated staff is excellent.

“Eleanor Slater Hospital is an absolute treasure for health care practitioner education. This is an institution that cares for the most ill among us — in terms of both physical and mental illnesses. Our current initiatives include reaching out to our Rhode Island advanced educational institutions to establish training experiences at Eleanor Slater Hospital in a number of clinical areas. As a teaching institution, Eleanor Slater Hospital will further enhance the care of patients, stimulate our staff to provide the best care possible and prepare the next generation of clinicians to provide excellent and empathic care. These are exciting times for us and we welcome the idea of continuing to add qualified candidates to our already outstanding staff.”

Dr. Elinore McCance-Katz, MD, PhD, CMO
While this CEO and other leadership searches are being conducted, the State has brought in an interim leadership team through Applied Management Systems, a national consulting firm with expertise in hospital operations, reflecting the State’s commitment to strengthening Eleanor Slater Hospital.

**The Organization**

In the late 1800s Rhode Island opened two hospitals – the State Hospital for Mental Disease and the State General Hospital— in what is now known as the Pastore Complex in Cranston. In 1905, the RI State Sanatorium opened in Burrillville to treat tuberculosis patients. The General Hospital and State Hospital for Mental Disease merged to become the Rhode Island Medical Center in 1962, with the name change to the Eleanor Slater Hospital (ESH) taking place in 1994.

Today, the Eleanor Slater Hospital System is still located on two campuses, Cranston and Burrillville. It is the state’s only Long Term Acute Care Hospital (LTACH) with 284 beds and is operated through the State of Rhode Island’s Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH). The hospital provides long-term acute and post-acute hospital level of care to patients with complex medical and psychiatric needs. For more information, see www.bhddh.ri.gov/esh/.

ESH strives to provide a treatment environment in which dignity, individuality, and respect are emphasized. In addition to diagnosis and treatment, the hospital focuses on issues of recovery and quality of living. Staff are dedicated to working with patients and their families using an interdisciplinary approach to care, and they aim to recognize each patient’s individuality and to provide high quality care in a dignified manner.

There is a very active performance improvement effort at ESH. Leadership, physicians, nurses, and rehabilitative staff collaboratively review all processes associated with operations and quality of care. When needed, processes are modified or redesigned with the goal of providing even better care for ESH patients along with improved operations. At ESH, everyone works to provide a seamless system of care.

**The Position**

The next CEO will be responsible for providing strategic leadership for Eleanor Slater Hospital, to ensure its viability consistent with established policy objectives and achievement of goals relating to quality and cost efficiency.

The new CEO must be able to drive organizational change in a challenging environment. The CEO must be able to navigate the complex political, legislative, labor, regulatory, and operational environments that govern LTACHs and to position ESH to meet its goals through this period of rapid change in health care. This requires a CEO with political savvy, tenacity, and the capacity to be relentless in pursuit of a strategic vision.

The CEO will report to the Director of Rhode Island’s Department of Behavioral Health, Developmental Disabilities and Hospitals (BHDDH), and will have wide latitude for the exercise of independent judgment. The CEO will oversee a professional, technical, and support staff on both campuses, directly supervising the Hospital’s Chief Financial/Operating Officer, and Chief Nursing Officer. Overall responsibilities include planning, policy formulation, regulatory compliance, Joint Commission accreditation, budget development and fiscal operations, clinical practice, quality of care, physical plant, community relations and interagency liaison, and overall executive management of a large public hospital. Under this rubric fall activity such as:
• Convening and presiding over the hospital’s governing body in the Director’s absence, or as the Director’s designee.
• Assuring the highest quality patient care in a variety of programs and settings.
• Ensuring compliance with Joint Commission standards and a variety of laws, regulations, policies and procedures relating to hospital certification and operation; to periodically assess conformance with accreditation and certification standards and to institute corrective action necessary to maximize standards of conformance.
• Reviewing state budget requests prepared by the CFO before presentation to the state, and ensuring the effective and efficient use of all fiscal resources.
• Providing oversight in the development and implementation of capital programs.
• Initiating policies and procedures to facilitate the kind and type of organization needed to accomplish the hospital’s objectives and ensure that the physical plant, clinical operations and staffing and staff capabilities are responsive to changing patient care needs and overall operating environment.
• Being responsible for the continuous evaluation of hospital management and administration and determine the effectiveness of policies, procedures and methods.
• Coordinating the delivery of hospital services with municipal, state, federal and private agencies and create a patient focused model of care and organizational structure that provides quality healthcare to meet patient needs. Coordinating with the Director, medical staff and other hospital personnel to insure the provision of quality health care.
• Working closely with area colleges and universities for purposes of improving professional service delivery and enhancing clinical service needs for the hospital’s population.
• Representing the BHDDH Director in professional or technical meetings and to serve as his/her representative, as requested, on intra- and interdepartmental committees.
• Reviewing Federal and State statutes and regulations as they affect hospital programs, finances, and operations.
• Working closely with the Department’s Division of Management and Support Services.
• Working closely with the Department’s Division of Mental Health and with the community mental health system and with the Division of Developmental Disabilities.
• Meeting periodically with the public, legislators and other professionals to provide information and help to promote the mission, goals and objectives of the hospital and the department.
• Communicating and working closely with advisory committees which have been established to assist with policy development, program oversight, grant application review and implementation and legislative oversight, and other ad hoc committees that might be established.
• Work collaboratively with bargaining unit leadership around issues related to labor relations in the hospital setting.
• Ensuring that all necessary management information systems are in place and operational.

