



EPISCOPAL HEALTH SERVICES INC.

# Vice President, Quality and Performance Improvement

LEADERSHIP PROFILE

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## The Opportunity

Episcopal Health Services, Inc. (EHS), located in Queens, New York, seeks nominations and applications for its Vice President, Quality and Performance Improvement role (VP, Quality). EHS seeks a leader who is passionate about quality and safety and has high reliability to serve in the role. The VP, Quality role is an executive position and an integral member of EHS's leadership.

Reporting to the Chief Operating Officer of EHS and working in a complex teaching hospital environment, the VP, Quality is responsible for establishing a vision, strategies, and an overall structure that supports EHS's quality and patient safety functions. The new leader will drive performance improvement and evidence-based practice and promote EHS's mission of providing optimal care to the community. This leader will work across departments and build a multidisciplinary platform that responds to quality and safety events. In addition, the VP, Quality will promote a consistent approach to continuous quality improvement. The VP, Quality will partner with EHS's executive team, department chairs, nursing leadership, and other clinical and administrative leaders across the organization to create innovative safety programs. They will utilize a data-driven approach to advancing care and remain current on quality and safety protocols.

EHS, the largest employer on the Peninsula, has a dedicated team of more than 400 physicians, over 1,500 employees, and many committed volunteers. St. John's Episcopal Hospital is Episcopal Health Services, Inc.'s main campus location. The 257-bed acute care facility is widely recognized as the only hospital providing emergency and ambulatory care to the densely populated surrounding communities that are culturally and economically diverse and medically underserved.

The successful candidate will be a healthcare leader with at least ten years of experience in progressive healthcare management roles and a minimum of five years of experience in a quality leadership role. A master's degree in health care or a business-related field is required. EHS's next VP, Quality will be visible, proactive, transparent, decisive, and an outstanding communicator. The new VP, Quality will have a proven track record of building relationships, trust, and credibility across a diverse group of stakeholders and functional leaders in a complex health system. The next VP, Quality must be able to communicate a vision effectively and build followership based on EHS's commitment to high-quality, safe, efficient, and innovative care.

## Organization Overview

### St. John's Episcopal Hospital

Celebrating over 110 years of community care, St. John's Episcopal Hospital is Episcopal Health Services, Inc.'s main campus location. The hospital is a 257-bed acute care facility located in Far Rockaway, a neighborhood on the eastern part of the Rockaway Peninsula in the New York City borough of Queens. The hospital is widely recognized as the only hospital providing emergency and ambulatory care to its surrounding communities' densely populated, culturally and economically diverse, and medically underserved populations.

EHS is the largest employer on the Peninsula, with approximately 2,000 employees. Most of the workforce is unionized through 1199, CIR, SSOBA, and Local 30. The network lies within the Episcopal Diocese of Long Island. St. John's has established strong relationships with internal and external stakeholders - elected officials, community groups, and unions.

### Care Locations and Services

As a non-profit, faith-based institution, St. John's Episcopal Hospital provides people of all faiths with comprehensive preventive diagnostic treatment and rehabilitative services, regardless of ability to pay. The hospital's impact continues to grow with the construction of a new ambulatory pavilion. EHS medical groups and outpatient behavioral health facilities are spread across Queens and Long Island, with the main campus in the Rockaways. Services provided include emergency medicine, a dialysis center, family practice, a hospitalist program, imaging, internal medicine, laboratory, obstetrics and gynecology, ophthalmology, pastoral care, pediatrics, physical and occupational therapy, population health, psychiatry, surgery, urology, community outreach, health education, and the hyperbaric center. St. John's Episcopal Hospital provides care through the following entities:

- St. John's Episcopal Hospital: Emergency and Ambulatory care
- St. John's Episcopal Medical Groups (5)
- A Mobile Health Unit
- St. Johns Outpatient Behavioral Health Service Sites
  - Community Mental Health Center (CMHC)
  - Wellness and Recovery Center (WRC)
  - Family Peer Support Services
  - Children's Care Coordination Program
  - Home Base Crisis Intervention (HBCI)

### Graduate Medical Education

St. John's Episcopal Hospital is accredited by The Joint Commission's Health Facilities Accreditation Program and is approved by the New York State Department of Health. The hospital is a recipient of the Gold-Plus Get with the Guidelines®-Stroke Quality Achievement Award and the Gold-Plus Get with the Guidelines®-Heart Failure Quality Achievement Award from the American Heart Association.

