



70 Washington Street, Suite 215
Oakland, CA 94607

510.874.7100 main
510.874.7111 fax

**Position Specification
Executive Director
California Health Care Safety Net Institute – Oakland, CA**

ORGANIZATIONAL OVERVIEW:

The California Association of Public Hospitals and Health Systems (CAPH) represents California's public hospital systems, which are the core of the state's health care safety net, delivering high quality care to all in need and working to improve the health of their patients and communities. They believe that everyone deserves an equal opportunity to enjoy good health – regardless of their insurance status or ability to pay. It is this belief that drives CAPH's efforts serving as the health policy and advocacy voice for their members on both the state and federal level. CAPH informs and educates policy makers, the media and other stakeholders about the work that takes place in their public hospitals and clinics so they can better understand the essential and wide-reaching nature of CAPH's efforts. CAPH develops and advances large-scale strategic policy and financing initiatives that support the public safety net in caring for their patients and communities, including advancing new care delivery models, expanding coverage, payment reform and ensuring adequate funding for the safety net. They also provide detailed policy and financial analyses, guidance and counsel to elected and administration officials and their staffs to help them develop policies that enable public hospitals to best serve their communities. CAPH also works closely with their safety net colleagues, coordinating efforts with other health care and social service providers to assure that the needs of shared low-income constituencies are met.

The California Health Care Safety Net Institute (SNI) for thirteen years has been the research and quality improvement affiliate of CAPH. SNI serves the 21 public hospital systems who are members of CAPH. These consist of county owned and operated hospitals and health systems, University of California medical centers and their affiliated clinics. The members represent the core of the state's public health care safety net and are located in 15 counties where more than 81% of the state's population lives. CAPH/SNI believes that public hospital systems are essential to their communities, providing good quality care to everyone who needs it, including the under and uninsured. The 21 member public hospital systems serve more than 2.85 million patients annually, provide about 40% of all hospital care to the state's 6.7 million uninsured and provide 10 million outpatient visits each year. They also operate more than half of the state's



trauma centers, two thirds of its burn centers, as well as training 53% of all new doctors in the state.

Established in 1999, SNI has had great success in helping these 21 hospital systems enhance patient care and efficiency by designing and directing grant funded initiatives and connecting improvement teams with critical partners and resources, particularly in the areas of chronic care management, redesigning primary care, eliminating health care disparities, improving quality and patient experience and using operational efficiency approaches to improve quality and effectiveness. It is SNI's mission to promote innovation and transformation among California's public hospitals and health systems by accelerating and supporting best practices in health care delivery. SNI is passionate in its belief that all individuals and families in California, particularly in diverse and underserved communities, should enjoy optimal health.

With the passage and implementation of national health reform, and its deep foundational impact on public hospital systems, the CAPH and SNI Boards recently completed a process to develop a refreshed strategic direction for the Institute. Through that process, the Boards affirmed the critical role of SNI in supporting public hospital system transformation and identified that the work of SNI in the coming years will be aimed at partnering with public hospital systems to support them in providing high value care, improving quality, outcomes and patient experience, demonstrating improvements in population health and lowering costs. The SNI work for the future will include a range of initiatives and approaches, including strategic assessment and monitoring of the health care delivery and performance landscape, creative conception and development of wide scale initiatives such as a successor Delivery System Reform and Incentive Program (DSRIP) for the next Medicaid waiver and other efforts to advance the Triple Aim in the safety net, development and advancement of system level innovation strategies that not only improve care as currently delivered but identify new and better models for improving systems of care, and building the capacity of public hospital systems to transform and improve care. With increasing demands in the external environment to more closely link health system performance, finance and health policy, the work of SNI will be centered on areas of health system transformation that are high priority for public hospital systems and have strategic intersection with health policy and financing/payment reform.

For more information on California Association of Public Hospitals and Health Systems <http://www.caph.org/content/> , and for California Health Care Safety Net Institute <http://www.safetynetinstitute.org>



JOB DESCRIPTION:

Summary

The California Healthcare Safety Net Institute (SNI) is a 501(c)(3) affiliate of the California Association of Public Hospitals (CAPH). The mission of SNI is to promote innovation and transformation among California's public hospitals and health systems, accelerating and supporting best practices in health care delivery.

