



## Director, Clinical Workforce Policy and Initiatives

Leadership Profile

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## The Opportunity

The Connecticut Hospital Association (CHA) seeks an innovative and collaborative leader to serve as its Director, Clinical Workforce Policy and Initiatives. This is a unique opportunity for a creative and intellectually curious leader to work on a broad range of policy issues, including coordinating statewide policy work and responding to intersectional issues that encompass clinical practice, operational process and workforce development issues. This position will include engaging with hospital and health system members of the association, state agencies, community partners, and other stakeholders to support the organization's policy objectives.

CHA is a member-driven organization, ranging from acute care hospital systems to post-acute organizations, focusing on their collective advocacy priorities, as well as their individual initiatives. The Director will be joining an association that seeks to address both current and future needs of healthcare systems as they continually improve healthcare delivery in Connecticut.

CHA seeks an advocate who has knowledge and experience dealing with clinical health policy issues and can help guide statewide clinical policy formation and ensure the development of a highly skilled workforce of the future.

## Organization Overview

The Connecticut Hospital Association (CHA) and Affiliates, founded in 1919, is a not-for-profit organization, dedicated to the advancement of the health of individuals and communities in Connecticut by leading, representing, and serving Connecticut hospitals and integrated health systems including related healthcare organizations. With more than 100 institutional members, including all 27 of Connecticut's not-for-profit acute care hospitals, and a reputation for innovation in advancing statewide patient safety, quality, and community and health equity initiatives, CHA is one of the most diverse and respected hospital associations in the nation. From its Wallingford, Connecticut location, CHA's staff of approximately 50 dedicated professional employees provide state and national advocacy, and a wide range of services to its members.

The Connecticut Hospital Association is led by CEO, Jennifer Jackson, BSN, MBA, JD, an accomplished healthcare executive, who has served the organization since 1988. She is supported by a strong and collaborative leadership team of highly dedicated, high-performing professionals. Under Ms. Jackson's leadership, CHA has built and maintained strong credibility with its membership and other healthcare stakeholders in Connecticut and is highly respected by Connecticut healthcare leaders and its peer state hospital associations.

A Board of Trustees governs CHA, primarily comprising CEOs from hospitals and healthcare systems across the state ranging from small community hospitals to large teaching hospitals. Additionally, administrative, operational, and clinical leaders from hospitals and healthcare systems across the state serve on CHA's active standing committees, including the Advocacy and Public Policy Committee, Healthcare Financing Committee, Quality and Patient Safety Committee, and Community Health and Equity Committee.

Working with the Board and its members, CHA developed and is implementing a strategic plan that will guide the Association's work through 2022. The strategic plan reflects a core belief that organizations can alter the course of what is predictable – to design a future that creates breakthrough performance, or outcomes that are otherwise unlikely. CHA intends to use its expertise, credibility, and influence to serve as the authoritative voice and driving force that brings about transformative change in health policy and care delivery, resulting in the opportunity for every Connecticut resident to achieve optimal health.

Advocacy is CHA's primary focus and the core of its mission, underpinning its strategic commitments to leadership, patients and communities, and a sustainable healthcare system.

In addition to its core advocacy services, CHA provides a variety of member services that have been developed and enhanced over time in response to membership needs. These services reflect an approach to increasing CHA's overall value to its members through business pursuits that complement core advocacy services. They include:

- **ChimeData** provides data products and services to help hospitals gauge their performance in quality improvement and patient safety, evaluate population health including issues related to health equity, track and trend the utilization of key hospital services, and meet regulatory requirements. ChimeData provides members with innovative, real-time data products and advanced analytic solutions embedded with predictive models that support hospitals and health systems in the management of clinical care redesign and navigation of evolving payment models.
- **ChimeNet** is a data networking service provider, providing network security, reliability, and infrastructure to member hospitals and health systems through a statewide private network. The network allows hospitals and health systems to communicate securely and effectively with affiliated physician practices, payers, clinics and remote sites, third party service providers, and each other. ChimeNet also offers a co-location data center providing a secure environment for hospitals and other customers to deploy redundant systems for production and/or disaster recovery.

- **CHA Education Services** offered through its affiliate the Connecticut Healthcare and Research Education Foundation (CHREF), provides cost-effective, high-quality education programs designed to meet the ongoing and emerging needs of healthcare professionals. Onsite classroom-style or virtual programs and issue-based forums, attended by more than 3,500 healthcare professionals each year, are offered at the Wallingford facility.
- **Patient Safety Organization (PSO)**, a key component of CHREF, allows participants to work collaboratively and confidentially share information designed to improve patient safety. Connecticut hospitals and health systems are recognized as national quality leaders in reducing all-cause preventable harm through CHA's groundbreaking collaborative, enabling hospitals to become high reliability organizations.

CHA's modern and spacious headquarters, conveniently located in the central part of the state and easily accessible to major freeways, enable travelers to reach New York City or Boston in less than two hours. Beaches and ports of Long Island Sound are 30 minutes to the south. Connecticut offers a rich cultural and historical environment with a wide variety of attractive and dynamic communities, ranging from urban to rural, all located within comfortable commuting distance.

## Position Summary

### Reporting Relationships

The Connecticut Hospital Association (CHA) is seeking an individual to work with the Senior Vice President, Policy on broad and diverse activities in support of our clinical workforce policy, initiatives, and strategies. This position includes work on a broad range of clinical workforce policy issues, including partnering with CHA's advocacy team to examine laws, regulations, and processes, engaging in statewide policy work focused on the intersection of clinical practice, operational processes, and workforce development, and acting as a representative of CHA to internal and external constituencies focused on clinical workforce policy. The job will include engaging with hospital and health system members of the association, state agencies, community partners, and other stakeholders to support the organization's workforce policy objectives.

