Defining and refining leadership.

The Joint Commission
Oakbrook Terrace, Illinois

A Position Profile

Medical Director and Patient Safety Officer

The Joint Commission
Oakbrook Terrace, Illinois

Furst Group
Defining and refining leadership.
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### Furst Group

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The Joint Commission

The Joint Commission is an independent, not-for-profit organization that accredits and certifies nearly 21,000 healthcare organizations and programs, and inspires healthcare excellence throughout the United States. Joint Commission accreditation and certification is recognized nationwide as a symbol of quality that reflects an organization’s commitment to meeting certain performance standards.

Founded in 1951, The Joint Commission is the nation’s oldest and largest standards-setting and accrediting body in healthcare. Its goal is to continuously improve healthcare for the public, in collaboration with other stakeholders, by evaluating healthcare organizations and inspiring them to excel in providing safe and effective care of the highest quality and value. The Joint Commission accredits and certifies hospitals and healthcare organizations that provide ambulatory and office-based surgery, behavioral health, home healthcare, laboratory, and nursing care center services.

The Joint Commission has two not-for-profit affiliate organizations:

- The Joint Commission Center for Transforming Healthcare, which aims to solve healthcare’s most critical safety and quality problems, and

- Joint Commission Resources (JCR), which provides consulting and educational services, and publications.

Joint Commission International, a division of JCR, accredits and certifies international healthcare organizations. To earn and maintain The Joint Commission’s Gold Seal of Approval®, an organization undergoes an on-site survey by a Joint Commission survey team at least every three years. (Laboratories are surveyed every two years.)

The Joint Commission is governed by a 32-member Board of Commissioners that includes physicians, administrators, nurses, employers, quality experts, a consumer advocate, and educators. Approximately 1,000 people are employed in its surveyor force in Oakbrook Terrace, Illinois, and Washington, DC.

Mission and Vision Statements

**Mission:** To continuously improve healthcare for the public, in collaboration with other stakeholders, by evaluating healthcare organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.
Vision Statement: All people always experience the safest, highest quality, best-value healthcare across all settings.

Accreditation

Joint Commission surveyors visit accredited healthcare organizations a minimum of once every 39 months (every two years for laboratories) to evaluate standards compliance. This visit is called a survey. All regular Joint Commission accreditation surveys are unannounced.

Joint Commission surveyors are highly trained experts who are doctors, nurses, hospital administrators, laboratory medical technologists, and other healthcare professionals. The Joint Commission is the only healthcare accrediting body that requires its surveyors be certified.

During the survey, surveyors select patients randomly and use their medical records as a roadmap to evaluate standards compliance. As surveyors trace a patient’s experience in a healthcare organization, they talk to the doctors, nurses, and other staff who interacted with the patient. Surveyors also observe doctors and nurses providing care, and often speak to the patients themselves.

Joint Commission accreditation does not begin and end with the on-site survey. It is a continuous process. Every time a nurse double-checks a patient’s identification before administering a medication, every time a surgical team calls a “time out” to verify they agree they’re about to perform the correct procedure, at the correct site, on the correct patient, they live and breathe the accreditation process. Every three months, hospitals submit data to The Joint Commission on how they treat conditions such as heart attack care and pneumonia – data that is available to the public and updated quarterly on qualitycheck.org. Throughout the accreditation cycle, organizations are provided with a self-assessment scoring tool to help monitor their ongoing standards compliance. Joint Commission accreditation is woven into the fabric of a healthcare organization’s operations.

The Joint Commission’s state-of-the-art standards focus on patient safety and quality of care. The Joint Commission standards are updated regularly to reflect the rapid advances in healthcare and medicine. The hospital accreditation standards number more than 250 and address everything from patient rights and education, infection control, medication management, and preventing medical errors, to how the hospital verifies that its doctors, nurses, and other staff are qualified and competent, how it prepares for emergencies, and how it collects data on its performance and uses that data to improve itself.

Accreditation is provided for:

- Hospital: General, children’s, psychiatric, rehabilitation, and critical access hospitals
- Home care: Includes medical equipment, pharmacy, and hospice services
- Nursing care center: Includes nursing homes and rehabilitation centers
- Behavioral healthcare and addiction services
- Ambulatory care: Includes group practices and office-based surgery practices
Laboratory services: Independent or freestanding clinical laboratories

Certification

The benefits of Joint Commission Certification include:

- Improves the quality of patient care by reducing variation in clinical processes – The Joint Commission’s standards and emphasis on clinical practice guidelines help organizations establish a consistent approach to care, reducing the risk of error.

- Provides a framework for program structure and management – Certification standards help organize the disease management program. This helps to maintain a consistently high level of quality using effective data-driven performance improvement.

