Chief Executive Officer
Crittenton Hospital Medical Center

A Position Profile
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Since the first Crittenton Hospital opened in Detroit in the early 1900s, the name “Crittenton” has stood for excellence in medical care with a compassionate atmosphere. For many who live in Rochester Hills and surrounding communities, Crittenton Hospital Medical Center is the first place they turn to for the health of themselves and their loved ones.

The Detroit location has long since closed, but Crittenton Medical Center in Rochester Hills has established a strong reputation of compassionate, quality care since opening its doors in 1967. Crittenton provides a full continuum of clinical programs nationally ranked for quality excellence in its 290-bed facility and a medical staff of nearly 500 physicians representing a wide range of medical specialties providing primary, secondary, and tertiary-level care. Crittenton has newly-renovated facilities and cutting-edge technology for providing patients with the most advanced medical care on both an inpatient and outpatient basis. Crittenton enjoys 40 percent market share with its core services.

Crittenton is the destination of choice for top medical specialists and healthcare services. With partnerships with the University of Michigan Health System for cardiac surgery and as a fully-accredited teaching facility, Crittenton provides a campus for residents from Wayne State University’s School of Medicine who are specializing in Family Medicine and Ear, Nose, and Throat (ENT) and is a teaching campus for nurses from Oakland University’s School of Nursing.

From the advanced Emergency Department with board-certified, emergency medicine physicians and nurses, to state-of-the-art critical care units, to the new Joint Replacement Center, Crittenton offers some of the best healthcare services where patients “Get Better” in a warm, friendly, and secure community setting.

Crittenton is committed to the advancement of medical education. Its residents and student nurses receive outstanding experience and fulfill a vital role in patient care. With proper supervision, they are given responsibility aligned to their experience to make the most of the learning opportunity.
New Patient Tower

- Six stories with 165,525 square feet of new space and 22,510 square feet of renovation work in existing facility.
- Opens access to additional 50 beds under licensed capacity of 290 beds.
- Staffed beds will remain at 248.
- All-private rooms in new tower creates a unique asset in the area.
- Total project cost is expected to be $65 million, of which approximately $20 million will ultimately be funded by the foundation.

Mission

Crittenton Hospital Medical Center is dedicated to enhancing the health status of the individuals and communities we serve in partnership with our physicians, employees and community members.

Vision

To be the recognized healthcare:

Provider of Choice  Educator of Choice  Employer of Choice

Cultural Values

Our Cultural Values Statement combines concepts that define Crittenton Hospital Medical Center and the values all employees, volunteers and physicians share. In every job, task, and interaction with the public, each other, and our patients, the concepts of our cultural values statement will be our guide.

Excellence in CARING:

Compassion  Integrity
Accountability  Neighborly
Respect  Growth
Awards and Recognition

Crittenton Hospital Medical Center

Chest Pain Center Accreditation and Heart Failure Accreditation were developed using the principles of process improvement that are widely known and used successfully in many other disciplines. The accreditation process evaluates chest pain centers across the country in order to ensure that these centers meet or exceed quality-of-care measures based on improving the process for the care of the HF and ACS patient.

• American Heart Association’s “Fit Friendly Worksite”— 2012
• Hospitals and Health Network’s “Most Wired of 2012”— 2012
• Award of Excellence in the Full Service Hospital category by Health Care Weekly Review — 2012
• Clinical outcomes in the top 5% in the nation
• HealthGrades Cardiac Care Excellence Award — 2008, 2010
• Top 10% of hospitals nationwide for cardiac care
• HealthGrades Patient Safety Excellence Award — 2009, 2011
• The Joint Commission, Gold Seal of Approval — 2004, 2006, 2009
• Chest Pain Center Accreditation — 2010
• Stroke Center Certification — 2011
• 1 of 5 Gynecologic Oncology Robotic Epicenters in the U.S. — 2011
• Michigan Quality Council Honor Roll Award Recognition — 2011
Residency Programs

• Residency affiliation with Wayne State University School of Medicine
• Obtained initial accreditation from the ACGME for residency programs
• Created a pipeline for medical talent to support its initiative for attracting quality personnel
• Supports goals to build the primary care physician base

Clinical Affiliations

• University of Michigan physicians staff components of the cardiovascular programs (2004)
• Wayne State University Department of Family Medicine has identified Crittenton as its primary clinical practice site (2008)
• Wayne State University Department of Otolaryngology moved its primary practice site to Crittenton’s medical office building (2011)
• Support/funding of Endowed Professorship with Oakland University School of Nursing (2007)