St. John's Episcopal Hospital is a teaching hospital, training over 180 residents annually in ten Graduate Medical Education programs accredited by the New York State Department of Education. Their Family Medicine, General Surgery, Obstetrics and Gynecology, Rotating Internship, and Ophthalmology programs are accredited by the American Osteopathic Association and are affiliated with Lake Erie College of Osteopathic Medicine. Internal Medicine, Dermatology, and Psychiatry are accredited by the Accreditation Council for Graduate Medical

Education. Graduate Medical Education programs in Podiatry and Wound Care are accredited by the Council on Podiatric Medical Education.

The hospital strives to support area residents in achieving optimal health outcomes and quality of life. Services extend beyond inpatient and outpatient care to include outreach to the community to improve health status. Outreach services include behavioral health screening, screening for hypertension, asthma, and diabetes, and information on health insurance, social work, and nutrition counseling. The Speaker's Bureau is another service provided that offers assistance to community organizations by arranging for doctors, nurses, social workers, pastors, nutritionists, and other healthcare professionals who conduct health education on topics such as childbirth and parenting, diabetes, asthma, hypertension, grieving, weight management and nutrition, osteoporosis, cholesterol management, substance abuse, scabies, exercise, aging, depression, and emergency care. The Mobile Health Unit offers services, such as administering flu shots and sharing imperative health education material that supports the community's health initiatives and healthcare partners on the Peninsula.

## Mission

St. John's Episcopal Hospital, in partnership with the community, provides exceptional healthcare and education programs in an academic setting across the continuum of care. They deliver high-quality, value-based services with cultural sensitivity to the faiths and traditions of those it serves.

## Vision

St. John's Episcopal Hospital will build an effective coalition aimed at achieving improved community health status in a financially stable environment, with emphasis on serving the needs of its patients and families, while training the physicians and healthcare providers of tomorrow.

## Values

### ICARE

Innovation ♦ Compassion ♦ Accountability ♦ Respect ♦ Empathy

For more information on St. John's Episcopal Hospital, please visit: <https://ehs.org/>

## Position Summary

As the face of quality for EHS, the VP, Quality will be responsible for leading the overall quality and patient safety initiatives for the academic medical center. This includes developing and implementing quality measurement standards, ensuring alignment of the quality and clinical effectiveness, and building the organization's strategic direction regarding quality outcomes, performance improvement, and patient safety. The VP, Quality will be a committed leader who cultivates an environment prioritizing excellent clinical care delivery, optimal outcomes, and a high-reliability culture. They will support chairs, nursing, and operational leaders, creating a consistent and seamless approach.

Collaboration and leading approaches aligned with EHS's mission are priorities for the new leader. The successful candidate will support EHS's academic mission and goals of continuous learning and improvement.

## Reporting Relationships

Reporting to the Chief Operating Officer, EHS's VP, Quality will partner with EHS's leadership team (Clinical Staff, CMO, CNO) to develop quality and safety strategies that align with EHS's strategic plan. The VP, Quality will develop benchmarks and tools to monitor progress in the areas of quality and patient safety.

## Responsibilities

The successful Vice President, Quality will:

- Create and implement enterprise performance improvement strategies that comply with all relevant external accrediting agencies and patient-care review requirements, including JCAHO, IPRO, TJC, DOH, OMH.
- Collaborate with other members of EHS's leadership team partners, including operational, finance, medical, nursing, and clinical leadership, to implement clinical care and patient safety programs.
- Serve as a key liaison for all clinical staff, administrative and nursing leaders, departmental chairs, and regulatory requests and inquiries, including CMS.
- Provide leadership in setting the standards of professional conduct for the medical staff and ensure that providers deliver high-quality care and services within optimal standards of care.
- Track and analyze data generated from internal and external sources, including patient care evaluation studies, length of stay, variance analysis, performance improvement studies, financial reports, departmental reviews, and committee minutes to identify patterns and potential areas of weakness.
- Advise EHS's clinical leadership and staff on relevant quality and patient safety administrative objectives, regulatory policies, and procedures.
- Lead Quality Board meetings and Board of Trustees meetings. Report on all related quality-related issues and matters.
- Foster an environment of collaboration and communication between clinical departments to ensure the timely implementation of quality and patient safety strategies; coordinate the implementation of corrective strategies to resolve problems or situations that arise.
- Identify potential barriers to optimal clinical and patient outcomes. Promote a data-driven approach to care that prioritizes utilization review, objective outcome measurement, and care across the continuum. Monitor

clinical outcomes and safety events to identify patterns; present data and perform analysis; interpret and review findings.