- Provides an objective assessment of clinical excellence – Joint Commission reviewers have significant experience evaluating disease management programs. They are trained to provide expert advice and education on good practices during the on-site review.

- Creates a loyal, cohesive clinical team – Certification provides an opportunity for staff to develop their skills and knowledge. Achieving certification provides the clinical team with common goals and a concrete validation of their combined efforts.

- Promotes a culture of excellence across the organization – Meeting Joint Commission standards is an accomplishment recognized with the awarding of The Joint Commission’s Gold Seal of Approval®. Certified organizations proudly display the Gold Seal to advertise their commitment to healthcare quality.

- Facilitates marketing, contracting, and reimbursement – Certification may provide an advantage in a competitive healthcare marketplace and improve the ability to secure new business.

- Strengthens community confidence in the quality and safety of care, treatment, and services – Achieving certification makes a strong statement to the community about an organization’s efforts to provide the highest quality services.

- Recognized by select insurers and other third parties – In some markets, certification is becoming a prerequisite to eligibility for insurance reimbursement, or participation for managed care plans and contract bidding.

- Can fulfill regulatory requirements in select states – Certification may meet certain regulatory requirements in some states, which can reduce duplication on the part of certified organizations.

Certification is provided for:

- Advanced Certification for Palliative Care
- Advanced Certification for Total Hip and Total Knee Replacement
• Behavioral Health Home Certification
• Community-based Palliative Care Certification
• Disease-Specific Care Certification
• Healthcare Staffing Services Certification
• Integrated Care Certification
• Patient Blood Management Certification
• Perinatal Care Certification
• Primary Care Medical Home Certification (for ambulatory care, hospitals, and critical access hospitals)

Reports

Joint Commission Quality Reports give the public information on the safety and quality of care for all Joint Commission accredited/certified healthcare organizations. Quality Reports are available online through Quality Check® at qualitycheck.org.

Quality Reports include:

• Accreditation decision and date
• Programs and services accredited by The Joint Commission and other bodies
• National Patient Safety Goal performance
• Hospital National Quality Improvement Goal performance
• Special quality awards

The Joint Commission works with healthcare organizations to grapple with and solve the most serious safety and quality problems in healthcare. The Joint Commission works with national experts to seek input and ensure that standards and accreditation processes are state-of-the-art and promote optimal safety and quality for patients.
Executive Biographies

Mark R. Chassin, MD, FACP, MPP, MPH
President and Chief Executive Officer

Mark R. Chassin, MD, FACP, MPP, MPH, is President and Chief Executive Officer of The Joint Commission. In this role, he oversees the activities of the nation’s predominant standards-setting and accrediting body in healthcare. Joint Commission accreditation and certification is recognized worldwide as a symbol of quality that reflects an organization’s commitment to quality improvement and to meeting state-of-the-art performance standards.

Dr. Chassin is also President of the Joint Commission Center for Transforming Healthcare. Established in 2009 under Dr. Chassin’s leadership, the Center works with the nation’s leading hospitals and health systems to address healthcare’s most critical safety and quality problems such as healthcare-associated infection (HAI), hand-off communications, wrong site surgery, surgical site infections, and preventing avoidable heart failure hospitalizations. The Center is developing solutions through the application of the same Robust Process Improvement™ (RPI) methods and tools that other industries rely on to improve quality, safety, and efficiency. In keeping with its objective to transform healthcare into a high reliability industry, The Joint Commission will share these proven effective solutions with the more than 20,000 healthcare organizations and programs it accredits and certifies.

Previously, Dr. Chassin was the Edmond A. Guggenheim Professor of Health Policy and founding Chairman of the Department of Health Policy at the Mount Sinai School of Medicine, New York, and Executive Vice President for Excellence in Patient Care at The Mount Sinai Medical Center. Before coming to Mount Sinai, Dr. Chassin served as Commissioner of the New York State Department of Health. He is a board certified internist and practiced emergency medicine for 12 years. His background also includes service in the federal government and many years of health services and health policy research.

While at Mount Sinai Medical Center, Dr. Chassin built a nationally recognized quality improvement program. The focus of the program was on achieving substantial gains in all aspects of quality of care, encompassing safety, clinical outcomes, the experiences of patients and families, and the working environment of caregivers. This initiative was a combined effort of The Mount Sinai Hospital and The Mount Sinai School of Medicine and aimed to create models of world-class excellence that produce major, measurable, and sustainable improvements in all of these vital dimensions of patient care. Dr. Chassin’s research during his 12 years at Mount Sinai focused on developing healthcare quality measures, using those measures in quality improvement, and understanding the relationship of quality measurement and improvement to health policy. In addition, he used his experience in quality measurement and improvement to design and deploy a number of effective community-based intervention trials that reduced racial and ethnic disparities in health and healthcare.

