

CEO SKILLS/DEVELOPMENT PLAN

11/3/05

ADMINISTRATOR:

DATE:

SKILL SET REQUIREMENTS	ADEQUACY OF SKILL SET			IDENTIFIABLE NEEDS	EDUCATIONAL PROGRAM ACTION STEPS	MEASUREMENT TOOL(S)	EVALUATION OF DEVELOPMENT
1. Creation/Articulation Representation of Vision and Mission	1	2	3	<p>A. Ability to create mechanisms to demonstrate and communicate system vision/mission within divisional activities and across divisional lines</p> <p>B. Ability to understand and articulate the approach of other divisions in communicating the vision and mission of the organization</p> <p>C. Can demonstrate through actions representation of the system's vision and mission</p>			

Adequacy of Skill Set: 1=Needs Development, 2=Satisfactory, 3=Exceeds Skills

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1. Creation/Articulation Representation of Vision and Mission	1	2	3	A. Ability to create mechanisms to demonstrate and communicate system vision/mission within divisional activities and across divisional lines B. Ability to understand and articulate the approach of other divisions in communicating the vision and mission of the organization C. Can demonstrate through actions representation of the system's vision and mission		

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2. Servant Leadership	1	2	3	<p>A. Communicates need for servant leadership and serves as a role model for others in the system</p> <ul style="list-style-type: none"> ▪ high credibility among peers and staff ▪ demonstrates empathy towards others ▪ responsiveness to others/timeliness of feedback/demonstrates presence when appropriate ▪ recognizes need for and demonstrates reward and recognition of others ▪ demonstrates support for those who report to him/her and other divisions <p>B. Demonstrates promotion and development of staff/sharing of power</p> <p>C. Demonstrates how others have influenced his/her decisions and can demonstrate actions taken to correct mistakes (in an adult manner)</p>		

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		<p>D. Assumes accountability for breaking down barriers/bureaucracy and demonstrates action to do so successfully</p> <p>E. Understands and applies organizational development skills in effective management of staff/teams and growth of individuals</p> <p>F. Understanding of and application of HR knowledge – compensation and benefits, recruitment/retention, labor relations, motivational and employee learning strategies</p> <p>G. Excellent employee engagement scores – consistently over time</p>			

3. Team Oriented/Open Positive Culture	1	2	3	A. Can demonstrate specific approaches to successfully bring the team (EMT) and directors together to resolve issues and complete goals		
				B. Establishes "open" lines of communication and specific mechanisms that are reflected in feedback received		
				C. During difficult/stressful times/situations can demonstrate positive outlook and approach to moving the organization/division forward		
				D. Demonstrates ability to accept and manage different philosophies/diverse styles of divisions/facilities and yet keep them moving forward as a group		
				E. Does not accept status quo/ability to deal with change		

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			<p>F. Demonstrated ability to manage emotions (self and others) effectively</p> <p>G. Establishes mechanisms that cross divisional lines in positive and substantial ways that promote open culture based on feedback from other teams</p> <p>H. Demonstrates respect from peers and staff and follows his/her lead based on style vs. position</p>			
4. Building of Infrastructure in Large/Complex Organization	1	2	3	<p>A. Demonstrates effective management of division/areas in accordance with balanced score card</p> <p>B. Has built and maintains succession plan for team and can show demonstrated growth of leadership</p>		

		<p>C. Demonstrates actions that show successful building of systems, support productivity/efficiency and enhanced morale – within division and across division</p> <p>D. Uses grapevine effectively</p> <p>E. Evidence of ability to make timely and effective decisions when putting into practice large programs (volumes, services, activities) or resolution of system challenges/problems – over time</p> <p>F. Demonstrates ability to delegate</p>			

5. Medical Staff Relationships	1	2	3	A. Demonstrates strong formal and informal communication with medical staffs and leadership that displays trust and accountability and involvement in decision making		
				B. Appreciates politics of medical staff organizations and can identify and implement processes that help to minimize the negative and promote positive aspects of such		
				C. Demonstrates development, education and mentorship of medical staff		
				D. Can effectively and successfully demonstrate problem resolution skills with many departments and illustrate compromise positions that led to successful outcomes		

