



Changing What's Possible

POSITION DESCRIPTION

FOR THE POSTION OF

**CHIEF OPERATING OFFICER
UNIVERSITY MEDICAL CENTER
MUSC HEALTH CHARLESTON DIVISION**

Organization Summary



MUSC Health is a multidimensional healthcare system headquartered in Charleston, South Carolina. It serves as the principal diagnostic and treatment referral center for the state of South Carolina that owns and operates the principal clinical teaching institutions for The Medical University of South Carolina (MUSC).

The Medical University of South Carolina (MUSC) has grown from a small, private medical school founded in 1824 into one of the nation's top public academic health science centers, with six colleges (Dental, Medicine, Graduate Studies, Health Professions, Medicine, Nursing and Pharmacy) as well as a distributed health system including 1600 licensed inpatient beds in the three divisions spread across South Carolina including the Charleston Division with the 790 bed University Medical Center. As South Carolina's only comprehensive academic health center providing a full range of programs in the biomedical sciences, MUSC is engaged in activities statewide. Its main campus including the academic medical center is located on more than 80 acres in the city of Charleston, with an overall population of about 13,000 clinicians, faculty and staff. Nearly 3,000 students in six colleges study for degrees at the baccalaureate, masters, doctoral and other professional levels. The university also provides residency training for more than 780 graduate health professionals. The teaching staff is comprised of more than 1,500 full- and part-time faculty.

MUSC Health, the clinical enterprise of the Medical University of South Carolina (MUSC), is dedicated to the pursuit of changing what's possible in healthcare. Nationally recognized for its innovation, patient- and family- centered care, and quality outcomes. MUSC Health is an integrated healthcare system is accessible at the downtown Charleston campus as well as four community hospitals in the Lancaster and Florence divisions of the Regional Health Network, more than 100 outreach locations, clinical affiliations with numerous health care partners, and a robust telehealth network. MUSC Health's Charleston Division sees more than one million patient encounters annually, and its specialized care teams consistently rank among the best in the country.

MUSC Health delivers transformational care shaped by world-class clinicians, health scientists and educators who provide leading-edge care, while developing the next generation of innovative healthcare leaders.

MISSION: The never-changing purpose of the MUSC Health. Why it exists.

We preserve and optimize human life in South Carolina and beyond through education, research and patient care.

VALUES: What MUSC Health stands for

Compassion - Teamwork - Diversity - Accountability – Innovation

VISION: What MUSC Health aspires to become in three to five years Leading Health Innovation for the Lives We Touch

As one of America's most preferred academic health systems, we will change what's possible with innovation that transforms expertise, learning and discovery into unrivaled patient-centered care. Our teamwork, coordination and accountability will provide the integrated breadth and depth to improve health and value for those we serve.

BRAND MOTTO: External marketing/communicating of our mission and vision

We change what's possible!

VALUE PROPOSITION: What MUSC Health will be good at; that will make us different in a way that's meaningful and valuable

We transform expertise, learning and discovery into unrivaled patient-centered care in every setting

CHANGING WHAT'S POSSIBLE

MUSC Health: Charleston Division

University Medical Center:

The University Medical Center (legally known as the Medical University Hospital Authority) is a key component of MUSC Health and consists of four hospitals (University Hospital, Ashley River Towers, Shawn Jenkins Children's Hospital and Institute of Psychiatry) with 790 licensed beds as well as distributed ambulatory locations across the Tri-county region. This premier health sciences center is at the forefront of the latest advances in medicine and includes South Carolina's No. 1 and most preferred hospital (as ranked by U.S. News & World Report on its Best Hospitals 2020-2021 list and the National Research Corporation respectively), an NCI-designated Cancer Center, a Level I Trauma Center, Magnet designated and South Carolina's only nationally recognized children's hospital.

University Hospital:

The University Hospital was established in 1955 to support the teaching opportunities for the Medical College of South Carolina. It is a Level 1 Trauma Center and includes specialized care in the following centers of excellence: Acute Trauma, Neuroscience, Musculoskeletal, Cancer, Transplant, Spine and Specialty Services. A comprehensive Adult Burn Unit was recently opened and is the only adult Burn Unit in the state of South Carolina.