- Participate in coordinating quality assurance and patient safety efforts to align policies, objectives, and directives across the clinical enterprise. Serve as a key member of the EHS's Performance Improvement Committee. Provide periodic reports on concerns and recommendations identified internally and by external regulatory bodies and third-party payers.

## Goals and Objectives

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

- Develop personal and professional credibility across EHS and gain the respect and trust of all internal and external constituents. Embrace EHS's values and be recognized as a leader who promotes transparency, collaboration, inclusion, and a just culture.
- Establish a vision for quality and patient safety that is aligned with EHS's overall system strategy. Assess EHS's current quality and patient safety platform and develop strategies consistent with organizational goals and objectives. Based on this articulated vision, develop innovative programs and services that enhance clinical outcomes and overall care delivery.
- Plan and implement continuous improvement projects to achieve high-quality clinical outcomes, including best practices, care standardization, evidence-based guidelines, and national benchmark measurement. Build tools and methodologies that support continuous improvement and a culture of high reliability.
- Partner with EHS leaders across the organization. Promote transparent and productive professional relationships with colleagues, including EHS's leadership, physicians, and nursing leaders.
- Advance a metrics-driven and data-driven culture within EHS's quality and patient-safety departments. In partnership with the Chief Operating Officer, Chief Medical Officer, and Chief Nursing Officer, foster innovation in care delivery models and clinical programming. Utilize data-driven performance improvement tools to improve patient throughput, inpatient length of stay, access to care, and patient outcomes.
- Champion evidence-based clinical practice and optimal patient/resident outcomes. Encourage a climate of transparency without repercussions. Create a culture that values visibility and accountability to drive improvement.
- Support, advance, and reach national performance standards in reducing sepsis mortality, hospital-acquired infections, and hospital-acquired pressure injuries. Monitor and benchmark progress in Leapfrog measures and decile quality performance.
- Remain current on industry trends, changes, and challenges in the areas of patient safety, quality, high reliability, and continuous improvement.
- Identify disparities in care across EHS; ensure that all current quality and safety patient processes foster excellence, consistent care delivery, and support cultural competence.

## Candidate Qualifications

The successful candidate will be an experienced quality leader with a strong track record in a complex healthcare setting, teaching hospital and/or academic medical environment. Prior leadership experience within a unionized environment and experience working with community physicians is desirable. The following describes the ideal candidate for EHS's next VP, Quality.

### Education and Training

- Bachelor's degree and master's degree in healthcare administration, business administration or related field are required.

### Experience

- A minimum of ten years of experience in progressive healthcare management roles is required.
- A minimum of ten years of quality experience is required.
- At least five years of experience as a leader in quality and performance improvement (or the equivalent) in a complex healthcare setting is required. Union experience is preferred.

### Leadership Skills

- Earns respect and trust through demonstrated experience, collaboration, and results orientation.
- Ability to reach a broad audience, which includes physician leadership, staff, and community constituents.
- A strong collaborator.
- Flexibility and openness to hearing other points of view.
- Superb oral and written communication skills.
- A skilled influencer who is comfortable working in a highly matrixed environment.
- An analytics-savvy leader, who uses data to drive decision making and strategic planning.
- Exhibits creativity, innovation, and humility as a servant leader.
- A passion for excellence.
- Possesses high emotional intelligence.
- Visionary.
- Visible and engaging, possesses a strong interest in people, a sense of humor, and a confident yet accessible style.
- Ability to motivate others and build high-performing teams.
- Courageous, willing to take risks and be innovative.



- Holds a core commitment to mission and serving others.

## Procedure for Candidacy

Search consultants Lisa DeSimone Arthur and Stacy Lind are partnering with Episcopal Health Services, Inc. in this important search process. Please direct all nominations, inquiries, applications of interest, CVs, and resumes to Lisa DeSimone Arthur or Stacy Lind, preferably via the WittKieffer candidate portal, which can be accessed [here](#). Other comments, concerns, or questions may be addressed to Stacy Lind via email at [slind@wittkieffer.com](mailto:slind@wittkieffer.com).

*St. John's Episcopal Hospital 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.*

*Expected Salary Range: \$265,000 - \$320,000*

*The salary range for this role may vary above or below the posted range. Compensation takes into account several factors including, but not limited to, a candidate's experience, education, skills, licensure and certifications, department equity, training and organizational needs. Base pay is just one piece of the total rewards program offered by EHS. Eligible roles also qualify for a comprehensive benefits package and an annual bonus incentive.*

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