



**CONFIDENTIAL**

**Executive Search Position Specification**

*For*

**President & Chief Executive Officer  
Amita Health, Saint Joseph Hospital  
2900 Lake Shore Drive  
Chicago, IL 60657**

*On behalf of*



*By*

Alder Bowman  
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**Synopsis**

AMITA Health has retained Alder Bowman, Inc. to conduct a search for a President and Chief Executive Officer of Saint Joseph Hospital located in downtown Chicago, IL.

Recently, this urban hospital has been integrated into the newly-formed AMITA health system following the acquisition of Presence Health and significant operational and cultural change-management is necessary to align this hospital within the new system.

Name and Address: Amita Health Saint Joseph Hospital  
2900 North Lake Shore Drive  
Chicago, IL 60657  
CMS Certification Number: 140224

Type of Facility: Short Term Acute Care  
Type of Control: Voluntary Nonprofit, Church  
Total Staffed Beds: 313

Total Patient Revenue: \$918,185,899  
Total Discharges: 10,843  
Total Patient Days: 56,762  
TPS Quality Score: 48.95  
Teaching status = Yes / Number of interns and Residents = 150 FTEs  
Physicians with privileges = 550

| <b>Financial Statistics</b> | <b>\$</b>     | <b>%</b> |
|-----------------------------|---------------|----------|
| Gross Patient Revenue       | \$918,185,899 | 99.1     |
| Non-Patient Revenue         | \$8,336,901   | 0.9      |
| Gross Revenue               | \$926,522,800 |          |
| Net Revenue (loss)          | (240,000,000) |          |



**Clinical Services**

|  |  |
|--|--|
| <b>BEHAVIORAL HEALTH SERVICES</b>        | <b>RADIOLOGY/NUCLEAR MEDICINE/IMAGING</b>              |
| Intensive Outpatient Program             | Computed Tomography (CT)                               |
| Comprehensive Inpatient Services         | Computed Tomography-Angiography (CTA)                  |
| Voluntary/Involuntary Addiction Services | Digital Mammography                                    |
| <b>CARDIOVASCULAR SERVICES</b>           | Intensity-Modulated Radiation Therapy (IMRT)           |
| Cardiac Cath Lab                         | Magnetic Resonance Imaging (MRI)                       |
| Cardiac Rehab                            | Positron Emission Tomography (PET)                     |
| Cardiac Surgery                          | Single Photon Emission Computerized Tomography (SPECT) |
| Carotid Stenting                         | <b>REHABILITATION SERVICES</b>                         |
| Coronary Interventions                   | Physical Therapy                                       |
| Vascular Intervention                    | Speech Therapy   |
| <b>EMERGENCY SERVICES</b>                | <b>SPECIAL CARE</b>                                    |
| Emergency Department                     | Intensive Care Unit (ICU)                              |
| <b>NEUROSCIENCES</b>                     | <b>SUBPROVIDER UNITS</b>                               |
| Electroencephalography (EEG)             | Rehabilitation   |
| <b>ONCOLOGY SERVICES</b>                 | Skilled Nursing (SNF)                                  |
| Radiation Therapy                        | <b>SURGERY</b>   |
| <b>ORTHOPEDIC SERVICES</b>               | Inpatient Surgery                                      |
| Arthroscopy                              | Radiosurgery   |
| Joint Replacement                        |  |
| Spine Surgery                            |  |
| <b>OTHER SERVICES</b>                    |  |
| Headache Clinic/Migraine Pain Center     |  |
| Hemodialysis                             |  |
| Obstetrics                               |  |

The expectations for the President and CEO is to lead and champion the mission and values of AMITA Health while developing and implementing strategies to achieve continuous improvements in quality, patient satisfaction, employee retention, efficiency, market-share, productivity and financial performance.

Functionally, this role will actively engage organizational and corporate-based, service-line leaders to develop and implement strategies to better align the hospital with AMITA Health processes, systems, mission, vision, values and behaviors. This includes but is not limited to; enabling excellent, collaborative communications, planning, administration, information technology, finance, operations, and community relations.

**Career value-proposition of this position**

This is high-profile opportunity to lead, improve and unite a high impact community hospital within a sophisticated, well capitalized health system.



## **About AMITA Health**

AMITA Health ([www.AMITAhealth.org](http://www.AMITAhealth.org)) is a joint operating company formed by the Adventist Health System in Altamonte Springs, Fla., and St. Louis-based Ascension. With the addition of Presence Health, AMITA Health is now the largest health system in Illinois, comprising 19 hospitals and more than 230 sites of care. The newly combined health system has 900 providers in its medical groups, more than 26,000 associates and 7,000 physician partners and now serves over 4.3 million residents in the greater Chicagoland area.