The Candidate

The ideal CEO candidate will have a deep understanding of the changing health care environment on the local, regional and national level. The next CEO must have a graduate degree, such as MD, MBA, MHA, MPA, MPH and a broad background, ideally including experience in public health and administration,
hospital operations, behavioral health, long-term care, and work with the governmental/legislative sector. A record of success in working with collective bargaining units is essential.

S/he will have led a strategic planning process. The next CEO must have demonstrated leadership ability by having driven significant organizational change, such as: leading an organizational start-up, developing major clinical programs, driving significant growth, changing an organizational culture, working with labor during major reorganization, engineering significant diversification, notably improving quality, managing a large renovation or expansion, or leading similar transformative changes.

The CEO must have political savvy, perseverance, tenacity, and a farsighted strategic vision. S/he must integrate relentless pursuit of objectives with the patience required to work through a public process. The new CEO must be able to operate effectively at a 30,000 feet strategic level, and be equally comfortable at the ground level dealing with day-to-day operational issues; importantly, s/he must be able to shift from one to the other with ease, and remain “above the fray” amid the demands and challenges of day-to-day care of a challenging patient population.

Personal characteristics of the optimal candidate include:

- Excellent interpersonal and relationship building skills with individuals at all professional levels; comfortable interacting with line staff and with government officials.
- Comfort with accountability in a very high visibility role.
- Keen political sense, and a respect for political/organizational process.
- Being an influential, galvanizing leader.
- Patience, perseverance and tenacity.
- Ability to work creatively with limited resources.
- Excellent oral and written communication skills.
- Effective negotiation and persuasive abilities.

**Critical Success Factors**

Goals of the CEO’s first year include:

- A strong senior management team is in place.
- Progress toward restructuring the model under which Eleanor Slater Hospital operates within the State of Rhode Island.
- Progress toward developing a more patient-centered model of care.
- Continued improvements in quality of care.
- Development of a new strategic plan.
- Improvement in labor relations and the structure of labor contracts.
- Continued development of a professional culture.
- Strong working relationship with the Secretary of Health and Human Services.
- Strong working relationships with key allies in the legislature.
- Strong working relationships with the Medical Executive Committee and physicians of Eleanor Slater Hospital

**The Location**
Cranston, Rhode Island, with a population of over 80,000, is adjacent to and considered part of metropolitan Providence, the capital of the state. Providence, with a population of over 180,000, is the home of Brown University, several other academic institutions, and many cultural attractions.

From Benefit Street's "Mile of History" on the East Side to festive Federal Hill, Rhode Island's own "Little Italy," the capital city of Providence is known and loved for its abundance of historic and cultural attractions. Three-and-a-half centuries of history are alive and well on the streets of Providence, as evident in the scores of immaculately preserved Colonial, Federal, Greek Revival and Victorian houses located throughout the city. The Rhode Island State House, Arcade, John Brown House and the Meeting House of the First Baptist Church in America are among the many historic buildings which are open to the public year-round.

In addition to magnificent architecture, Providence offers a host of attractions for connoisseurs of the arts. Tony Award-winning Trinity Repertory Company, the Rhode Island Philharmonic and the Museum of Art/Rhode Island School of Design offer acclaimed theatre, fine arts and orchestral music. Other exciting entertainment options include the seasonal "Broadway" series at the Providence Performing Arts Center and numerous alternative theatre and dance productions.

Providence is also home to the Rhode Island Convention Center, New England’s newest convention facility, which is in the heart of Capital Center and just footsteps away from spectacular Waterplace Park and the blue-ribbon restaurants for which the city is renowned. See [www.pwcvb.com](http://www.pwcvb.com).

**Compensation**

A compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to have significant short and long-term impact in a unique organization that serves a vital public health mission.

**For More Information**

We welcome applications, nominations, referrals and suggestions. Interested parties please send resume and cover letter to ESLaterCEO2166@ZurickDavis.com. For additional questions please contact Lida Junghans, PhD ([lida.junghans@zurickdavis.com](mailto:lida.junghans@zurickdavis.com)) or Jeffrey Zegas at 781-938-1975. All contact with ZurickDavis will remain confidential.

_Eleanor Slater Hospital is an Equal Opportunity Employer_