### Responsibilities

The successful Director, Clinical Workforce Policy and Initiatives candidate will:

- Coordinate statewide policy work and respond to overlapping issues that occur between clinical practice and operational processes. For example, statewide vaccination policy, masking, visitation protocols
- Advocate with the Office of Workforce Strategy and other state agencies to obtain and implement state-funded workforce investment programs. Serve as CHA representative to external stakeholders on workforce issues. Focus on high school readiness for careers in healthcare
- Ensure the development of a highly skilled workforce of the future, prepared for evolving roles, in a supportive and safe workplace; identify opportunities to increase the workforce pipeline and healthcare career pathways
- Collaborate with community programs and the state university system to increase the education pipeline including additional faculty, recruitment of students, expanded career ladder programs, and additional clinical placement opportunities
- Support CHA's advocacy team with requests related to workforce initiatives. Support efforts to examine laws, regulations, and processes; recommend improvements related to interstate licensing compacts, potential licensing barriers, staffing ratio requirements, funding, etc.
- Support hospital and health system recruitment and retention activities; assist healthcare providers and support development options of programs to provide career growth pathways, mentorship and career counseling, and diversity, equity, and inclusion (DE&I) policies and programs
- Collaborate with education team to evaluate member needs and help develop educational programs
- Support CHA's initiatives on workplace safety (physical and psychological) and prevention of workplace violence, including statewide work on the exchange of best practices, reinforcing our statewide code of conduct, updating state law to enhance protections for the healthcare workforce, and supporting psychological safety strategies
- Support development and collection of key workforce metrics (e.g., time-to-hire, turnover rate, vacancy rate, types/impact of incentive utilized, etc.). Develop communications to outline objectives, reinforce engagement, and share progress with targeted stakeholders
- Support related CHA meeting groups and governance groups

## Candidate Qualifications

### Education/Certification

- Master of Public Health, Master of Business Administration, or related discipline required; combination of clinical background and administrative management preferred.

### Knowledge and Work Experience

- Minimum of 5-7 years of experience working in a hospital or health system on clinical workforce issues; exposure to healthcare education, recruitment, or related human resources responsibilities desired.

### Leadership Skills and Competencies

- Eagerness and flexibility to test new ideas and build consensus for implementations with internal and external stakeholders. Includes the ability to listen to, absorb, synthesize, and act on feedback to advance organization strategies
- Well-developed verbal and written communication skills are essential, including both a creative orientation, and precise usage/grammar skills, in developing and editing written materials
- Approachable, open to feedback and mentoring, willing to engage with diverse personalities and stakeholders, internal colleagues, and members, capable of meticulous attention to detail, critical thinking skills, and intellectual curiosity
- Ability to work in a team-oriented, collaborative, iterative, and process-oriented environment, and establish effective interpersonal relationships

## Procedure for Candidacy

Please direct all nominations and applications to Tom Quinn and Ethan Robles through the WittKieffer Candidate Portal by clicking [here](#).

Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and select the "Candidate Portal" link at the top of the Home page. Log in, or if not yet registered, click on "Become a Candidate" to create a password. If you have difficulties logging into the portal, please contact Candidate Portal Support at [candidateportalsupport@wittkieffer.com](mailto:candidateportalsupport@wittkieffer.com).

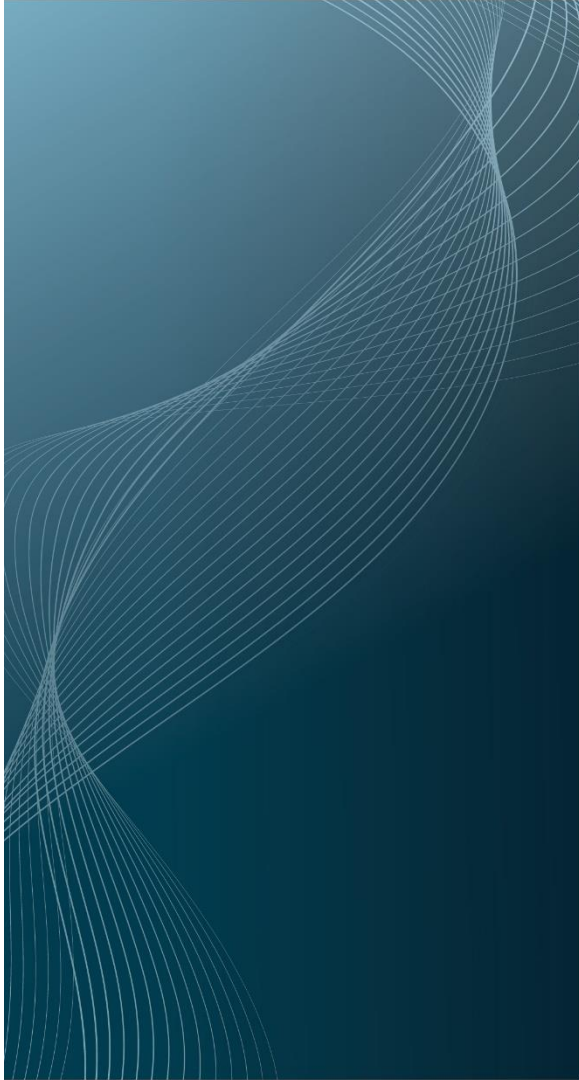
Inquiries can also be made by email to [erobles@wittkieffer.com](mailto:erobles@wittkieffer.com).

*Connecticut Hospital Association values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.*

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