Dr. Chassin has been recognized for his contributions to the fields of quality measurement and improvement with several honors. He is a member of the Institute of Medicine of the National Academy of Sciences and was selected in the first group of honorees as a lifetime member of the National Associates of the National Academies, a new program which
recognizes career contributions. In addition, Dr. Chassin was a member of the IOM committee that authored “To Err is Human” and “Crossing the Quality Chasm.” He is a recipient of the Founders’ Award of the American College of Medical Quality and the Ellwood Individual Award of the Foundation for Accountability.

Dr. Chassin received his undergraduate and medical degrees from Harvard University and a Master’s degree in Public Policy from the Kennedy School of Government at Harvard. He also holds a Master’s degree in Public Health from the University of California at Los Angeles.

Ana Pujols McKee, MD
Executive Vice President and Chief Medical Officer

Ana Pujols McKee, MD, is the Executive Vice President and Chief Medical Officer of The Joint Commission. In this role, Dr. McKee represents The Joint Commission enterprise as she focuses on and develops policies and strategies for promoting patient safety and quality improvement in healthcare. Her responsibilities include providing support to The Joint Commission’s Patient Safety Advisory Group, overseeing work related to the development of the Sentinel Event Policy, National Patient Safety Goals, and Sentinel Event Alerts, supervising the Sentinel Event Database, and overseeing the functions of the Standards Interpretation Group and the Office of Quality Monitoring. Dr. McKee also provides clinical guidance and support to the Joint Commission Center for Transforming Healthcare, Joint Commission Resources, and Joint Commission International.

Prior to her current position, Dr. McKee served as Chief Medical Officer and Associate Executive Director at Penn Presbyterian Medical Center, University of Pennsylvania Health System, and Clinical Associate Professor of medicine at the University of Pennsylvania School of Medicine. She also served as medical director for the Philadelphia Health Department’s freestanding health centers.

Dr. McKee is a former board member of the American Cancer Society, the Pennsylvania Health Care Cost Containment Council, Health Partners Philadelphia, and Philadelphia AIDS Consortium, and is the former board chair for the Pennsylvania Safety Authority and vice chair for the Public Health Management Corporation. Dr. McKee also sits on the board of Quality Insights of Pennsylvania. In addition, she served on the Food and Drug Administration’s Advisory Committee and on several committees of the National Institutes of Health.

Dr. McKee holds a Bachelor’s degree in Psychology from the State University of New York at Binghamton and a medical degree from Hahnemann Medical College and Hospital in Philadelphia. She completed her residency at Presbyterian Medical Center in Philadelphia, and is board certified in internal medicine. Dr. McKee participated as an affiliate member of the Robert Wood Johnson Clinical Scholars Program and concentrated her studies in healthcare administration in a non-degree program at the Wharton School. Dr. McKee was recently named as one of Modern Healthcare’s 2014 Top 25 Minority Executives in Healthcare.
David W. Baker, MD, MPH, FACP
Executive Vice President, Division of Health Care Quality Evaluation

David W. Baker, MD, MPH, FACP is the Executive Vice President for Health Care Quality Evaluation at The Joint Commission in Oakbrook Terrace, Illinois. A member of the senior management team, he heads the Division of Health Care Quality Evaluation, which subsumes The Joint Commission’s activities associated with the development, testing, and implementation of evidence-based standards, survey methods, national patient safety goals, and performance measures across all of The Joint Commission’s various accreditation and certification programs. Dr. Baker has administrative responsibility for The Joint Commission Departments of Quality Measurement, Health Services Research, and Standards and Survey Methods.

Before assuming his current position, Dr. Baker served since 2002 as Chief of the Division of General Internal Medicine and Geriatrics at the Feinberg School of Medicine at Northwestern University, and Deputy Director, Institute for Public Health and Medicine at that school. In this capacity, he oversaw the largest division of the Department of Medicine, including clinical practices, residents’ continuity of care clinics, and research programs. He established the hospital medicine program at Northwestern Memorial Hospital, which eventually became the first fully independent Division of Hospital Medicine in a major academic medical center. He also created and directed Northwestern’s first practice-based research network, including affiliated community primary care practices and federally-qualified health centers. In addition, Dr. Baker has maintained his own very active research portfolio and has been a major contributor to the ongoing national quality measurement discourse. He chairs the American College of Physician’s Performance Measurement Committee and serves as its representative to the Measures Application Partnership Coordinating Committee. He has also served as a member of the Measure Implementation and Evaluation Committee of the Physician Consortium for Performance Improvement.

