Administrative Director of Critical Care, Surgical Services, and Nursing Professional Development

Gottlieb Memorial Hospital
Loyola University Health System
Melrose Park, Illinois

Position Specification

January 2017
Summary

Gottlieb Memorial Hospital (GMH), is seeking an Administrative Director (AD) of Critical Care, Surgical Services and Nursing Professional Development. As part of Loyola University Health System (LUHS), GMH is licensed for 254 beds and is a prominent community hospital located in the suburbs of Chicago. The Director of Surgical Services will oversee a ten-room operating suite, two catheter laboratories, a two-room GI laboratory and a two-room urology laboratory. S/he will also oversee sterile processing and over time will be expected to assume responsibility for the entire Emergency Department.

The Opportunity

Reporting directly to the Vice President for Patient Care Services and Chief Nursing Officer (CNO), Ginger Hook, the AD will partner with the CNO and other hospital leadership to drive standardization, consistency and operational improvements across surgical services and continue to drive growth and innovation across both surgical services and emergency services at GMH.

The AD will assume responsibility for the overall management of Perioperative Services including Pre-admission testing, Same Day Surgery, Operating Room, Post Anesthesia Care Unit, Endoscopy Lab, Cardiac Cath Lab, IR Lab, Sterile Processing Department, and the Emergency Department. S/he will oversee: program design, implementation and improvement, financial and human resource management, marketing, public relations, and strategic planning.

The AD will be responsible for achieving a level of shared operational management between physicians and health care services through effective coordination of resources and with a relocation and new build planned. This is an exciting opportunity to assume a key leadership position in an organization that is collegial, collaborative and committed to the delivery of world class patient care.

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 Medical Center (LUMC), Loyola Gottlieb Memorial Hospital, a community hospital located in nearby Melrose Park, and multiple suburban satellite locations. It boasts the largest NICU in the state of Illinois and has level 1 trauma status. With approximately 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 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.loyolamedicine.org.

Gottlieb Memorial Hospital

Located in Melrose Park, Gottlieb Memorial Hospital offers emergency, inpatient and outpatient medical services and provides advanced specialty medical care in a community setting. West of Chicago, Gottlieb Memorial is home to cancer care and a research center as well as weight loss and rehabilitation services. Gottlieb attracts specialists, primary care doctors and surgeons from throughout the western suburbs, including several of Chicago’s top doctors. Patients have access to the most specialized surgeons focused on heart and lung, vascular, orthopedic, urologic, colorectal and other areas of expertise, as well as highly experienced general surgeons. Gottlieb’s surgeons offer a wide range of treatment options, from minimally invasive procedures to complex surgical care.

All patients care starts with a precise diagnosis, supported by advanced imaging services. Procedures ranging from hernia surgery and gall bladder removal to heart and vascular surgery are accommodated and expert pain management is available by a highly-trained staff of anesthesiologists. Follow up care is comprehensive and delivered by a team of highly trained and attentive clinical staff. Gottlieb also offers full inpatient and outpatient rehabilitation services, including physical and occupational therapy.

Surgical services include:

- Cardiothoracic (heart and lung) surgery
- Colon and rectal surgery
- General surgery
- Neurosurgery
- Gynecology
- Orthopedic
- Ophthalmology
- Otolaryngology (Ear, Nose & Throat)
- Pediatric ophthalmology
- Plastic and reconstructive surgery
- Podiatry
- Urology
- Vascular surgery
Trinity Health

Trinity Health is one of the largest multi-institutional Catholic health care delivery systems in the nation. It serves communities in 21 states from coast to coast with 90 hospitals, and 120 continuing care locations - including home care, hospice, PACE and senior living facilities - that provide nearly 2.1 million visits annually. With annual operating revenues of about $15.9 billion and assets of about $20.4 billion, Trinity Health returns about $1 billion to its communities annually in the form of charity care and other community benefit programs.
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 or 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

Scope of the Administrative Director:

- Responsible for the overall management of the department’s daily operations to achieve quality improvement, fiscal productivity, staff, leadership team and nursing goals and objectives. Ensures that direction and support is provided to meet the individual goals of the staff and the overall goals of the nursing division and the organization.
- Develops strategic and tactical plans for assigned services, including the appropriate administrative and medical resources to address personnel, facilities, equipment and supplies, program development, and interdepartmental relationships/interfaces. Facilitates the integration of nursing practice.
- In cooperation with Anesthesia, Cardiovascular, Emergency, Surgical, and Medical leadership, ensures that clinical services are focused on the needs of the patient. Demonstrates effectiveness in clinical progression toward defined quality outcomes, patient satisfaction, cost-effectiveness, and system efficiency. Directs and facilitates the collection, interpretation, and dissemination of information to enhance clinical and organizational decision-making.
- Ensures that assigned areas meet or exceed regulatory requirements established by The Joint Commission (TJC), Illinois Department of Public Health (IDPH), The Centers for Medicare & Medicaid Services (CMS) and other licensing/accrediting agencies.
- Develops an annual budget to ensure appropriate allocation of resources to support operations and meet department and/or organizational goals. Manages the operational budget including revenue, expenses, staff levels and capital equipment sufficient to meet current and projected patient volume or service requirements.
- In Collaboration with Human Resources Department, develops and monitors the effectiveness of comprehensive Perioperative, Critical Care, and Emergency nursing recruitment and retention plan.
- Fosters positive team collaboration and staff development to facilitate efficient operations, and employee engagement. Establishes and maintains effective relations with medical staff and provides proactive support for physician development and active involvement in decision-making.
- Provides effective communication to administration, physicians, management and staff to establish understanding of the organization mission and strategic goals necessary to achieve operational goals. Meets regularly with senior leadership, other departments, physician departments, and direct reports to facilitate communication, goal setting and decision making.
- Works, directs, and leads at the level expected of a Vice President of Nursing, as appropriate.

The Candidate

The candidate for this position will be a mission driven leader, committed to working within a value based, patient centric setting. Bringing five to seven years of relevant experience to the role, with at least five years in a comparative leadership position, the ideal candidate will be an RN, and Master’s prepared.

The background of the selected candidate will include prior management oversight of a Surgical Services suite, a busy ED and/or a large and complex service line that incorporates surgery as a component of care,
i.e. cardiac, neurological or orthopedic departments or clinical services. From a skills and presentation perspective, the candidate must possess outstanding communication skills and be comfortable working as part of a structure that promotes team work, collaboration, respect and professionalism. Most importantly, the ideal candidate will bring strong knowledge of working in a complex and busy clinical setting and have a demonstrable track record of partnering with physician leaders, i.e. Chairs, Chiefs and/or physicians, both employed and who are part of a voluntary staff.

**Other personal attributes include:**

- Being part of a high performing, collaborative team whose shared mission is the provision of “measurably world class healthcare.”
- The ability to support and partner with senior management, physician leadership, and peer groups to drive the continued growth and standardization of a robust surgical services and emergency department.
- Possessing the personal charisma to motivate and inspire others into action and bringing a “can do” proactive approach to these important clinical areas.
- 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 and the Mission and Core Values of Trinity Health.
- Working collaboratively with peers and others at the GMH, LUMC and Trinity Health.
- The ability to manage conflicting priorities and adapt to changing demands in a complex community setting that is part of a larger health system.

**The Administrative Director of Critical Care, Surgical Services, and Nursing Professional Development must be competent in the following areas:**

- The analysis and interpretation of data
- Communication; both written and oral
- The compilation of complex reports, letters and presentations
- People skills - the ability to deal calmly and courteously with others and manage through stressful situations
- The ability to finish tasks in a timely manner and function independently
- Skills in leading work teams and working as an effective team member
- Negotiation skills - to persuade and establish a direction for their team
- An ability to organize workflow, by planning, coordinating and developing multiple projects, all leading to a successful and desired outcome

**Critical Success Factors**

The Administrative Director of Critical Care, Surgical Services, and Nursing Professional Development will:

- Demonstrate his or her abilities as a relationship person and 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 possess the self-confidence to work alongside a diverse group of people and personalities to lead and
successfully manage complex clinical departments including the Emergency Department and Surgical Services.

- Understand the complexities and difficulties associated with becoming part of a larger health system and be adept at leading their teams through the inevitable “growing pains” associated with growth, consolidation, innovation and change.
- Partner with the CNO and other key stakeholders to initiate a program dedicated to the Improvement of the patient experience. While it will fall to the Administrative Director of Critical Care, Surgical Services, and Nursing Professional Development to drive improvements in the surgical arena primarily, it is equally important that patient and colleague engagement initiatives drive overall engagement and satisfaction scores organizationally which is a key indicator of success.

The Community

Loyola University Medical Center 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 GottliebAD2191@ZurickDavis.com. For additional questions, please contact Ellen Mahoney or Annette Cooke at 781.938.1975. All contact with ZurickDavis will remain confidential.

Loyola University Health System is an Equal Opportunity Employer