



**Senior Director, Women's &
Children's Service Line**

Leadership Profile

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Organization Overview

Hennepin Healthcare System (Hennepin Healthcare/HHS), based in Minneapolis has been serving the state and region since 1887. As an integrated health system, and a wholly owned subsidiary corporation of Hennepin County, Hennepin Healthcare delivers high quality person-centered care, conducts cutting-edge research, and provides comprehensive teaching programs.

Hennepin Healthcare is Minnesota's leading safety net provider and is also a provider of choice for many because of its breadth and depth of clinical staff, access to trials of new therapies, and integration with the community.

The flagship institution is Hennepin County Medical Center (HCMC), a nationally recognized 473-bed acute care hospital that integrates teaching and research. HCMC is a Level I Adult Trauma Center and a Level I Pediatric Trauma Center; the only Minneapolis hospital that is a Level I trauma center for both children and adults.

The health system includes 36 primary and specialty clinics on its main campus and freestanding seven clinics across Hennepin County in the North Loop, Whittier, and East Lake Street neighborhoods of Minneapolis, and in the suburban communities of Brooklyn Park, Golden Valley, Richfield, and St. Anthony Village. A state-of-the-art Clinic & Specialty Center opened on the downtown campus in 2018, consolidating most outpatient primary and specialty clinics and support services into an accessible, patient-centered care center.

In 2020, Hennepin Healthcare played a pivotal role leading the regional response to COVID-19. In the early months, Hennepin Healthcare had the highest volume of COVID patients needing critical care and was a leader in testing its patients and bringing testing to the community to address inequities in access. When the vaccine became available, Hennepin Healthcare again focused on reaching underrepresented communities where there were glaring disparities in access to the vaccine.

Addressing inequities

Hennepin Healthcare has made a commitment to addressing disparities in outcomes and inequities based on race, income, or other marginalized identities a cornerstone of its strategic direction. As it works to become an anti-racist organization, all team members are participating in Courageous Conversations about racism and an immersive yearlong training program in health equity. The Health Equity department has established a Talent Garden to inspire and support historically excluded youth to pursue careers in health care. From hands-on youth summits, mentorship and job-shadowing, and paid internships, the program offers young people in the community an introduction to health care careers.

Comprehensive services

The health system includes the full array of services including an inpatient and outpatient psychiatric program, inpatient rehabilitation, kidney transplant, infectious disease, integrative health, surgery, stroke, women's health and wellness, home care, Emergency Medical Services, and a research institute and philanthropic foundation. The strategic plan focuses on health, wellness, and Population Health.

Teaching and training

HCMC is the largest off campus training affiliate of the University of Minnesota Medical School. The employed medical staff include a multi-specialty team of approximately 700 physicians and 375 advanced practice providers who provide care within the hospital and clinic system, as well as participate in education, training, and research. Approximately 321 resident physicians and more than 260 medical students train at Hennepin Healthcare each year. More than half of all physicians currently practicing in Minnesota have received some part of their training at HCMC. Hennepin Healthcare is home to 15 residency and fellowship training programs and is the primary teaching affiliate of more than 60 Minnesota schools.

Care beyond the hospital and clinics

Hennepin Healthcare brings care beyond the walls of the hospital and clinics through home care and EMS. Hennepin Healthcare provides home health care and other specialty community health services. Hennepin Emergency Medical Services (HEMS) provides urban and suburban 9-1-1 ambulance service. HEMS operates a fleet of 38 ambulances to provide service within its primary service area, spanning 14 municipalities and 266 square miles. HEMS is recognized nationally for its quality of care, innovative equipment, and an accredited HEMS Physician Training Fellowship that prepares physicians for work in the field.

Individual and employer plans

Hennepin Healthcare is an active full risk partner with Hennepin Health, Minnesota's only county-owned, state-certified health maintenance organization, to coordinate medical care, mental health and social services needs for those who receive Medicaid benefits due to low income and/or disabling conditions. The organization is locally and nationally recognized for its innovative approach to building healthy, equitable communities by integrating health care with services that address the social influencers of health. Hennepin Healthcare also offers the Clear Value ACO health plan that delivers quality care, improved member experience, and lower cost to local employers.

