

**Confidential Position Specification**

**Silver Cross Hospital**

Vice President, Quality and Medical Services

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**POSITION** Vice President, Quality and Medical Services

**COMPANY** Silver Cross Hospital

**LOCATION** Joliet, Illinois

**REPORTING RELATIONSHIP** The Vice President, Quality and Medical Services reports to the Executive Vice President, Chief Operating Officer. Direct reports include:

- Director, Quality Resource Management
- Director, Medical Services
- Director, Patient Safety & Risk Management
- Director, Performance Measurement

**WEBSITE** [www.silvercross.org](http://www.silvercross.org)

**COMPANY BACKGROUND / CULTURE** Since 1895, Silver Cross has grown from a 33-bed, two-story hospital into an impressive health care network featuring a 304-bed acute care hospital with a team of 2,500 physicians, employees and volunteers. Located in the fastest growing city in the fastest growing county in Illinois, Silver Cross serves many communities in Will, Grundy and southwestern Cook Counties. The Joliet hospital is less than an hour drive from downtown Chicago.

To keep pace with the growing population and ensure quality health care for the next century, Silver Cross is seeking state approval to build a \$400 million state-of-the-art replacement hospital – just three short miles from the current campus at the new I-355 extension in New Lenox. Pending State approval, the replacement hospital will open in 2011 and will include an enhanced partnership with Children’s Memorial pediatric specialists from Chicago. All 289 patient rooms will be private and able to accommodate today’s medical technology ultimately reducing unnecessary transfers and the risk of infection and injury. And, the

hospital's design will create efficiencies between departments and an environment that reduces wait times. The new 70-acre New Lenox campus will also include an outpatient medical services building and a physician office building scheduled to open in 2009.

Over the years, Silver Cross has developed an extensive ambulatory network throughout its region that includes eight satellite facilities with over 90 physicians and an array of outpatient services such as X-ray, MRI, mammography, therapy, dialysis and occupational health care. Later this year, Silver Cross will open a 30,000 sq. ft., replacement medical center in Homer Glen. The modern facility will bring new services to the community including walk-in Emergi-care services staffed 24 hours, 7 days a week by board-certified emergency medicine physicians; high-tech diagnostic imaging; and physician offices. Silver Cross has also received state-approval to open a similar – yet larger facility in Frankfort in 2009.

Silver Cross is setting the standard of care in its region. Through its commitment to clinical quality, attention to patient safety and dedication to details and personal service, Silver Cross has been named a Thomson (Solucient) 100 Top Hospitals National award winner for the past ~~four~~ consecutive years (2004-2007). Only 2% of hospitals nationally have received the 100 Top Hospitals designation ~~four~~ years in a row. With an organizational mentality of 'If we can measure it, we can move it', the hospital has received numerous quality awards and accolades including recognition for its commitment to the Illinois Foundation for Quality Health Care (IFQHC)'s Appropriate Care Measure (ACM) Improvement Initiative.

Silver Cross is also known for its service quality currently ranking in the top 15% of hospitals nationally for its Press Ganey patient satisfaction scores, and with several areas in the top percentile. From 2004 to 2006, the American Alliance

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of Healthcare Providers selected Silver Cross as a Hospital of Choice recognizing it as one of America's Most Customer Friendly Hospitals. Silver Cross was also rated as one of the best hospitals in the Chicagoland area in the Chicago Consumers' Checkbook Fall 2007/Winter 2008 issue for inpatient care.

**KEY RESPONSIBILITIES**

The Vice President, Quality and Medical Services will have the following responsibilities:

*Creating a vision*

- Demonstrates strategic business acumen, with a particularly thorough understanding of healthcare quality, medical staff services, and process improvement.
- Drives the organization to be a healthcare leader in quality
- Takes a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead, and planning.
- Oversees planning, coordination, and continuous evaluation of processes that affect quality and ensures effective implementation of change, continuously striving to improve clinical outcomes.
- Actively participates in Silver Cross Hospital's planning and budgeting processes to develop objectives that are both aggressive and realistic.
- Leads the development of an organizational performance improvement plan, and ensures effective education and utilization of process improvement methodologies in order to bring about continuous quality improvements.
- Investigates changing paradigms in medical staff regulations and credentialing and makes recommendations for new approaches to organization.
- Provides leadership in solidifying the relationship between the medical staff and hospital leadership by identifying mutual goals.

*Managing change*

- Promotes responsiveness to challenges and opportunities and fosters the creativity and initiative necessary to continually enhance the quality of care.
- Is an innovative leader, comfortable in a fast-changing environment, and willing to take risks and to consider new and untested approaches.
- Utilizes demonstrated process improvement methodologies to change initiatives.
- Uses applicable benchmarks and best practice results to drive new practices and programs.

*Producing results*

- Holds a strong orientation toward achievement, holding high expectations for self and the organization.
- Leads by making decisions that take advantage of multiple inputs while maintaining a clear focus of direction, clarifies the critical from extraneous, draws the line when there is no new information, and balances the demand for consensus with the need to move decisively.
- Adopts a systematic and organized approach to achieve results including designing data collection tools, analyzing & presenting information & interpreting statistics, and establishing accountabilities.
- Administers effective and efficient systems and processes for achievement of maximum desired results.
- Ensures a medical center environment supportive of the needs of physicians and all caregivers to deliver high quality, safe care.
- Guides development, implementation and maintenance of policies and procedures that support the organization's goals and objectives, meets JCAHO standards and assures compliance with laws and regulations.

- Demonstrates a thorough understanding and application of healthcare law and regulatory requirements related to care delivery and medical staff services.
- Implements and/or recommends risk reduction strategies and programs.

*Effectively communicating*

- Communicates effectively, listening and instilling a sense of openness and mutual respect whether in formal presentations or more casual two-way conversations.
- Provides timely reports (informational/ educational) to Board of Directors, physicians, and employees of Silver Cross regarding the hospital's quality initiatives.

*Leadership development*

- Effectively recruits, trains, motivate and build a cohesive team, which contributes to achievement of organizational goals.
- Understands and influences the capabilities of hospital departments and the medical staff to effectively produce quality outcomes.
- Participates in medical staff and leadership development.
- Develops succession plans for all direct report leadership roles.
- Mentors others through formal & informal activities and assumes leadership roles in hospital-wide committees and/or projects.

*Developing followership and inspiring trust*

- Is highly persuasive and able to encourage involvement and build commitment from others to organizational objectives.
- Establishes and nurtures collaborative relationships with leaders to achieve operational and clinical improvements.

- Approaches all as colleagues, encouraging an open and honest discussion of current realities while articulating organization's vision.
- Cultivates and maintains relationships that promote teamwork internally at all levels and that build an image and reputation for quality externally.
- Demonstrates commitment to fellow colleagues.
- Demonstrates commitment to Silver Cross Hospital.

**QUALIFICATIONS**

The Vice President, Quality and Medical Services will possess the following qualifications:

- Clinical background strongly preferred.
- Minimum of 10 years of progressive experience in health care with a significant amount of high level leadership responsibility for clinical quality.
- Minimum of 5 years of experience in process improvement.
- Experience in medical staff services preferred.

**EDUCATION**

Graduate degree in health care administration, business, or organizational leadership is required.

**KORN/FERRY  
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