Ashley River Tower Hospital (ART):

Ashley River Tower (ART) was opened in 2008 and supports MUSC Health's Heart and Vascular, Digestive Diseases, and oncology services. MUSC Heart and Vascular Center is the top ranked program in South Carolina and nationally recognized for complex care of medical and surgical patients including rapidly growing adult heart and lung transplant programs. MUSC Health Digestive Disease Center has a well-established team of physicians, nurses, and health care providers dedicated to the long-term care of patients with digestive disorders. The inpatient services for Hollings Cancer Center are located in ART and provide world class care for patients with solid tumors, hematologic malignancies as well as bone marrow transplantation.

MUSC Shawn Jenkins Children's Hospital and Pearl Tourville Women's Pavilion:

Shawn Jenkins Children's Hospital (SJCH)

SJCH which opened in February 2020 is a 220-bed hospital including a Neonatal Intensive Care Unit with over 80 licensed bassinets. It is the most comprehensive, dedicated pediatric specialty center in South Carolina. SJCH is the top children's hospital in South Carolina and nationally ranked in 4 specialties. SJCH is also the only pediatric Level 1 Trauma center, burn center, and transplant center in South Carolina.

Pearl Tourville Women's Pavilion

The Pearl Tourville Women's Pavilion manages the simplest to the most complex obstetrical conditions. The MUSC Women's Health Labor & Delivery Unit with 36 mother/baby post-partum and mother-baby/ante partum rooms and seven couplet care rooms where mothers and newborns babies can recover together. There are two dedicated obstetrical operating rooms. The hospital integrates children's care and obstetrical services seamlessly, enhancing safety and improving outcomes in high-risk pregnancies.

Institute of Psychiatry (IOP):

The MUSC IOP is a 105-bed hospital located on the main MUSC campus and offers patients, caregivers, and their professional providers access to the latest evidence-based practices and advances in research. The IOP has been named Hospital of the Year by the National Alliance on Mental Health South Carolina chapter four out of the last five times one

was named, and the MUSC Department of Psychiatry & Behavioral Sciences/Institute of Psychiatry is one of only 21 Centers of Excellence recognized by the National Network of Depression Centers.

Hollings Cancer Center:

MUSC Hollings Cancer Center is a nationally ranked NCI-designated cancer center and the largest academic-based cancer research program in South Carolina. Hollings is comprised of more than 100 faculty cancer scientists with an annual research funding portfolio of more than \$42 million and a dedication to reducing the cancer burden in the state and beyond. An interprofessional team of more than 60 cancer specialists works together to deliver the highest level of care, offering state-of-the-art diagnostic capabilities, surgical techniques and therapies, including more than 200 clinical trials. This nationally ranked cancer program is expanding its reach across the state through cancer prevention and screening initiatives, outreach and education programs, and a growing list of cancer care locations and community partnerships.

Ambulatory Services:

MUSC Health provides quality patient-centered pediatric and adult comprehensive ambulatory services and ambulatory surgery centers throughout region. Over 270 clinics which includes primary care and nationally recognized specialty services providing patients with high quality care and cutting-edge technology. Ambulatory services are also offered virtually to accommodate patient needs. MUSC Health currently has three ambulatory surgery centers (ASC) which have focused specialties: West Campus ASC-Orthopedic & Sports Medicine Surgery Endoscopy [EGD & Colonoscopy]; Chuck Dawley/East Campus ASC-Ophthalmology and Summey Medical Pavilion ASC- Peds Surgery [GU, ENT, Facial Plastics, General surgery, Ophthalmology].

Integrated Centers of Excellence (ICCE):

Integrated Centers of Clinical Excellence (ICCE) is the clinical service line structure that creates strategic alignment for all aspects of patient care to facilitate growth, improve value, and foster innovation across MUSC Health. The ICCE are committed to improving patient experience and achieving optimal patient outcomes. These comprehensive care teams are led by physician chiefs and are charged with providing patients the most innovative, highest quality, and most efficient care in both the inpatient and ambulatory settings.