Prior to joining Northwestern, Dr. Baker held the position of Associate Professor of Medicine and Epidemiology-Biostatistics at Metro-Health Medical Center and Case Western Reserve University in Cleveland. In that role, he developed a very successful health services research program, including studies of health literacy, health outcomes for the uninsured, and evaluation of Northeast Ohio’s hospital report card program. He also led Metro-Health’s heart failure disease management program. Earlier, he worked at the Grady Memorial Hospital, was an Assistant Professor of Medicine at Emory University School of Medicine, and an Assistant Professor of Medicine at the Harbor-UCLA Medical Center while working at the Harbor-UCLA Medical Center.

Dr. Baker received a Bachelor’s degree from the University of California and a Doctor of Medicine degree from the UCLA School of Medicine. He also has a Master’s degree in Public Health from the UCLA School of Public Health. He is a fellow of the American College of Physicians, having completed a residency in internal medicine at Harbor-UCLA Medical Center and a research fellowship with the RWJ Clinical Scholars Program at UCLA. He has served on numerous professional boards and committees, including NIH study sections, has authored more than 200 peer-reviewed publications, and is a frequent speaker at a wide variety of research and policy meetings.
Lynn B. Dragisic
Executive Vice President, Support Operations

Lynn B. Dragisic is the Executive Vice President of Support Operations for The Joint Commission. In this role, she provides day-to-day oversight and coordination of human resources, information technology, office services, Robust Process Improvement (RPI), communications, and board and committee activities. She leads the Joint Commission operations team and the coordination of common functions between The Joint Commission and its not-for-profit affiliates – Joint Commission Resources (JCR) and the Center for Transforming Healthcare (CTH).

Previously, Ms. Dragisic served as The Joint Commission’s Chief Human Resources Officer since 1995 where she led many transformative changes within the organization. She was responsible for the planning, development, and implementation of a comprehensive human resources program for all Joint Commission, Joint Commission Resources (JCR), and Joint Commission International (JCI) employees. She also participated in the development of the overall strategies, objectives, and plans for the organization, and supported the Human Resources Committees of both The Joint Commission and JCR Boards. Ms. Dragisic was responsible for the creation of the Joint Commission’s Professional Development Center, which provides online and classroom resources for the continuous learning and development of Joint Commission staff, and had oversight for the Enterprise Resource Center, the internal library that services internal and external customers.

Prior to joining The Joint Commission, Ms. Dragisic held a variety of positions within CNA Insurance Companies in Chicago, Illinois, including her role as Vice President, Home Office Human Resources. She served on several not-for-profit Boards that focused on the development and placement of diversity talent.

Ms. Dragisic earned her Bachelor’s degree in Psychology and Education from Loyola University in Chicago, Illinois. In addition, she received a Master’s degree in Industrial Psychology from Illinois Institute of Technology.

Mark G. Pelletier, RN, MS
Chief Operating Officer, Accreditation and Certification Operations

Mark G. Pelletier, RN, MS is the Chief Operating Officer for Accreditation and Certification Operations for The Joint Commission. His responsibilities include executive leadership for the accreditation and certification of more than 21,000 healthcare organizations and programs, all activities related to surveys, eligibility, and application processes, customer account management, and federal deeming compliance requirements. Mr. Pelletier also administers accreditation and certification policy development, surveyor education and development, survey technology, and the ongoing development and refinement of the accreditation process.

Prior to his current position, Mr. Pelletier served as the Executive Director for the Hospital Accreditation Program and was also responsible for business development in the Hospital, Critical Access Hospital, and Laboratory accreditation programs.
Mr. Pelletier has more than 30 years of experience in hospital operations, performance and quality improvement, process redesign, and program development. Previously, he was the Senior Vice President and Chief Operating Officer of Condell Medical Center, Libertyville, Illinois. He has also served in executive positions for several hospitals in the Chicago area, including Resurrection Health Care, Northwestern Memorial Hospital, Children’s Memorial Medical Center, and Mercy Hospital Medical Center.

Mr. Pelletier earned a Bachelor of Science in Nursing and a Master of Science in Administration from DePaul University, Chicago, Illinois. He received his diploma in nursing from Mennonite College of Nursing at Illinois State University.
Position Description

The Medical Director and Patient Safety Officer role promotes all aspects of quality improvement and patient safety, both within The Joint Commission and to external audiences. This includes oversight of initiatives related to performance improvement and patient safety. The Medical Director also serves as the President’s designee to authorize For Cause surveys and evaluate and recommend situations that lead to an Immediate Threat to Life or Safety in an accredited organization.

