



Vice President, Clinical Operations

LEADERSHIP PROFILE

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The Opportunity

UW Health Northern Illinois (UWHNI), formerly SwedishAmerican, is located in Rockford, Illinois, approximately 90 miles northwest of downtown Chicago. Throughout UWHNI's 110-year history, it has been a pillar of the Rockford community. As a 350+ bed, twice Magnet accredited hospital, the organization holds a 42% market share and a robust employed medical group with a network of more than 30 primary, multi-specialty, and employer-based clinics. The organization also boasts a medical center in Belvidere, Illinois, and a regional cancer center.

UW Health is an academic health system associated with the University of Wisconsin-Madison. It encompasses the research, education, and patient care activities at the UW School of Medicine and Public Health and within UW Hospitals and Clinics Authority. UW School of Medicine and Public Health is the nation's only combined school of medicine and public health. Its 1,500 faculty, in 10 basic science and 17 clinical departments, engage in research, education, and clinical care at UW Hospitals and Clinics, other Madison hospitals, and approximately 90 regional locations.

As UWHNI continues to evolve and further integrate its operations with UW Health, they seek an accomplished Vice President of Clinical Operations to join their team. This leader will work to strengthen the nexus of delivery between inpatient and ambulatory operations, ensuring better access to care, smoothing transitions across the care continuum, and working to break down existing siloes to drive toward top decile performance and experience. The Vice President is a vital member of the organization's leadership team and will be expected to collaborate closely with clinical and administrative leaders across the continuum of care. The VP is also accountable for operational, financial, and strategic strategy in relation to operations across the continuum and will play a pivotal role in optimizing services and contributing to the overall success of UW Health's mission and goals.

The next VP will embody qualities of collaboration and accountability and will be an excellent communicator, adept at leading in a highly matrixed environment. Candidates should possess a minimum of seven years of progressive management and expertise in strategic planning, operations, finance, and administration.

Organization Overview

UW Health Northern Illinois

UW Health Northern Illinois (UWHNI) provides healthcare services for adult and pediatric patients in Rockford and throughout Northern Illinois. For more than a century, UWHNI has grown with the region it serves to evolve into the outstanding organization it is today. Founded in 1911, the organization is now a 350+ bed non-profit, community-based hospital and regional cancer center with over 4,000 employees providing quality care in a compassionate patient- and family-centered environment. The hospital is affiliated with the University of Wisconsin School of Medicine and Public Health.

UWHNI is comprised of UW Health SwedishAmerican Hospital, UW Health Belvidere Hospital, SwedishAmerican Wound Care and Hyperbaric Clinics, Carbone Regional Cancer Center, Rockford Vascular Surgery Center, Neuro and Headache Center, Strathmoor Pediatrics, an emergency room, and more than 30 clinics and specialty centers. In March 2021, UW Health celebrated the opening of its new Women and Children's Hospital, a 120,000-square foot hospital with an expanded 30-bed Level III NICU, Labor and Delivery, Mother/Baby, Maternal-Fetal Medicine, and pediatric specialists from UW Health.

U.S. News & World Report recognized UWHNI as high performing in four adult procedures and conditions and ranked the hospital #18 in the state of Illinois in the 2020 Best Hospitals rankings. UW Health SwedishAmerican earned High Performing scores in Cardiology & Heart Surgery – Heart Failure, Orthopedics – Hip Replacement, Orthopedics – Knee Replacement and Pulmonology & Lung Surgery – Chronic Obstructive Pulmonary Disease (COPD). In addition, UW Health SwedishAmerican's state ranking of No. 18 was the highest ranking among all regional hospitals.

Among many additional awards and recognitions, UWHNI and UW Health are Magnet® Hospitals for nursing excellence recognized by the American Nurses Credentialing Center as a reflection of their nursing professionalism, teamwork, and superiority in patient care. The National Accreditation Program for Breast Centers (NAPBC), a quality program of the American College of Surgeons, granted Three-Year Accreditation to UW Health SwedishAmerican Breast Center in 2020, and Becker's Healthcare recognized SwedishAmerican as a Top 150 Places to Work in 2017, 2018, 2019, and 2023.