MUSC Physicians:

MUSC Physicians, the physician group of MUSC, provides services ranging from prevention and wellness to highly specialized care at outpatient clinics and facilities both on the MUSC campus and in the community. MUSC has the widest range of specialty care available at any medical center in South Carolina. MUSC Physicians which includes over 1200 providers operates as group practice, thus serving as a resource to attract and support a superior clinical faculty for the education and training of undergraduate and graduate medical and health-related professionals.

MUSC Health Alliance:

MUSC Health Alliance is a physician-managed, clinically integrated network that aligns other healthcare organizations with MUSC Health in the delivery of patient-focused, quality-driven and cost-effective care. It works with insurers and governmental programs in the areas of accountable care, patient-centered medical homes and value-based care. Sophisticated clinical programs and analytics required under those concepts would be out of reach for many of the participants without the scope of the Alliance.

Medical University of South Carolina:

Research:

The Medical University of South Carolina (MUSC) is the premier biomedical research institution in South Carolina, with a record of more than \$284 million in research funding in Fiscal Year 2019. This funding reflects the quality of the research and discovery at MUSC, a direct result of recruiting top scientists with a strategic focus to serve the needs of the people of South Carolina. Our faculty are internationally recognized for their work in cancer, stroke, health disparities, addiction sciences, inflammation and fibrosis, and digestive disease.

Our South Carolina Clinical and Translational Research Institute (SCTR) is the catalyst for changing the culture of biomedical research, facilitating sharing of resources and expertise, and streamlining research-related processes to bring about large-scale, change in the clinical and translational research efforts in South Carolina.

Academics:

The Medical University of South Carolina is home to six colleges and a diverse group of students, staff and faculty. The Colleges of Dental Medicine, Graduate Studies, Health Professions, Medicine, Nursing and Pharmacy offer students degrees at the baccalaureate, master's, doctoral, and other professional levels. The university also provides residency training for more than 750 graduate health professionals. MUSC College of Medicine (COM) faculty support MUSC's clinical operations through MUSC Health and are engaged in a wide range of basic, clinical and translational research activities. COM's eighteen clinical departments, faculty members and other clinical staff provide inpatient and outpatient care at MUSC's main campus and satellite locations across the state. COM students consistently exceed the national pass rate on board exams and garner residency positions in the country's finest training programs. Research is an integral part of faculty and student pursuits in the College of Medicine. The COM again increased research funding in FY 2019, receiving a total of 1104.5 research awards. Overall funding for research is currently \$250 million, with sources including corporate, federal, state, foundation, and other funding.

Upcoming Project: MUSC Health Community Hospital at Nexton



The MUSC Health Community Hospital at Nexton will provide a range of specialized inpatient and outpatient services. This combination of services will enable MUSC Health to deliver the right care to patients in the right place at the right time. Building a community hospital in Nexton brings MUSC quality and expertise to an area that has burgeoning health care needs. Simultaneously, we can relieve the pressure on the extremely tight capacity at the MUSC Health hospitals downtown, where we treat patients who are the sickest and are experiencing the most complicated illnesses and treatments – patients for whom we are uniquely qualified to deliver care.

Position Summary

The Chief Operating Officer (COO) reports directly to the MUSC Hospital Authority CEO, Charleston Division and Chief Clinical Officer for MUSC Health. This position serves as a member of the Charleston Division Executive Leadership Council (ELC) and the MUSC Health Chief Operating Officer Council (COO). This position is responsible for the Charleston Division's achievement of organizational goals, implementation of strategic initiatives and effective leadership of day-to-day operations.

Facilitates a matrixed governance and interdisciplinary approach for planning and implementation of organizational strategies, goals and priorities; supports MUSC Health leaders in fulfilling the MUSC Strategic plan and goals. Works collaboratively with the ICCE Administrators to support achievement of organizational goals and priorities

Provides overall direction for critical hospital operations including: emergency management, security, dietary, biomed, rehabilitation services, environmental services, admit transfer center, respiratory therapy as well as volunteers and guest services

Oversees the design, construction and implementation of new facilities or services to achieve the organization's strategic goals.