The SNI and CAPH Boards of Directors recently have completed the work of developing a new strategic plan for SNI. This plan builds on the outstanding thirteen year history of SNI and articulates a new strategic direction for the organization. The opportunities for the future are informed by the environmental context of health reform, strategic needs of public hospital systems, recognition of the critical linkages between health system performance, strategy, health policy and financing, and identified areas in which SNI could play a high value role supporting the transformation of public hospital systems to high quality, cost effective, patient-centered systems with demonstrated capability to improve health care and health status of the patient populations they serve. SNI is now seeking an Executive Director to lead implementation of the new strategic plan and development of the exciting next chapter for the organization. The Executive Director must be an experienced, thoughtful, collaborative, dynamic leader and clinician who can creatively develop and implement initiatives that advance broad public hospital system transformation and performance improvement across the membership.

Key Areas of Responsibility

- Develop and execute strategic work plan to translate the Board's new strategic vision for SNI into goals, priorities and high value accomplishments for the organization.
- Build and mentor a small, core staff team and develop partnerships with other organizations and experts to accomplish the work of the organization.
- Effectively engage Board members individually and collectively to get their expertise, insight and guidance to inform and shape the work of the organization.
- Advise the CAPH and SNI Boards regarding the issues, opportunities and imperatives in the state and national landscape related to health system performance and transformation and recommend priorities designed to shape the members' strategic responses and SNI's agenda.
- Create an organizational culture of integration and partnership that supports deep interconnection between the work of SNI and CAPH. Work with CAPH executive leadership to integrate performance improvement/transformation initiatives with strategy, policy and finance work of CAPH and the needs of public hospital systems in those areas.



- Lead development and implementation of comprehensive range of SNI activities with accountability for outcomes that support advancement of public hospital system transformation. This will include creation of initiatives to support large scale system improvement changes in public hospital systems, identification and advancement of new models of care, development of programs to link transformation efforts with policy and financing reforms to advance the Triple Aim, assuring incorporation of clinical expertise in the shaping of key programs and policies, and development of approaches to support building the performance improvement capacity of members.
- Serve as sounding board for member CEOs, CMOs and other executives as they lead their organization's transformation and performance improvement efforts.
- Assess and manage operations, financials and personnel of SNI.
- Serve on executive leadership team of CAPH/SNI.

Reporting Relationships

- SNI Executive Director reports directly to CAPH President and CEO

Key Stakeholder and Partner Relationships

- SNI Board
- CAPH Board
- CEOs and CMOs of member public hospital systems
- CAPH Senior Vice President
- CAPH staff

Direct Reports

- The new Executive Director will have a small team of highly trained and very dedicated individuals from which to create the team that will be necessary to implement the new strategic plan.

Professional Experience

- A minimum of 10 years of relevant experience in appropriate areas, such as: Health Systems of significant size and complexity, safety net organizations, organizations whose mission and values center around providing high value care, improvement in population health, lowering cost and continuously improving quality, outcomes and patient experience.
- Clinical training and experience.



- A minimum of 5-7 years in a Senior Executive level role within healthcare with demonstrated experience and results in health system change and performance improvement.
- Experience with health system transformation and track record of developing effective change approaches and initiatives that reflect a clear understanding of the impacts and opportunities of health reform.
- Prior experience in public hospitals and/or safety net delivery systems or public health is highly desirable. In addition to leadership and management experience in these or similar settings it is highly desired that the Executive Director have grant development experience as well.

Desired Characteristics

- Dynamic leader who sets a tone and culture that is high energy, high performance and “can do”.
- Possesses high level leadership, clinical, strategic and management skills. Capable of operating effectively and insightfully at the strategic landscape level as well as the on the ground operational level.
- Creative, nimble and collaborative.
- Partnership and team oriented internally and externally. Sees input and incorporating others’ expertise as essential to succeeding and achieving meaningful results. Highly skilled in developing initiatives based on own experience combined with expertise and needs of member systems, developments in the field and knowledge of external partners and fellow staff.
- Experience with health system transformation; demonstrated ability and history of leading meaningful changes to improve care delivery.
- Deep passion and commitment to the safety net mission of serving low-income, vulnerable and diverse patient populations.
- Adept at Board and Member relations.
- Comfortable with high expectations and accountability.
- Demonstrated experience building a team and motivating others to aspire to do impactful work.
- Agile at external relationships and building trusting, productive relationships with key external partners including foundations; local, state and national officials; associations and other organizations.
- Strong written and verbal communication skills.