In 1981, the SwedishAmerican Foundation was established to continue the health system's philanthropic tradition. Today, the Foundation raises funds to promote SwedishAmerican's mission: through excellence in healthcare and compassionate service, we care for our community. Through SwedishAmerican Foundation, our donors invest in our hospital, clinics, and our community.

For more information on UW Health SwedishAmerican Hospital, click [here](#).

UW Health

UW Health cares for more than 700,000 patients annually, with 1,849 employed physicians and 21,000 employees at seven hospitals and 90 clinic locations. UW Health is governed by the UW Hospitals and Clinics Authority and partners with the UW School of Medicine and Public Health to fulfill its patient care, research, education, and community service missions.

Mission: Advancing health without compromise through service, scholarship, science, and social responsibility

Vision: Remarkable Healthcare

UW Health is a nationally recognized regional health system that includes:

- UW SwedishAmerican Hospital, a community-based hospital and regional cancer center.
- University Hospital, a 505-bed regional referral center that is home to a Level One adult and pediatric trauma center, American College of Surgeons verified Burn Center, one of the nation's largest organ transplant programs, one of the nation's first certified comprehensive stroke centers and the UW Carbone Cancer Center, one of 41 National Cancer Institute designated comprehensive centers in the country.
- UW Health at The American Center, a 56-bed, community-based health and wellness facility.
- American Family Children's Hospital, a nationally ranked, 111-bed facility with pediatric intensive care and Level 4 neonatal intensive care units.
- UW Health Rehabilitation Hospital, a 50-bed, post-acute inpatient rehabilitation facility.

- UnityPoint Health – Meriter, a 448-bed community-based hospital providing a complete range of medical and surgical services, which is a joint-operating agreement between UnityPoint Health and UW Health.
- Belvidere Medical Center, a 34-bed inpatient/outpatient medical center.
- Six regional cancer centers:
 - Beloit Hospital (Beloit, Wis.)
 - FHN Leonard C. Ferguson Cancer Center (Freeport, Ill.)
 - SwedishAmerican Hospital (Rockford, Ill.)
 - UW Cancer Center at ProHealth Care (Pewaukee, Wis.)
 - UW Cancer Center Johnson Creek (Johnson Creek, Wis.)
 - UW Cancer Center Aspirus Riverview Hospital (Wisconsin Rapids, Wis.)
- Regional services specialty clinics in approximately 78 locations.
- UW Medical Foundation, the state’s second-largest medical practice group, representing the 1,785 clinical faculty physicians of the UW School of Medicine and Public Health.
- Quartz Health Solutions, Inc., a subsidiary health insurance provider with over 350,000 members in a 35-county region in Wisconsin, Illinois, Minnesota, and Iowa.
- University Health Care, a not-for-profit membership corporation that facilitates clinical and contracting relationships with insurance companies and regional providers.
- Joint ventures and affiliations including cancer centers, surgery centers, dialysis programs, home health, infusion and many other programs and services.
- UW Health is building a six-story clinic next to its hospital on Madison's Far East Side (East Campus) starting in March 2022 and opening in Fall 2024. The building will offer specialty services, such as cardiology, dermatology, oncology, and ophthalmology. UW will shift 75 percent of oncology to this new East Campus.

For additional information on UW Health, visit: www.uwhealth.org

Facts:

- UW Health clinics and hospitals: 84
- UW Health Regional care locations: 78
- Patients: 808,700
- Inpatient admissions: 68,733
- Surgeries: 83,500
- Outpatient visits: 3,725,400

- Emergency department visits: 221,700
- Inpatient beds: 1,514
- ICU beds: 149
- Employees: 21,000
- Physicians: 1,785
- Residents and fellows: 704
- Volunteers: 1,625
- Contributions to UW School of Medicine and Public Health: \$77.2 million
- UW School of Medicine and Public Health extramural research support: \$383.5 million
- Charity care: \$31.2 million
- Total community benefit: \$420.2 million
- UW Health clinical operations net revenue: \$3.79 billion