Headquartered in Lisle and downtown Chicago, IL, the organization operates 19 hospitals in the greater Chicago metropolitan area. The story of AMITA Health is a collective narrative shared by a mosaic of systems which have combined to make up this organization. These systems include; Adventist Health, Alexian Brothers, and Presence Health.

## **AMITA Health, Mission and Values**

AMITA Health strives to fulfil its mission of extending the healing ministry of Jesus through the values of God Honoring, Justice, Compassion, Integrity and Dignity

## **The AMITA Health Regions**

To achieve improve manageability, accountability, efficiency and performance outcomes, the AMITA Health System is organized into 3 regions. These are designated as the Chicago Metro, Southern and Northwest Chicago regions.

### **Chicago Metro Region**

- Presence Resurrection Medical Center, Chicago
- Presence Saint Francis Hospital, Evanston
- Presence Saint Joseph Hospital – Chicago
- Presence Saints Mary and Elizabeth Medical Center, Chicago

### **South Region**

- AMITA Health Adventist Medical Center Bolingbrook
- AMITA Health Adventist Medical Center Hinsdale
- AMITA Health Adventist Medical Center La Grange
- Presence St. Mary's Hospital, Kankakee
- Presence Saint Joseph Medical Center Joilet



## North Region

- AMITA Health Alexian Brothers Medical Center Elk Grove Village
- AMITA Health Adventist Medical Center Glen Oaks
- Presence Mercy Medical Center, Aurora
- AMITA Health St. Alexius Medical Center & Alexian Brothers Women & Children's Hospital, Hoffman Estates
- Presence Saint Joseph Hospital – Elgin



## About Ascension Health

Ascension Health is the nation's largest nonprofit health system and world's largest Catholic health system. This includes over 2,600 sites of care in 22 states and the District of Columbia, with 153 hospitals and over 50 senior care facilities.

From a strategic perspective, Ascension strives to achieve identified five core strategic objectives:

Geographic Reach – expanding and enhancing Ascension's presence;

Ascension Impact – stabilizing and optimizing performance;

Holistic Health Models – improving the health of individuals and communities;

Solutions Expansion – helping other organizations improve their performance; and

Personalized Services – empowering people to navigate their health journey.



## About Adventist Health System

Adventist Health is headquartered in Altamonte Springs, Florida and the system operates 46 hospital campuses and hundreds of care sites in diverse markets throughout nine states. The organization is unified via a Christian mission, shared vision, common values, focus on whole-person health and commitment to making communities healthier.

Adventist Health is committed to operate according to the five strongly held principles of Inclusiveness, Quality & Service Excellence, Community Well-being, High Ethical Standards and Stewardship.



## **Position Description, President and Chief Executive Officer**

### **Vision**

The President and Chief Executive Officer will guide Saint Joseph Hospital to achieve progressively improved quality, financial outcomes and patient satisfaction while assuring effective integration to the AMITA Health system, culture mission and values.

### **Scope**

The President and Chief Executive Officer reports to the Regional Chief Operation Officer and leads an executive team in the functions of CNO, CMO, CFO, Business Development, Compliance, Human Resources, IT, Medical Group and Quality.

### **Mission**

As a critical member of the AMITA Health leadership team, the President and CEO will work in a matrixed organization. The successful executive will develop and implement strategies that result in successful integration of Saint Joseph Hospital into the AMITA Health organizational framework while fostering cooperation and collaboration amongst the entire AMITA Health organization. Through effective leadership and change-management this role will particularly emphasize improving Quality, Finance, Efficiency, Culture, Safety, Accountability, Communication and Talent Management.

Additionally, President and Chief Executive Officer will champion high-impact initiatives such as

- Developing and implementing operating plans
- Harmonizing operations with a system-wide perspective
- Culture development and implementation
- Improving Quality systems, processes and outcomes
- Developing and implementing performance measurement systems
- Assuring accountability to goals and objectives
- Physician recruitment and engagement
- Creation of service-line Centers of Excellence
- Collaborating with system Center of Excellence Leaders to fulfill rationalization strategies
- Eliminating organizational silos & promoting collaboration
- Support and guide functional leaders to achieve desired outcomes



## Strategy Implementation

**Talent Management.** Implement and guide leadership development programs. Foster the development of high potential leaders. Drive accountability, performance evaluations and leadership succession plans. Work with system leaders to develop executive and physician recruitment strategies to meet organizational needs.