Nursing Education/Continuing Education

Crittenton has several relationships with local nursing programs, including:

• Crittenton–Oakland Nursing student cohort — established in 2008
  • R.N. to B.S.N. Crittenton cohort at both Rochester and Oakland
• Rochester College School of Nursing affiliation — established in 2009
• Endowed Professorship in Nursing, Oakland University — established in 2007

Continuing Education in Nursing

• Members of nursing leadership hold adjunct faculty positions at Rochester College and Oakland University
• One hundred educational offerings with over 1,000 continuing education hours provided annually
• RNs participate in Ph.D. and D.N.P. research
• Initiation of Primary Nursing
The President and CEO is responsible for supporting the Mission and Vision of Crittenton Hospital Medical Center (CHMC). This executive is responsible for the overall operation of the Hospital, establishing short- and long-range goals, objectives, plans, and policies subject only to the approval of the Board. This leader represents the Hospital to professional societies, governmental agencies, and other healthcare institutions, the financial community, and other external publics.

**Reporting Relationship**

The President and CEO reports to the Chairman of the Board of Trustees.

**Principal Accountabilities**

- Developing, in conjunction with the Board of Trustees, the statement of mission, basic objectives and operating plans of the Hospital.

- Planning, directing, coordinating and evaluating all activities of the Hospital in order to ensure that it effectively carries out its objectives in the areas of health care, medical education, research and participation in community health programs.

- The design, implementation and function of effective financial planning, which includes ensuring the preparation of an annual budget and control procedures.

- Ensuring that broad Hospital policies are uniformly understood, and properly interpreted and administered. Reviews and approves proposed major changes in the internal policies of the Hospital.

- Planning, development, ensuring good operating conditions and use of physical facilities.

- Seeking and capitalizing on opportunities for improving or expanding the Hospital’s present services in response to the health care needs of the community.

- Providing programs, services and an organizational climate conductive to attracting, retaining, and securing commitments of the kinds and numbers of people necessary for the Hospital to accomplish its mission.
• Ensuring compliance with all regulations governing health care delivery and the rules of accrediting bodies by continually monitoring the overall operation of the Hospital’s programs; initiate changes of a broad scope where required.

• Develops and maintains a plan of Hospital organization. Establishes policies to ensure adequate management development and to provide for capable management succession. Recommends changes in organization as required by the growth and development of the Hospital.

• The external relations activities which are intended to establish and maintain attitudes of confidence, respect, and support for the Hospital on the part of the various publics, which the Hospital services, depend on for support.

• Pursues a continuous self-development of the Hospital. Keeping informed of such things as health-related legislation, developments in managerial theory and practices, improvements in health care delivery systems and so forth.

• Serves as the liaison officer and channel of communications for all official communications between the Board of Trustees and any of its committees and the medical staff.

Experience and Qualifications

• Advanced knowledge of hospital management, finance and accounting theory and practice, organizational development and legislation affecting health care industry and employment equivalent to that normally acquired through completion of a Master’s Degree in hospital administration, business or related field and/or a Medical Degree. Ideally, a medical degree would also be supplemented by a management or business related Master’s degree.

• Ten or more years of progressively more responsible experience in senior administrative capacities in acute care hospitals — preferably as Chief Executive Officer or Chief Operating Officer — in order to effectively plan, organize, develop and direct all activities of the hospital and gain a full understanding of the administrative aspects of the health care field and leading/managing a hospital, as well as substantive relations with hospitals’ board of directors during this CEO/COO experience. Straight talk, transparency and nurturing healthy debate with the board, medical staff and leadership are important.

• Interpersonal skills essential in order to effectively deal with extremely delicate, sensitive, and/or complex situations; make effective presentations before groups and communicate with all Hospital personnel, professional colleagues and regulatory agencies in the process of overseeing total Hospital operations.

• Exceptional analytical and problem-solving skills necessary in order to organize, plan and direct the work of the Hospital and develop short and long-range plans for the Hospital.

Personal and Professional Attributes

The successful candidate will possess a wide range of necessary personality traits, knowledge, abilities, work habits, and skills necessary to effectively lead the organization.

• Honesty and integrity.

• Strong people management, leadership and team leading/playing skills. Ability to communicate and work well with people at all levels; straight talk and active listening are very important.

• 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 courage and ability to make tough decisions in a timely fashion.

• Successful physician working relationships, including workable, strong and mutually beneficial hospital-physician partnerships and affiliations.