Position Summary

The Vice President of Clinical Operations provides overall leadership, administration, direction, coordination, and evaluation of UW Health Northern Illinois and is responsible for clinical and non-clinical functions at all levels of care in support of the mission, goals, and objectives of UW Health. This position will be responsible for the oversight and integration of Medical Imaging, Laboratory, Physical Medicine and Rehabilitation, Employer Based Services, Oncology, and Specialty Care. The position is responsible for advancing benchmark-driven financial operating metrics, productivity, organizational improvements, facilitating strategic and capital planning, goal setting, leadership development, performance excellence, and regulatory compliance.

The Vice President will be expected to continually advance integration across the continuum of care, influencing and directing efficient and effective systems that lead to higher quality, a better experience for patients, and the improved financial and operational metrics that will follow.

Reporting Relationships

The VP will report directly to the President and Chief Operating Officer of UWHNI. The VP is supported by the following:

- Director of Medical Imaging
- Director of Laboratory
- Director of Physical Medicine and Rehabilitation
- Director of Employer Based Services
- Director of Carbone Cancer Center
- Director of Specialty Care
- Director of Primary Care

Principal Duties and Responsibilities

The successful Vice President, Clinical Operations candidate will:

- Provide overall leadership, direction, and coordination of operations, finances, space, and human resources within range of responsibility.
- Lead the integration effort at all levels of patient care, including ambulatory, inpatient, and post-acute care.
- Develop and/or implement appropriate institutional policies and procedures to enhance efficient and effective operations and delivery of services within areas of responsibility.
- Translate strategic plans and budget targets into operational action plans which guide resource allocation and coordination and direction of personnel; direct operations in areas of responsibility to achieve the annual operating plan.
- Provide leadership, guidance, support and direction to department managers and directors in their fiscal care efforts to ensure optimal use of resources and provide effective service.
- Effectively lead and administer responsibilities and activities utilizing respect for people and the UW way.
- Participate in the development of the institutional strategic plan to ensure accomplishment of the mission and vision of UW health.
- Acts as a liaison and representative of UW Health Northern Illinois with UW Health.
- Guide and direct strategic planning for areas of responsibility.
- Serves as an advisor and consultant to the executive team on matters within areas of responsibility.
- Provide advice and information to the UW Health Northern Illinois board of directors on matters within areas of responsibility.
- Contributes to the establishment of a learning environment which is conducive to the provision of educational and research experiences to students, house officers, faculty, and staff.
- Supports the provision of educational and professional development opportunities to staff and students within areas of responsibility.
- Contributes to the institutional knowledge of latest trends, practices, and state-of-the-art technology as applicable to assigned areas of responsibility.
- Acts as a liaison and representative of the institution pertaining to the health system operational matters with community leaders and other relevant individuals and organizations,

Goals and Objectives

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

- **Serve as a strategic leader and trusted partner:** Provide visionary leadership and strategic direction for operations across the NI market. Lead with a true commitment to excellence in patient care. Foster innovation, open communication, and work collaboratively to earn the respect of the UWHNI leadership team, nursing staff, physicians, and medical group leaders. Implement best practices in line with UW Health Northern Illinois' strategic plan.
- **Advance staff engagement and patient experience.** Strengthen the organization's relationships with its staff as measured by engagement surveys that show improvement above the median for comparable organizations. Improve patient experience scores as measured by Press Ganey. Assess systems and cultural attributes, identifying success and obstacles; pollinate best practices across the organization.
- **Improve Access to Care:** Identify and execute an operational strategy that supports an environment of transparency, learning, teamwork, and collaboration. Lead with an open mind, reimagining care, and operational strategies to enable the hospital to achieve its goals and objectives. Be a visible and approachable leader through purposeful rounding and connecting with frontline caregivers. Assist in ongoing Emergency Department throughput initiatives, ensure appropriate length of stay within the hospital, and assess current physician scheduling models against contemporary practices.
- **Assist in organizational growth:** Assist UWHNI's leadership in creating strong clinical relationships in the market – participate in the assessment and recruitment of clinical sub-specialists while continually focusing on making it inescapably easy to care for patients across the enterprise – in both inpatient and outpatient settings. Partner with leaders across UWHNI to develop new technologies and workflows that will improve quality, ensure care coordination across the continuum, and improve efficiency.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, management or related field, with a preference for candidates who have earned a Master's in either Business Administration or Healthcare Administration.