Reporting Relationship

The Medical Director and Patient Safety Officer reports to the Executive Vice President and Chief Medical Officer.

Principal Duties and Responsibilities

- Works collaboratively with the Chief Medical Officer and with national communities of organizations and individuals committed to improvement in the culture and practices of quality and patient safety to improve patient safety.

- Has primary responsibility for prioritizing patient safety concerns and coordinating the consensus-driven process that leads to the selection of a topic to be formulated into a National Patient Safety Goal.

- Provides staff leadership for the Patient Safety Advisory Group and other key national organizations in gaining alignment for National Patient Safety Goals.

- Provides oversight and medical expertise for the Office of Quality and Patient Safety.

- Oversees data management and analysis related to the Sentinel Event Database.

- Guides the formulation and issuance of Sentinel Event Alerts.

- Identifies, develops, and disseminates state-of-the-art Patient Safety Solutions.

- Conducts, expands, and promotes collaborative research in patient safety.

- Is recognized as the lead information and education resource for patient safety within The Joint Commission.
- Works to influence public policy and legislation to promote improvements in patient safety.

- Within the activities mentioned above, provides focus for the organization on the issues related to developing strategies for promoting improvements in patient safety through standardization, human factors or system re-engineering, and organizational process change.

- As the president’s designee, reviews the Office of Patient’s Safety’s analysis of complaints and approves For Cause surveys or other possible actions.

- As the president’s designee, reviews serious findings with the survey team and central office staff, and approves recommendations to the Accreditation Committee to declare an Immediate Threat to Life and Safety (ITL).

- Collaborates enterprise-wide to identify opportunities to advance patient safety.

**Experience and Qualifications**

1. The level of knowledge and experience equivalent to that ordinarily acquired through completion of a degree in medicine (MD) with a minimum of five to eight years of clinical experience.

2. Preference for five to 10 years of experience in healthcare management with demonstrated management progression focused on quality improvement, process improvement, and patient safety.

3. Experience regarding systems and process re-design, human factors engineering, the various process improvement methodologies and the related activities of quality improvement and risk management is preferred.

4. Experience within organized healthcare or with professional society activities on a state and national or international level.

5. Managerial ability to collaboratively plan, organize, and direct the activities of others.

6. Interpersonal skills to interact effectively with organizational leadership, board members, government officials, clinical and managerial leaders in healthcare organizations, and others within and outside the organization and United States.

7. Written and verbal communication skills necessary to effectively present information and ideas effectively in articles, proposals, position papers, and presentations.

8. Occasional domestic or international travel required, to be determined on an as needed basis.

10. Knowledge of national trends in quality and patient safety (and ideally technology).

11. Leadership skills in improving organizational patient safety culture.

12. Technical competence in event review and analysis, failure mode and effect analysis, risk reduction strategies.

**Personal and Professional Attributes**

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

- Honest and a highly ethical team player.
- Strong people management and leadership skills. Ability to communicate and work well with people at all levels.
- An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
- Initiative, self-confidence, good judgment, and the ability to make decisions in a timely fashion.
- Highly engaged, energetic, focused, and execution-oriented.
- Willing and able to roll up sleeves and do hands-on work one minute and discuss strategic positioning and the “big picture” the next.
- Strategic vision and thinking. Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
- Strong business acumen, intelligence, and capacity; able to think strategically and implement tactically.
- Strong work ethic; achievement-oriented; motivated beyond personal interests.
- Open leadership style. Actively seeks out and supports collaborative thinking and problem solving with others in the organization. Does not view collaborative dialogue around decisions as a personal attack on abilities.
• Problem-solves and approaches work from a “return on investment” perspective.

• Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.

• A “failure is not an option” mentality and demonstrated proactive management style.
Oakbrook Terrace, Illinois

The Medical Director and Patient Safety Officer position will be located in the organization’s Oakbrook Terrace, Illinois, location. As you will read, Oakbrook Terrace is a community of choice for many good reasons.

Oakbrook Terrace, Illinois

You will find Oakbrook Terrace a friendly place in which to live, work, shop, and be entertained. Nestled in the Western Suburbs of Chicago, Oakbrook Terrace is just minutes from downtown Chicago and O’Hare International and Midway Airports. Among its plethora of thriving businesses, Oakbrook Terrace is home to the Chicago Automobile Trade Association, the largest of its kind in America.

Oakbrook Terrace offers unparalleled residential living among beautiful parks, safe, quiet streets, and a wealth of upscale community amenities. It has a variety of housing: condominiums, luxury apartments, new homes with upscale improvements, and older homes, all in a park-like setting.