**Resource Stewardship.** Encourage efficient utilization management to ensure effective use of system organization resources and reduce cost of delivery of care. Support service-lines requiring improvements to assure medical equipment and facilities meet clinical needs.

**Financial Performance.** Guide subordinate organizations to optimize margins, reduce costs and increase efficiencies.

**Safety.** Assure comprehensive review of safety programs, processes and initiatives. Develop and implement systems, processes, measures and accountabilities to achieve significant improvements across all key measures. Provide an organizational framework to assure processes and practices result in superior quality measures, outcomes and publicly disclosed rankings.

**Business and Market Opportunities.** Provide vision and advice on the development and implementation of new growth opportunities and formulate and implement strategic and tactical plans to increase market share. Also, when necessary, rationalize services to assure system-wide efficiencies.

**Quality.** Assure comprehensive review of clinical quality programs, processes and initiatives. Develop and implement systems, processes, measures and accountabilities to achieve significant improvements across all key measures. Provide an organizational framework to assure processes and practices result in superior quality measures, outcomes and publicly disclosed rankings.

**Internal Relations and Communications.** Serve as liaison between corporate and hospital leadership. Encourage cross-functional teamwork and communication with the goals of optimizing patient care, quality, safety and cost efficiencies. Promote and encourage a system-oriented culture.

**External Relations.** Assure effective engagement with community organizations, leaders and constituents. Demonstrate cultural sensitivity, good citizenship and contributing to the well-being of the region.

**Lead and Manage Change.** Serve as a change agent and champion to drive organizational transformation in alignment with the strategy and vision of AMITA Health. Foster a culture of shared ownership, continuous quality improvement, risk management and cost control.

**Data, Informatics and Technology.** Support and champion the use of improved healthcare information technology and medical technologies to achieve optimal quality, efficiency, safety, data sharing and patient care.



### **Short-Term, (0-180 days) Objectives**

- Establish effective relationships with the Regional COO, your executive team and peers
- Establish relationships as a collaborative, trustworthy and credible advisor
- Learn the medical center's strengths, weaknesses, opportunities, and threats
- Exhibit leadership, knowledge, skills and abilities to superiors, peers and subordinates
- Leverage available data and performance dashboards
- Strategic Plan –assure alignment with hospital and system needs. Specifically include components for Quality, Finance, Service-lines, physician recruitment and Patient Satisfaction
- Initiate effective relationships with community
- Assure hospital finances meet system expectations
- Develop a capital expenditures strategy balancing local and system needs
- Develop a physician man power plan
- Learn and adapt the system mission, vision, values and behaviors

### **Long-Term Objectives**

- Establish, communicate, and implement key performance indicators;
- Implement strategic plan via effective change management communication and coaching.
- Assure quality systems deliver best patient outcomes
- Champion and integrate system mission, vision, values and behaviors
- Determine and implement Physician staffing strategy
- Assure accountability to communicated expectations
- Direct performance monitoring activities
- Engage leaders and get buy in to newly defined improvement initiatives
- Review and address executive retention strategies
- Assure strategy, people and processes align to achieve system-wide goals
- Assure compliance to regulatory requirements, company policies and procedures
- Achieve improve financial performance
- Assure increased patient satisfaction



## **President & CEO Candidate Requirements**

### **Education**

- Bachelor's Degree in Business or Healthcare Administration
- Master's degree in healthcare or related discipline

### **Hospital leadership Experience:**

Candidates must have significant hospital leadership experience within a matrixed health system. Candidate must have experience working with a system and community to reduce duplication, improve quality and service in creating superior clinical operations

Candidates must have achieved significant improvements across key performance measures by developing and implementing effective strategies implemented through effective change-management practices. Candidate must have demonstrated experience balancing mission and successful fiscal performance.

### ***Special knowledge and Skills***

- Current knowledge of care delivery systems and innovations
- Contemporary healthcare administrative systems, processes, policies and procedures
- System oriented healthcare models, structures, and environments
- The interdependency and integration, among healthcare providers
- Systemic delivery of accessible, high quality, efficient, and safe healthcare.
- Funding and payment mechanisms of the healthcare system
- Current with Health IT issues such as Informatics, Clinical Decision Support Systems & E-prescribing

### ***Desired Personal Characteristics***

- Effective interpersonal skills
- Empowers and supports current and emerging leaders
- Able to diplomatically challenge the status quo
- Ability to inspire, motivate
- Excellent communication skills; presents messages clearly, and persuasively
- Able to resolve conflicts and dissuade disruptive behavior
- High ethical integrity
- Earns trust
- Culturally sensitive,
- Confident, assertive, and decisive
- Strategic and systems thinker