Knowledge and Work Experience

- A minimum of seven (7) years of progressive management or supervisory level experience in healthcare operations.
- Experience working within an integrated health system is preferred.
- Broad knowledge of modern health care administration, systems, practices and principles.
- Effective leadership abilities:

- Track record of initiating change and innovation
 - Strategic thinking, planning and problem solving
 - Superior communication skills, both in written and verbal presentation
- Effective human relations abilities with a proven record of creating collaborative alliances and promoting teamwork to ensure a high level of internal and external customer satisfaction and engagement.
 - An ability to succeed in a complex environment where decision making may be diffuse and ambiguous.
 - Proven success in developing a large high performing staff, establishing performance standards, and transitioning staff through organizational change, with an emphasis on the ability to recruit and manage a culturally diverse workforce.
 - A high degree of professionalism and competency dealing with a variety of individuals including physicians, senior executives, hospital administration, and external constituencies.
 - Experience in preparing operating and capital budgets.
 - An ability to organize and present data in a concise and easily understood manner, often to professionals, physicians and board members.
 - Ability to be recognized as a positive change agent.
 - Proven success as a dynamic and empowering leader who possesses a positive attitude and instills a vision for excellence with innovation and creativity.
 - Strengths in conflict management and resolution.
 - A skilled developer of relationships and partnerships.

The Community

Rockford, Illinois

In the northern part of Illinois, the city of Rockford is home to those who enjoy the small-town benefits of living in a big way. Located within Winnebago County, Rockford is located between Chicago and the Mississippi River and is the largest city in Illinois outside of the Chicago metropolitan area. Rockford is the fourth-largest city in the state and is well known for its extensive park system with numerous outdoor activities, gourmet restaurants, diversity of entertainment and art, sports, and boutique shopping.

Rockford serves as the gateway to the recreational treasures of northern Illinois and southern Wisconsin and the urban riches of Chicago, Milwaukee, and Madison. Rockford has a legacy of its own, strong in manufacturing,

modern technology, entrepreneurship, and innovation. There are several excellent public and private schools in the area and surrounding communities.

The city is a safe, welcoming community with a wide variety of activities and a boasting arts and culture scene. The Forest Preserves of Winnebago County is one of the best systems in Illinois, with more than 10,000 acres of recreational areas, hiking trails, lakes, rivers, and forests to explore. Canoeing and kayaking on the Rock River and throughout the region continues to grow in popularity. The Riverfront Museum Campus features three museums in one location, including the Burpee Museum of Natural History, the Discovery Center Museum, and the Rockford Art Museum. A different kind of art, the natural gardenscape at Anderson Japanese Gardens, is continually ranked as one of the top Japanese gardens in the United States. Rockford is also home to the Rockford Icehogs professional hockey team and the Rockford Rivers colleague baseball team.

The Rock River forms the traditional center of Rockford and is its most recognizable natural feature. One of its largest tributaries, the Kishwaukee River, joins the Rock River at the southern end. Neighboring communities that border Rockford and are considered an integral part of the Rockford metro area, each with its own uniqueness, are the cities of Loves Park, Belvidere, Machesney Park, and the villages of Winnebago, Roscoe, Rockton, Poplar Grove, New Milford, and Cherry Valley.