For those interested in fun and recreation, Oakbrook Terrace offers the Drury Lane Theater, approximately 40 restaurants, and a central location that makes all the wonderful cultural, sport, and recreational offerings of the Chicago Metropolitan area an easy commute.
Chicago Metropolitan Area

Chicago is recognized and respected internationally as a major cosmopolitan city with a unique and lively energy. The dining scene is world-class, ranging from high-end ethnic cuisine to great local diners and everything in between. The nightlife provides something for everyone, including upscale lounges, trendy nightclubs, and cozy corner pubs. With the Bears, Bulls, Cubs, White Sox, Blackhawks, and Chicago Fire, sports fans never run out of options. Those in search of culture can visit a different museum, festival, theater, concert, or special event every weekend of the year. Shopping along Michigan Avenue is world-renowned, as are many “one of a kind” neighborhood boutiques. This is a great place to live, work, and follow your dreams.

Education

Chicago-area institutions of higher education include private, state, and religious universities of national note. The University of Chicago, founded with an endowment by John D. Rockefeller in 1891, enjoys an international reputation for pioneering science research and the “Chicago plan” in undergraduate education. The university claims more than 70 Nobel laureates – far more than any other university in the country. The university administers advanced scholarship and research centers, including the Enrico Fermi Institute, the Enrico Fermi National Accelerator Laboratory, and the Argonne National Laboratory, among others. The University of Illinois at Chicago enrolls approximately 25,000 students earning bachelor’s, master’s, and doctoral degrees, and first professional degrees in dentistry, medicine, and pharmacy.

The city’s three leading faith-based institutions are DePaul University, which offers undergraduate, master’s, and doctorate and law programs to more than 23,500 students; Loyola University of Chicago, which awards bachelor’s, master’s, and doctoral degrees, first-professional degrees in dentistry, law, and medicine, and a master’s degree in divinity to its more than 16,000 students; and Saint Xavier College, where popular recent majors among its 4,500 students were business, nursing, and education. The Illinois Institute of Technology enrolls more than 6,000 students and offers professional programs in the sciences, engineering, law, art, and architecture. The School of the Art Institute of Chicago, with more than 2,700 students, holds national stature in art instruction.

Two of the country’s premier academic medical centers reside in Chicago, including Northwestern Memorial Hospital and the University of Chicago Medical Center. The Chicago campus of Northwestern University includes the Feinberg School of Medicine; Northwestern Memorial Hospital, which was ranked as the best hospital in the Chicago metropolitan area by U.S. News & World Report for 2010–2011; the Rehabilitation Institute of Chicago, which was ranked the best U.S. rehabilitation hospital by U.S. News & World Report; Prentice Women’s Hospital; and Ann & Robert H. Lurie Children’s Hospital of Chicago.

Five area colleges play in Division I conferences: DePaul University (Big East Conference), Northwestern University (Big Ten Conference), Chicago State University (Great West Conference), Loyola University Chicago (Horizon League), and the University of Illinois at Chicago (Horizon League).
Attractions

Chicago is an ethnically diverse, architecturally important, and culturally rich city. It can be appreciated from the observation floor of Willis Tower, formerly named Sears Tower. At 110 stories, it is the third-tallest manmade structure in the world. In fact, three of the world’s 10 tallest buildings are located in Chicago, along with the tallest apartment building, the largest hotel, the largest commercial structure, and the largest post office.

The distinctive Chicago School of Architecture, with its aesthetic credo, “form follows function,” was shaped by such masters as Louis Sullivan, Frank Lloyd Wright, and a later functionalist architect, Ludwig Mies van der Rohe, all of whom designed buildings in the city and produced in Chicago a veritable living architectural museum. Also important are the city’s outdoor sculpture and art works. Pablo Picasso’s gift to Chicago, a 50-foot-tall sculpture of rusted steel at the Civic Center Plaza, has become a symbol of the city’s modernity. Other works include Claes Oldenburg’s Batcolumn, Alexander Calder’s 53-foot-high red Flamingo stabile, Marc Chagall’s Four Seasons mosaic, Louise Nevelson’s Dawn Shadow, Joan Miró’s Chicago, and Jean Dubuffet’s Monument with Standing Beast. Cloud Gate (affectionately known as the “Bean”) is a 110-ton elliptical sculpture of highly polished stainless steel plates that reflect the city’s famous skyline and the clouds above. Located in Millennium Park, this is British artist Anish Kapoor’s first public outdoor work installed in the United States.

Millennium Park
Discover a state-of-the-art collection of architecture, landscape design, and art that provide the backdrop for hundreds of free cultural programs, including concerts, exhibitions, tours, and family activities. In Millennium Park, you’ll find a new kind of town square – a lively, spectacular gathering spot located in the heart of the city and a destination for Chicagoans and visitors alike.