Educational Requirements



- A clinical degree is required. i.e.: MD, RN, Pharm D, etc.
- Certification or extensive training in performance improvement approaches is a plus.

Additional Considerations

All qualified applicants will receive consideration for employment without regard to their race, creed, color, disability, sex, sexual orientation, national origin, age, religion, political affiliation, or any other non-merit factor.

THE COMMUNITY OVERVIEW:

SNI is located at Jack London Square in Oakland, California - a part of Alameda County. Located along the waterfront, Jack London Square is one of Oakland's significant landmarks, symbolizing the city's history as a seaport. Fronting a natural estuary leading to San Francisco Bay, the site was the heart of Oakland's port operations, linking the industries of shipping and agriculture. Named after the author Jack London and owned by the Port of Oakland, it is the home to many diverse dining options, unique boutiques, special events, farmer's markets, an Amtrak station, a San Francisco Bay Ferry dock, a movie theater, jazz club, art galleries, hotel and has become a mecca for outdoor activities.

About Oakland:

Founded in 1852, Oakland, California is situated at the geographical center of the San Francisco Bay Area and is the largest and most established of the East Bay cities. As the largest city in Alameda County and the eighth largest city in California with a population of just over 400,000, Oakland encompasses 78 square miles and offers 19 miles of coastline to the west and magnificent rolling hills to the east that afford one of the most beautiful views of the world – a crystal clear bay, the Golden Gate and Oakland Bay Bridges, and the majestic Pacific Ocean. Oakland's stunning bay views, parkland and open space, and proximity to the Pacific Ocean make it one of the most beautiful urban areas in the nation. Oakland is known for its diversity and is one of the nation's most ethnically integrated cities in the nation.

Oakland has emerged as a major economic force in the region. Its leading industry sectors include business services, health care services, transportation, food processing, light manufacturing, government, arts, culture and entertainment. Many major corporations such as Kaiser Permanente are headquartered in Oakland and the East Bay with significant growth in the biotechnology and high technology sectors. Long a center for international trade, the Port of Oakland is the nation's fourth busiest container facility. The Oakland International Airport is served by 12 major domestic and international airlines and has grown to be a major air transportation hub for the entire Bay Area. Residents have transportation choices and commute to work locations in the East Bay and greater Bay Area by automobile, BART, bus, train, and ferry.



The labor pool in the Oakland Metropolitan Area is one of the most educated in the nation, ranking sixth in the United States in educational achievement. Nearly one-third of the area's residents have a college degree. Oakland has more than 81 public and 53 private schools. The post-secondary school system in the East Bay is considered among the finest in the country including the University of California-Berkeley, Mills College, and California State University, East Bay, among others.

The East Bay provides a wide variety of housing and there is tremendous choice in determining the type of community one lives in. Home prices remain significantly higher than the national median, but construction, sales, and prices have leveled off or decreased in several areas of the East Bay and Bay Area in general. The East Bay has a unique range of housing from elegantly restored turn-of-the-century Victorians and craftsman bungalows to modern multi-million dollar estates perched in the hills. There are many vibrant and desirable neighborhoods in Oakland and throughout the East Bay in terms of housing choices within reasonable commuting distance to downtown Oakland. Adjacent to Oakland is the City of Piedmont and to the north is the City of Berkeley and communities such as Albany and El Cerrito. Across the Caldecott Tunnel going inland are suburban towns such as Orinda, Moraga, Lafayette, and Walnut Creek.

The Mediterranean and temperate climates in Oakland and the East Bay are among the best in the United States; temperatures range from the fifties and sixties during the winter months to the seventies and low eighties during the summer.

Oakland is at the heart of the East Bay Regional Park District, a splendid system of over 50 parks and 20 regional hiking trails covering more than 75,000 acres that offer an extraordinary variety of recreational activities. Along Oakland's waterfront and Lake Merritt, there is easy access to yachting, sailing, windsurfing, rowing, canoeing, kayaking and more. As the cultural center of San Francisco's East Bay, Oakland is also home to the Oakland East Bay Symphony, the Oakland Ballet, the Oakland Civic Theater, the Oakland Zoo, and the Paramount Theater of the Arts, the Alice Arts Center, Oakland Museum of California, as well as professional football, baseball, and basketball teams.

For more information, go to: <http://www.jacklondonsquare.com/>;
<http://www.oaklandnet.com/business/default.html>; [Oakland Convention & Visitors Bureau](#);
[Oakland California - San Francisco's East Bay](#)