Timeline

Potential interview dates for this position have been outlined as follows:

Paper presentation of qualified candidates to Search Committee: Early March

Round One interview dates: End of March

Round Two interview dates: Early April

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

Procedure for Candidacy

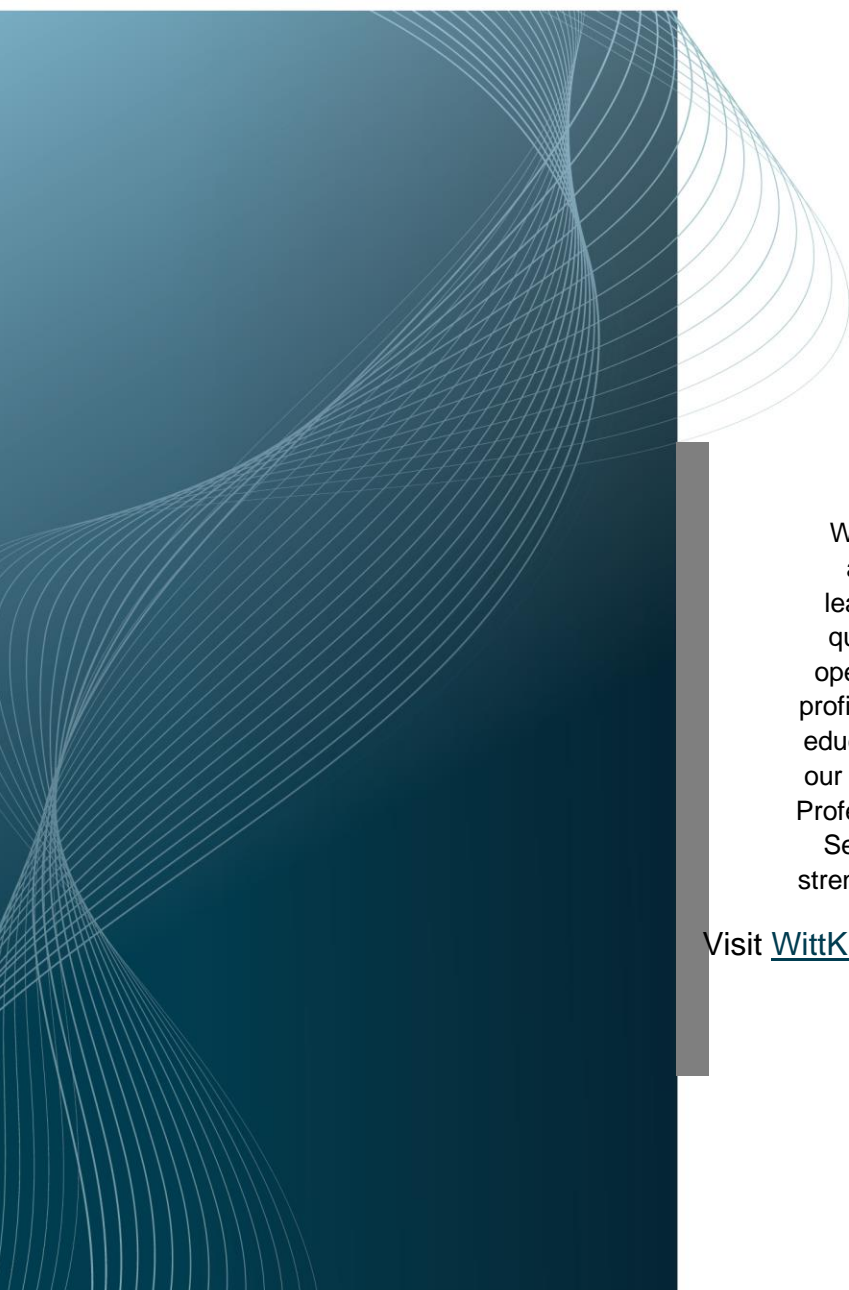
Please direct all nominations and applications to Jason Petros and Angela Raphael through the WittKieffer Candidate Portal by clicking [here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

If you have trouble logging into the portal or have additional questions, please contact Angela Raphael via e-mail at araphael@wittkieffer.com.

UW Health Northern Illinois 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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