Research and philanthropy

Hennepin Healthcare Research Institute (HHRI) has actively investigated the causes of and potential treatments for diseases since 1952 and oversees the medical research conducted at Hennepin Healthcare. HHRI is the third largest medical research nonprofit in Minnesota and consistently ranks in the top ten percent nationally of all institutions receiving research grants from the National Institutes of Health (NIH). HHRI supports the work of more than 200 investigators and administers more than \$40 million in research funds annually, with research focusing on acute care/trauma, addiction, access, and infectious diseases, which have a strong influence on population health and connects with social services and criminal justice as well as addiction.

The Hennepin Healthcare Foundation (HHF) is a 501(c) (3) nonprofit organization that connects the community to the mission of Hennepin Healthcare. HHF funding, which is through donations, supports patient care, community health, medical education, and clinical research.

Changing with the times

In 2021, Hennepin Healthcare opened the East Lake Clinic in the Hennepin County South Minneapolis Human Service Center. This location allows for expanded services by co-locating mental health services for adult and adolescent patients provided by Hennepin County. It provides patients access to an array of support services for them and their family in one location.

Also in 2021, Hennepin Healthcare started a planning process to redesign care delivery and create a comprehensive campus development plan to guide the future of Hennepin Healthcare as a system. Development of the plan is an opportunity to reimagine the eight-block main campus, as well as the system's business models, programs, service offerings and infrastructure. It is aimed at positioning the health system to positively impact team members, patients, communities, and stakeholders.

The pandemic has accelerated the need for rethinking current operating practices and changed the health care delivery environment on a national and local level. It is unlikely the industry will ever return to pre-COVID patient referral channels. In response to these changes that are expected to place continued pressure on financial performance, Hennepin Healthcare engaged an outside expert to conduct an opportunities assessment. The assessment identified performance improvement initiatives to help guide the management team. The scope of services was broad and included conducting a comprehensive assessment of key functional areas with anticipated implementation between 2021 and 2024.

Living up to its mission means Hennepin Healthcare partners with the community, patients, and families to ensure access to outstanding care for everyone, while improving health and wellness through teaching, patient and community education, and research.

Beds (operating)	473
Patient Days of Care	127,385
Average Length of Stay (Days)	7.69
Average Daily Census	349
Emergency Visits	87,731
Births	1,735
Surgeries:	11,294
Inpatient	5,564
Outpatient	5,730
Total FTEs	5,657
Nursing FTEs	1,061

Position Summary

Reporting Relationships

Reporting to the Chief Ambulatory and Population Health Officer with alignment to the Chief Nursing Officer for nursing practice and excellence

Direct reports include:

- Nurse Manager of the Birth Center
- Nurse Manager of Newborn Nursery and Newborn Intensive Care Unit
- Nurse Manager of Pediatric Inpatient Unit and Pediatric Intensive Care Unit
- Nurse Manager of OB/GYN and Pediatric Clinic
- Program Manager of RedLeaf Center for Family Healing

Responsibilities

The successful Senior Director, Women's & Children's Service Line candidate will:

- Develop long-range, strategic, and operational plans of the designated clinical program areas to ensure that patient care, programs and operational objectives of HHS are being achieved. Integrate the vision, mission, and strategic plan of the designated clinical program area.
- Oversee the operation and integration of clinical and business resources and needs within areas of accountability and for the measurement, assessment and continuous improvement of its services, productivity, quality and/or financial performance.
- Collaboratively establish success indicators for the program and clinical areas that include clinical, functional, and financial outcomes, patient and staff satisfaction, and measure performance against those indicators.
- Be responsible for management of patient care processes for clinical and program areas. Promotes efficient organization of work to be done by determining the right level, skill mix and number of employees; ensures workforce is trained to competently perform the work required. Actively works with non-physician staff to ensure accountability for individual performance and clinical unit outcomes. Responsible for all human resources management for areas of accountability.
- Establish an environment that promotes teamwork within and across clinical areas and the health system, identifies team and individual developmental opportunities and encourage individual contributions to overall team effectiveness. Provide clear expectations and standards of accountability to ensure consistency with the organizational mission and vision, as well as professional practice guidelines of staff.