In collaboration with the Charleston ELC, provides direction and guidance to define and achieve organizational goals; communicates and cascades goals throughout the organization.

Key Responsibilities:

Provide leadership and oversight of operations of the Charleston Division hospitals, with an emphasis on

clinical and operational excellence for acute care, patient safety, patient-centered care, team-building, performance improvement and strong financial results while constantly demonstrating value to consumers and payors.

Build a highly committed, capable and diverse management team, coach and mentor incumbents, and/or bring in additional talent, as needed; provide employees with the authority, accountability, training, information and resources to achieve their full potential and successfully drive the organization's performance.

Works with MUSC Health, including College of Medicine leaders, to support appropriate planning and operationalizing of identified priorities.

Direct business planning processes achieve short- and long-range goals and ensure the implementation of strategic business plans in concert with MUSC Health's strategy.

Oversee strategic initiatives such as ICCE development, physician integration, and network development.

Implement effective cost control measures, monitoring and ensuring compliance with fiscal policy.

Administer operational expense budgets; identify, analyze and implement programs that improve revenue.

Oversees the emergency management plan; ensures Emergency Management Environment of Care plans are in order; provides oversight for Daily Check in and Administrator on Call.

Works collaboratively with the University Chief of Public Safety.

Oversees implementation of patient and family focused best practices by Guest Services.

Partners with the Integrated MUHA/University Facilities Department; directs space planning and allocation. Works collaboratively with physician leaders and other leaders to define and prioritize space.

Oversees and works closely with MUHA/University Facilities leadership team to ensure needs of MUSC Health, Charleston, are fulfilled.

Chairs key committees including the Operations Committee, Labor Resources Committee, Integrated Space Committee, and Communications Advisory Group.

Serves on the COO Council; leads projects, task forces and ad hoc committees.

Drives best practices for patient safety and a High Reliability Organization (HRO); ensures for implementation of Just Culture principles and practices. Utilizes Just Culture principles for problem solving and corrective measures. Supports initiatives to achieve and maintain the Baldrige Award for performance excellence.

Ideal Experience:

A master's degree from an accredited college or university in hospital administration, health care administration, business administration or related graduate level degree is required; a doctorate degree may be desirable.

Ten or more years of significant executive leadership experience in a large, complex, integrated academic health system with exposure to a decentralized or matrixed management structure.

Proven ability to formulate an operational strategy, guide the development of operating plans, and drive performance to achieve or surpass goals.

Demonstrated success managing the financial performance of institutions of comparable size and complexity.

Proven ability to build solid, trusted relationships with physicians, colleagues, board members, employees, donors, community leaders, external partners and regulators.

Demonstrated success building and fostering a strong and diverse workforce. Exposure to a unionized workforce is highly desired.

Demonstrated ability to identify and evaluate opportunities and take calculated risks to attain superior performance and outcomes.

Broad knowledge and understanding of current trends, including healthcare reform, and in particular, population health management and their implications for hospital operations and the delivery of health care.

Key Relationships:

Reports To: CEO, MUSC Charleston Division and Chief Clinical Officer MUSC Health

Direct Reports:

- Biomedical Engineering Manager
- Rehabilitation Manager (PT/OT)
- Dietetic Services Client Executive
- Environmental Services Director(s)
- MUSC Health Chief of Security
- ATC/Transport Director
- Respiratory Therapy Director
- Inpatient Emergency Management Manager
- Guest Services Manager

Other Key Relationships:

- MUSC Health System COO
- ICCE Chiefs and Administrators
- Chief Facilities Officer MUSC
- Charleston Executive Leadership Counsel
- Performance service team
- Project management team
- MUSC Physicians/University Leadership

CRITICAL LEADERSHIP CAPABILITIES

Collaboration, Communication and Influence

The COO will be a visible and effective relationship builder and will engage, motivate, influence and inspire a broad spectrum of constituency groups, including those over whom they have no authority. The COO will do this by:

Using complex, coordinated influencing and negotiation strategies, adapted to the situation, as well as the relevant individuals, organizations and/or constituency groups or networks.