Navy Pier
Navy Pier is one of Chicago’s most popular attractions and features more than 50 acres of parks, promenades, and attractions for visitors and residents to enjoy. A 150-foot Ferris wheel offers unparalleled views of Chicago’s breathtaking skyline and stunning cityscape. Entertainment options abound, from the Navy Pier IMAX Theater to the Chicago Children’s Museum and live entertainment year-round.

Theaters
Measuring an impressive six stories tall, Navy Pier’s IMAX Theatre is Chicago’s largest flat movie screen and shows both 2D and 3D movies. Further down the Pier is the Tony-award winning Chicago Shakespeare Theater, which presents a wide range of
theatrical productions year-round, from the Bard’s beloved classics to other innovative programs.

**Museums**
Within Navy Pier are two museums that will appeal to visitors of all ages. The Chicago Children’s Museum offers three stories of fun and interactive educational exhibits and activities where kids can play and learn. Tucked away inside the Pier is the Smith Museum of Stained Glass Windows - a true hidden gem of Chicago.

**Ferris Wheel and Pier Park Attractions**
Navy Pier offers as much to do outdoors as it does indoors. The Pier’s most visible icon, a 150-foot Ferris wheel, is modeled after the world’s first such attraction that made its debut at the 1893 World’s Fair in Chicago. Thrill seekers will love the Wave Swinger, which propels riders 14 feet above the ground, while young children will delight in the Musical Carousel and Light Tower Ride. Other recreational activities include miniature golf and a remote-controlled boat pond, while a free weekly fireworks show lights up the night sky all summer long.

**Boat Cruises and Architecture Tours**
Navy Pier is the home port for many of Chicago’s most popular sightseeing boat tours and cruises. Shoreline Sightseeing operates daily skyline and architectural tours, as well as special seasonal tours that combine an engaging narration about the city’s history and famous landmarks with stunning views of Chicago’s cityscape. The Odyssey, Mystic Blue, and Spirit of Chicago offer elegant brunch, lunch, and dinner cruises on Lake Michigan year-round from their berth along Navy Pier’s Dock Street. Those seeking a more fast-paced experience will find it aboard Seadog Cruises’ speedboat tours, while history buffs will love taking an excursion aboard Chicago’s very own four-masted sailing ship, the Tall Ship Windy.

**Chicago Cultural Center**
Drawn by its beauty and the fabulous free public events, hundreds of thousands of visitors come to the Chicago Cultural Center every year, making it one of the most visited attractions in Chicago. The stunning landmark building is home to two magnificent stained-glass domes, as well as free music, dance and theater events, films, lectures, art exhibitions, and family events.

Completed in 1897 as Chicago’s first central public library, the building was designed to impress and to prove that Chicago had grown into a sophisticated metropolis. The country’s top architects and craftsmen used the most sumptuous materials, such as rare imported marbles, polished brass, fine hardwoods, and mosaics of Favrile glass, mother-of-pearl, and colored stone to create an architectural showplace. Located on the south side of the building, the world’s largest stained glass Tiffany dome — 38 feet in diameter with some 30,000 pieces of glass — was restored to its original splendor in 2008. On the north side of the building is a 40-foot-diameter dome with some 50,000 pieces of glass in an intricate Renaissance pattern designed by Healy & Millet.

In 1991, the building was established as the Chicago Cultural Center by the Chicago Department of Cultural Affairs, the nation’s first and most comprehensive free municipal...
cultural venue. Every year, the Chicago Cultural Center presents hundreds of free international, national, regional, and local artists, musicians and performers, providing a showcase where the public can enjoy and learn about the arts.

**Arts and Culture**

Chicago's major cultural institutions rank with the best in the world. The Chicago Symphony Orchestra plays a season of more than 100 concerts at Orchestra Hall from September to June and performs summer concerts at Ravinia Park in Highland Park. Equally prestigious is the Lyric Opera of Chicago, which stages classical and innovative operas at the recently renovated Civic Opera House.

More than 50 producing theaters delight Chicago audiences with fare ranging from serious to satirical. The Goodman Theatre, Chicago's oldest and largest non-profit professional theater, presents a season of classical and modern dramatic productions. Chicago theatre is perhaps best represented by Steppenwolf Theatre Company, a Tony Award-winning repertory company that focuses on new plays, neglected works, and reinterpretations of masterpieces. Since 1959, The Second City, a resident comedy company that produces biting satires, has had a direct influence on American comedy, as its members have gone on to star on the “Saturday Night Live” and “SCTV” television programs and in Hollywood movies.

