

# **UNIVERSITY OF MICHIGAN HOSPITALS AND HEALTH CENTERS**

## **DIRECTOR AND CEO JOB DESCRIPTION**

The Director and CEO will provide the leadership and assume responsibility and accountability for the overall strategic and operational planning of the UMHHC. This will be carried out in concert with the overall strategic direction of the health system and in partnership with members of the Health System Executive Group. This is achieved through (but not limited to):

- Commitment to the UMHS Strategic Principles;
- Establishing a culture of collaboration and integration that enhances the provision of excellent patient care and improved patient satisfaction, provides a safe employee and patient care environment, and supports innovation and creativity;
- Overseeing strong workforce development through recruitment and retention, employee satisfaction and engagement, maximizing growth potential of employees and strong succession planning, embracing diversity as a strategic advantage;
- Maximizing operational efficiencies to provide the highest quality of safe and appropriate patient care;
- Ensuring regulatory and other compliance;
- Achieving and maintaining strong financial health;
- Establishing an effective means to communicate throughout the organization;
- Participate as needed in physician recruitment efforts; and
- Continuing leadership in environmental and community stewardship.

### **GOALS**

The successful candidate will have a unique opportunity to work with health system leadership to a more integrated patient care system that is facile, responsive to patient and caregiver needs, efficient, safe and effective.

During the next two years, the new Director and CEO will work toward the following specific goals (not in order of priority):

- Provide leadership in growing and enhancing a model integrated academic health center – a clinical and academic enterprise with outstanding clinical outcomes, excellent service and leading research and teaching, establishing very strong, collegial, mutually supportive partnerships with the Medical School, Faculty Group Practice, health plan, UMHS, and the University of Michigan overall.
- Effectively engage and establish strong working relationships with the employees, medical staff and others in the UMHS and the University, as well as in the community, the state, and the nation, establish leadership instilling confidence, trust and respect, and appropriately representing the UMHHC.

- Build on the current fiscal strength and stability of UMHC through proper management and oversight; proactively lead the organization in a challenging, competitive and more regulated environment to meet shorter- and longer-term (5 - 10 years) capital requirements.
- Direct effort toward making UMHC the safest hospital in the country by leading high-quality, service-oriented, safe patient care throughout the Hospitals and Health Centers.
- Improve throughput through “lean processes” (Michigan Quality System) that focus on improving quality of care with standards of excellence for a consistent patient experience.
- Invest in training and developing people – including workforce planning and succession planning.
- Establish a culture of open communication, accountability, and timely decision-making.
- Continue to support the information technology strategic plan which moves toward a more fully electronic clinical environment by 2010 and implementation of the Orders Management Project beginning in 2006.
- Support planning and development of capacity expansion projects and guide the development of services for new facilities.
- Create an environment of continuous improvement that fosters physician and staff collaboration, enhance revenues, controls costs, and improves overall performance.

## **CANDIDATE QUALIFICATIONS**

The ideal successful candidate will possess the following required and desired credentials, experience, skills, and characteristics:

### **Education and Training**

- An advanced degree in a relevant field is required, appropriate management and leadership experience is essential, and advanced training in business or healthcare management is desirable.
- Broad understanding of health care issues, including the role of academic medicine with researchers, practitioners and educators is desired.
- Thorough knowledge of modern management principles, practices, and methods is required.
- Considerable knowledge of university hospitals and health centers and medical school is desired.

### **Required Experience**

- Seasoned and successful leader, ideally with experience in a major academic medical center or other complex health-related industry or organization in a competitive market.

- Experience operating effectively in a complex decision-making setting.
- Working experience with diverse groups and commitment to advancing workplace diversity.

### **Desired Experience**

- Balanced experience in operations, finance and administration.
- Experience working in a complex environment where there may be conflicting objectives, ability to navigate and pull all into a broader system view, and ability to effectively engage constituents to achieve a balance in competing agendas.
- Experience in effectively representing hospital needs with an understanding of the broader economic demands that need to be balanced in a strong academic enterprise.
- Construction and facilities planning experience.
- Experience with process redesign (i.e., Six Sigma or Toyota Lean).
- Recognized leadership in regional, state and national organizations.
- Demonstrated philanthropic success.

### **Personal Characteristics and Attributes**

- Collaborative partner who values teamwork and integration.
- Ability to understand the physicians' and caregivers' perspectives.
- Decisive yet supportive of distributed decision making; not afraid to make tough decisions.
- Openness, accessibility and visibility; approachable to staff.
- Proactively seeks to build and maintain relationships.
- Motivational and inspirational with a commitment to excellence.
- Excellent communication, listening, and negotiation skills, inclusive of other's views
- Strategic thinker who is visionary, innovative, creative, and willing to take appropriate risk.
- Maturity in judgment, broad thinking and intellectually agile.
- Sense of humor, strong confident style and enthusiastic disposition.
- Demonstrates integrity and honesty.