Leveraging direct, dual and dotted line reports to facilitate increased collaboration across MUSC and MUSC Health, tapping their motives and values to inspire and energize them.

Building partnerships based on a shared view that acknowledges individual differences but creates a new commonality beyond root beliefs or culture.

Systematically building support at multiple levels and across groups within MUSC Health and beyond.

Identifying and meeting with key players and stakeholders to help them shape a consensus collectively and engaging in a dialogue to reach a conclusion together, compromising as necessary for results.

Leveraging previous experience and ongoing counsel to build trust-based relationships with physicians, staff, community leaders and other healthcare representatives for the good of MUSC Health.

Facilitating discussions to enable people to collaborate with each other independently, promoting collaboration across multiple parties.

Driving Operational Results

In a patient-centric organization that prides itself on delivering high quality, effective patient care, the COO will be a strong operator with a relentless focus on excellence. The COO will translate strategy into implementation and drive toward top business performance. The successful placement will accomplish this by:

Enabling higher performance by incrementally improving approaches based on calculated risks and benefits.

Benchmarking MUSC Health performance against healthcare industry best practices.

Proactively seeking to improve processes and implement best-in-class solutions, raising quality and productivity in a calculated way.

Identifying new processes and/or systems to improve productivity and clinical quality, while increasing efficiency.

Leading Change

In a high-performing organization with a longstanding leadership team, the COO will be an influential leader with an enterprise-wide view who challenges the status quo and has the inspirational approach, tenacity and measured approach necessary to drive change. The COO will align people and organizational entities around the priorities and forward-looking vision to enable MUSC Health to flourish in the evolving healthcare landscape. The COO will do this by:

Creating change leaders; involving key influencers in the design and implementation of new initiatives.

Identifying shifts consistent with MUSC Health strategy but radical in implementation and gaining buy in with individual, customized, persuasive efforts.

Adapting messaging and influencing strategies to the political realities and constraints of MUSC Health, targeting thought leaders regardless of formal role, and engaging with people in a reasoned way.

Establishing processes or practices to encourage and reinforce innovative, progressive thinking and behavior.

An Overview of Charleston



The Charleston Area is a veritable living museum populated with expertly preserved antebellum mansions; however, it is also a bustling epicenter of culture, invigorating outdoor activity and sumptuous dining that welcomes close to four million visitors annually.

The historic peninsula is framed by the Wando, Cooper, and Ashley rivers and is home to historic churches and synagogues, museums, galleries and award-winning restaurants. The peninsula is also one of the Southeast's best shopping districts noted for local boutiques, fine art and antiques. Campuses of the College of Charleston, The Citadel, and the Medical

University of South Carolina are interwoven among walkable, bikeable neighborhoods, parks and boroughs.



The Charleston metro is thriving with unprecedented business growth and economic diversification, with both multinational corporations and fast-growing startups taking advantage of our globally competitive business environment. In addition to the port, aerospace and automotive manufacturing, other leading economic drivers include: healthcare, higher education, high tech, and tourism.

Charleston offers the workforce and talent companies need to succeed. Since 2010, our skilled labor pool has grown four times faster than the U.S. average and twice as fast as South Carolina's average. A steady stream of well-educated young talent, who come for jobs – or create their own firms

in our business-friendly community – are helping to boost that number, and in turn their entrepreneurial energy creates new job opportunities for all.

The military employs over 90,000 people in Charleston including active duty, reserves, dependents and contractors. Aside from the renowned Citadel, there are several active bases in the Charleston area including the Coast Guard Sector Charleston and Joint Base Charleston—host to over 60 Department of Defense and Federal agencies.

The Charleston metro region is comprised of Berkeley, Charleston and Dorchester counties and 27 municipalities. You can choose from beach living, golf communities, historic urban areas, suburban neighborhoods, equestrian rural areas, farms and more. This charming city is overflowing with historic landmarks, beautiful homes and some of the friendliest neighbors in the world.

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