**Shopping**

Chicago has long been a premier shopping and fashion destination. From major department stores to chic designer boutiques, the city boasts a vibrant retail scene that caters to the needs of every shopper. Today, the city is home to more than 250 Chicago-based fashion designers and 400 independently owned boutiques.

**Magnificent Mile**

A Chicago shopping spree must include a visit to the famed “Magnificent Mile” along Michigan Avenue from the Chicago River to Oak Street. Located on the Mile are department store giants Neiman Marcus, Saks Fifth Avenue, Nordstrom, and Bloomingdale’s alongside hundreds of specialty shops and boutiques such as Crate & Barrel, the Apple Store, the Disney Store, American Girl Place, Niketown, Tiffany & Co., and Ralph Lauren.

**Oak Street**

On nearby Oak Street, apparel from Paris, Milan, Chicago, and New York resides comfortably within Chicago’s chic Gold Coast neighborhood. The result is an international street lined with intimate buildings and shops whose employees are dedicated to personal service. Prada, Kate Spade, Nicole Miller, and Tory Burch are just a few of the boutiques that line Oak Street.
State Street
Chicago shopping began on State Street, often called “That Great Street,” in the heart of the Loop. One of the city’s first major retail outlets, the flagship Marshall Field’s State Street store (now Macy’s) has been a Chicago icon and world-class shopping destination for more than 150 years. The store is an architectural and historical marvel, offering 10 selling floors of premier ready-to-wear clothes, collections by Chicago-based designers, and the finest home lines.

Neighborhood Shopping
Division Street and the Southport Corridor are home to specialty shops that carry the work of independent and Chicago-based designers. In the Lincoln Park neighborhood, shop along Lincoln Avenue, Clark Street, Armitage Avenue, or Halsted Street, or venture further north to the Lakeview neighborhood (along Clark Street, Belmont Avenue, or Broadway) for a wide variety of shopping alternatives. In recent years, cutting-edge national stores like Anthropologie, Marc Jacobs, and Cynthia Rowley have opened shops in these neighborhoods.

Fashion Industry
In 2006, former Mayor Richard M. Daley created Chicago’s Fashion Advisory Council, appointing a Director of Fashion Arts and Events to lead the effort in supporting and promoting Chicago designers. Fashion Focus Chicago is a city-sponsored fashion week held each year, which showcases more than 100 local designers through runway shows, shopping experiences, and industry events. Many of the events throughout the week are open to the public.

Dining
You could eat at a different Chicago restaurant every day for 20 years and never eat at the same one twice. With more than 7,300 restaurants, Chicago’s sure to have many that suit your taste, budget, and mood. Whether you’re looking for Chicago-style hot dogs or French haute cuisine, steaks or seafood, pierogi or pizza, you can find them in Chicago.

Sports for the Spectator
Chicago fields at least one team in each of the major professional sports and has two professional baseball teams in the Major League Baseball Association. The Chicago Cubs compete in the central division of the National League and play their home games at Wrigley Field, a turn-of-the-century steel and concrete structure where seats are close to the field. The Chicago White Sox of the American League’s central division play their home games at U.S. Cellular Field on the city’s South Side. The teams – and their fans – enjoy a fierce rivalry. The Chicago Bears of the National Football League’s National Conference compete in central division home games at the recently renovated Soldier Field. The Chicago Blackhawks of the National Hockey League and the Chicago Bulls of the National Basketball Association play their home schedules at the United Center.
Sports for the Participant

The Chicago Park District maintains some 552 parks spread out over 7,300 acres, including Lincoln Park, Grant Park, Jackson Park, and Washington Park. Chicago’s paved lakefront pathway stretches along the shore from the south side of the city to the north side.

Thousands of Chicago residents and visitors use the path daily for cycling, strolling, running, in-line skating, and even commuting from one end of the city to the other. Located in the metropolitan area are forest preserves, six golf courses, tennis courts, swimming pools and lagoons, 29 beaches, and more than a thousand athletic fields.

The LaSalle Bank Chicago Marathon, started in 1977 as the Mayor Daley Marathon, has become one of the most prestigious and largest marathon events in the world. Held each October, nearly 40,000 elite and recreational runners complete the 26.2 mile race that begins and ends at Grant Park. Hundreds of thousands of spectators line the course, which passes through the downtown Loop and many of the city’s ethnic neighborhoods. With its fast, flat course, several world records have been set at the Chicago Marathon.
Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today’s competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

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- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
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We look forward to working with you as a potential candidate for the Medical Director and Patient Safety Officer position for The Joint Commission in Oakbrook Terrace, Illinois.

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