- Role model professional and organizational commitment and excellence. Demonstrate a clear understanding of culture change and serves as a catalyst for change and continuous improvement.
- Clearly articulate and communicate the vision, mission, and values of HHS. Maintain open communication lines in the flow of information to assure effectiveness in carrying out operations.
- Be responsible for the preparation, review, and management of the clinical/program budget to meet or exceed budgetary expectations.
- Establish and maintain systems to ensure compliance with all regulatory standards.
- Represent program areas on internal and external committees and project responsibilities and other assignments as deemed appropriate by the CAPHO, CNO and the Executive Leadership Team.
- Create a caring and healing trauma informed culture that fosters positive, effective nurse-patient relationships and positive, collaborative interdisciplinary relationships.
- Develop leadership behaviors that support the staff in behaviors to take responsibility, authority and accountability for decision making for patient care. (Including Hennepin Healthcare Essentials)
- Create an environment of hope, creativity, and innovation.
- Monitor and ensure that staff understands and comply with organizational standards, policies, procedures, and regulations.
- Provide leadership for the Women's & Children's Service Line growth and business development including strategic planning and implementation.
- Promote communication and continuous Improvement through Lean Daily Huddle Management Systems and tiered huddles.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Earn the trust and establish credibility among the department employees, nursing leadership, physicians and other medical staff within Hennepin Healthcare. It is essential that the new Director be visible within the department and related areas.
- Create a strong sense of pride and a culture of accountability among the staff in the department. This department is an area of which the hospital is very proud and the culture there must reflect that pride.
- Gain a solid understanding of the culture and operational strategies of Hennepin Healthcare. Become familiar with the communities served and the key needs from a Women's and Children's service line perspective.
- Become a respected and integral part of the nursing group and team; develop a sense of personal ownership for the future success of the service line and hospital.
- Ensure that staff turnover and vacancy rates are at or below the nursing goals for these areas. Put into place regular practices to create an engaged and valued staff in all related areas.

Candidate Qualifications

Education/Certification

- Master's degree in Nursing, Public Health, Hospital Administration, Business or related field. Master's or Bachelor's degree must be in Nursing with specific experience leading Women's and Children's Services/Service lines and programs across all care settings including acute care and ambulatory care.
- Seven to ten years of clinical and management experience in nursing or a related area or an approved equivalent combination of education and experience.
- Certification in Nursing Administration preferred.
- Current licensure with the State of Minnesota as a registered nurse or be eligible for licensure in the state of Minnesota.

Knowledge, Experience, and Competencies

- Highly credible from a clinical perspective. Must be able to earn the respect and trust of the staff and physicians within the women and children services related areas.
- A contemporary management style which emphasizes empowerment, coaching, mentoring, accountability, accessibility, and team development; must be team oriented and team driven.
- Managing programs and staff in order to enhance quality, control costs, keep a customer focus and effectively lead a team of managers and clinical staff.
- Budgeting, finance, human resources, and planning acumen for the department.
- Transparent and visible leader with evidence of strong partnerships with physicians at all levels is required, including positive physician relationships, and engaging them in the development of strategic decisions; collaborates with physicians on clinical quality, service, and program growth; able to work effectively with physician partners to gain their confidence, cooperation and trust.
- Ability to work independently and analyze problems and subsequent solutions. Adept at using data to make informed decisions.
- Ability to communicate effectively, both written and orally. An active listener who seeks ideas and input from others and encourages open, timely and transparent communication and the dynamic exchange of ideas.
- Demonstrated understanding of the legislative and regulatory environment.
- Strong interpersonal skills that reflect a positive attitude and sense of commitment to patients, work associates, and community.
- Possesses high emotional intelligence to build relationships and trust with multiple stakeholders.
- Data-driven to drive quality outcomes.