• Highly engaged, energetic, focused, and execution-oriented.
• 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. Proposed programs and services are developed thoughtfully and with careful attention to detail.

• Strong business acumen, intelligence, and capacity; able to think strategically and implement tactically.

• Support for, experience with and knowledge of community philanthropic support.

• Open and visible style of leadership. 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, and welcomes dissenting perspectives.

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

**Opportunity Assessment**

Crittenton Hospital Medical Center is facing great opportunity at a time of operational challenge. None of the challenges, however, are different than most similar organizations face today. As a large independent hospital, the community has come to appreciate the offering of service, access and caring attitude. Changing reimbursements, increasing consumerism in healthcare, and a recently announced merger of main rivals Beaumont and Henry Ford are having an impact on their marketplace. While they enjoy significant relationships with a large number of independent providers, appropriately managing these relationships, as in any organization, requires attention. Operational efficiencies also need to be realized as new processes are introduced. The key question needing to be addressed and championed by the new CEO surrounds the strategic vision. Answering this question through the development of options and tactics will be a major focus at the onset. Specifically, the following represent the essence of the hospital’s needs and resulting CEO candidate experiences:

• In conjunction with the board and leadership team, the development of a strategic plan identifying specific goals and objectives.

• Operationally return the hospital to an enhanced financial position.

• While the history of independence is an important element, the development of strategies to ensure the long-term success of the organization is critical. Market influences will need to be continually evaluated and weighed against one another for the betterment of the hospital, physicians, and community.

• Develop a practical and workable clinical integration strategy with the medical staff, including an ongoing physician strategy for alliances and true partnerships.

• Respond to and implement strategies to address elements of the ACA (Accountable Care Act).

• Continue and build upon the positive patient experience culture, philosophy and programs to include maintaining, sustaining and continuing patient safety and quality efforts.

• Evaluate and develop and enhance the leadership team.

• Assure an effective IT system including appropriate use and alignment of an EMR that is aligned with physicians.

• Develop a strong collaborative relationship with the Board of Directors built on trust, transparency and open communication.

• Ensure the successful completion of the new tower within budget considerations and with an eye toward its financial and operational impact.

• Ensure and support a strong program of philanthropy playing an active and visible role in the activity.

• Develop and implement an overall marketing strategy and program/service development process.
The Chief Executive Officer position will be in the organization’s Rochester Hills, Michigan, location.

Rochester Hills is a city in Metro Detroit, in northeast Oakland County, in the U.S. state of Michigan. The population was 70,995 at the 2010 census. The cities of Rochester and Rochester Hills are often referred to as “Rochester” by residents and visitors alike, although they are autonomous.

**Oakland County, Michigan**

Oakland County is home to 62 cities, villages and townships. These communities range from blue-collar, inner-ring suburbs like Ferndale and Hazel Park, to affluent cities such as Birmingham, Bloomfield Hills, West Bloomfield Township, Oakland Township and Franklin. The white-collar cities of Troy, Southfield, Farmington Hills, and Auburn Hills host a rich mix of Fortune 500 companies and international firms. The cities of Royal Oak and Ferndale attract many young people to their mature, bohemian downtowns, which have many restaurants, shops and night clubs. Oakland County is also home to Oakland University, a large public institution that straddles the Auburn Hills and Rochester Hills border.

Oakland County is comprised of approximately 908 square miles with a population of 1,210,145. The county’s knowledge-based economic initiative, coined “Automation Alley,” is one of the largest employment centers for engineering and related occupations in the United States.

Oakland County offers thousands of beautiful lakes, scenic parkland, first-rate educational institutions, internationally-renowned entertainment venues, and top-of-the-line medical facilities. It all adds to a quality of life that enhances Oakland County’s status as one of America’s premier locations in which to live, work, play and raise a family.
Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our relationships, process and attention to detail put a premium on service excellence and client satisfaction.

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. As one of the leading firms in our field exclusively focused on healthcare, we provide a depth of understanding and analysis that our clients find most beneficial. We identify, assess and develop optimal talent to implement your vision, mitigating risk as you build and strengthen your leadership team.

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

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization
- Are prepared for interviews and conversations
- Have access to interview and travel schedules
- Are provided timely feedback
- Remain in our database for future contact
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the **Chief Executive Officer** position for **Crittenton Hospital Medical Center** in Rochester Hills, Michigan. For additional information on Furst Group, please visit our Website at furstgroup.com. To learn more about this position, please call (800) 642-9940 or contact:

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