The Community

Twin Cities Area

The Minneapolis-St. Paul area is renowned for its cultural and recreational opportunities and beautiful natural surroundings. Numerous arts venues provide a vast array of entertainment offerings. Some interesting facts about the Twin Cities and Minnesota are:

- Minnesota ranks in the top ten of the healthiest states in the U.S. and is seen as a state with high quality care at a low cost based on Medicare data.
- The Twin Cities is made up of a 13-county population totaling almost 3.9 million residents. The State of Minnesota's population is 5,576,000.
- Minneapolis is home to the largest Somali population in the U.S., and the second largest Hmong population outside of Laos. It also has one of the largest Ethiopian populations in the country.
- The Twin Cities' many distinctive neighborhoods offer rich places for visitors to discover a plethora of ethnic shopping, dining, and entertainment possibilities.
- Twin Cities' area parks and lakes are among the most extensive in the country with 136,900 acres of parkland and 950 lakes for swimming, fishing or boating.
- Five professional sports teams play here, as well as minor league baseball, an international soccer league, and University of Minnesota teams.
- The Twin Cities boasts more than 30 performance spaces, 75 working theater companies, 20 dance companies, and two professional orchestras. Every night of the week one can find a play, concert, or event to attend. Theater is one of the Twin Cities main cultural draws. Original works and touring Broadway always make a stop in downtown Minneapolis and St. Paul. The Ordway Center for the Performing Arts is the place to see hit shows in the capital city. In Minneapolis, the home of Broadway is on Hennepin Avenue. Known collectively as the Hennepin Theatre District, the Orpheum, State, New Century, and Pantages theatres prove that sometimes the stage can be as enthralling as the plays. Built between 1908 and 1921, the district's four main downtown Minneapolis theaters boast Art Deco and Beaux Arts architectural features, separating them from the modern stages around town. Today, the theaters draw in big-name concerts, traveling Broadway shows, and well-known comedians, packing in more than 500,000 patrons annually.



Minnesota regularly makes business news. It is home to innovators, high-tech leaders, and 21 Fortune 1000 companies, such as Medtronic, 3M, Cargill and Target. The Twin Cities area

contributes significantly to Minnesota's much lauded business community and is known for the strength, vitality, and diversity of its neighborhoods.

Minnesota is committed to education. With a leading K through 12 public school system, fine community colleges and technical schools, an excellent major public university system and outstanding private colleges, Minnesota offers a wealth of educational opportunities. Minnesota students typically rank among the top in national SAT or ACT testing.

Of 352 U.S. metropolitan areas, the Twin Cities ranked as the sixth best place in the nation to live, based on 11 factors including cost of living, jobs, housing, education, transportation, and recreation. Minneapolis has been recognized as one of the top most-livable cities in America including "Best Large City in the Midwest" (Money Magazine), "4th Best City in America for Eating Smart, Being Fit, and Living Well" (Cooking Light), "Reader's Choice Awards for Top 3 Great Value Vacations" (Conde Nast), "Top Places for Young People" (America's Promise Alliance), and one of the "10 Greenest Cities in America" (Earth Day Network). Minnesota is typically known for its 10,000 lakes. There is truly no better place to enjoy all of Mother Nature's seasons than Minnesota.

For additional information on Minneapolis and Saint Paul, please visit the following websites:

- Saint Paul, Minnesota - www.saintpaulchamber.com
- Minneapolis, Minnesota - www.minneapolischamber.org
- Greater Minneapolis Convention and Visitors Association - www.minneapolis.org
- TwinCities.com Visitors Guide - <http://visit-twincities.com/>

Procedure for Candidacy

Please direct all nominations and resumes to Toni Davis via e-mail to tdavis@wittkiewer.com.

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