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			<p>E. Can demonstrate respect for and partnership with the medical staff</p> <p>F. Can demonstrate objectivity and ability to make difficult decisions relative to medical staff activity (economic and clinical) putting the patients and system's interests first</p> <p>G. Shows ability to recruit medical staff and enhance market share of system</p>			
6. Strategic Planning	1	2	3	<p>A. Can articulate and has crafted strategic initiatives for the division with staff and successfully implemented such</p> <p>B. Has crafted and implemented strategic initiatives that have crossed divisions successfully</p>		

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		<p>C. Participates actively with the Board in creation of strategic plans and goals where the Board (based on feedback) recognizes and values his/her leadership</p> <p>D. Can demonstrate formal knowledge of goal setting processes and has actively implemented such with key staff in division and/or organization</p> <p>E. Has an ability to translate vision into specific plans and actions without losing sight of vision</p> <p>F. Can effectively measure successful completion of goals and objectives over time and among divisions</p>			

7. Innovation	1	2	3	A. Can demonstrate innovation in the establishment of goals, programs, services and/or the drawing of creativity out of others in the establishment of goals, problem resolution, use of resources		
				B. Creates mechanisms to promote innovation among staff and fellow EMT members		
8. Quality/Patient Safety	1	2	3	A. Has effectively implemented quality measure and patient safety programs within the division		
				B. Is a strong advocate for quality improvement and use of balanced scorecard to improve care		
				C. Can demonstrate specific personal actions taken with physicians to improve patient care processes and outcomes		

			<p>D. Can demonstrate advocacy for patients, families and is perceived by physicians and nursing staff as such an advocate</p> <p>E. Participates effectively in system wide programs and shows appreciation of elements and knowledge of QA/Patient Safety and Risk Management programs</p> <p>F. Receives excellent patient feedback scores for division consistently over time</p>			
9. Information Systems Technology	1	2	3	A. Understands and can articulate the role of information plans and use of data in the management of the organization		

		<p>B. Can demonstrate implementation of I.S. and technology in the improvement of performance of the division and across divisions</p> <p>C. Has formal knowledge and understanding of the application and use of information technology in the development and management of clinical, case management, medical management, work flow, decision support tools, consumer needs</p> <p>D. Has kept up with changes in the field and can articulate them effectively and what their impact is on healthcare and PPH Health System</p> <p>E. Has basic information technology skills</p>			

			F. Can demonstrate use of measurement tools effectively when technology has been applied within the division			
10. Financial Management	1	2	3	<p>A. Sound understanding of both corporate and health care financial principles associated with management of large organizations and health systems</p> <p>B. Understands and can articulate impacts of managed care and reimbursement mechanisms, can demonstrate proficiency in use of financial information/data in the management of the division and impact on organization</p> <p>C. Has successfully managed areas of financial responsibility</p>		

		<p>D. Created mechanisms to evaluate use of revenues and their reinvestment in the organization</p> <p>E. Has demonstrated strength in management of expenses</p> <p>F. Has an appreciation for financial tools, with particular emphasis on the use of debt financing, off balance sheet financing, etc. in the management of the organization</p> <p>G. Ability to effectively read balance sheets, income statements, audit reports, financial ratings, etc. and understanding of capital management, revenue cycle management, cash management, financial planning and budgeting techniques</p>			

12. Philanthropy	1	2	3	A. Demonstrates ability to raise awareness and funds for the organization of substantial amounts		
				B. Has put together or effectively participated in formal and informal fundraising campaigns		
				C. Can articulate effectively the importance of fund raising for the system, understands the need for and knowledge of how corporate capital campaigns are put together		
				D. Has worked closely with foundation leadership to cultivate an atmosphere of fundraising.		
13. Oral/Written Capability	1	2	3	A. Ability to articulate formally and informally in a succinct and cogent manner		

			<p>B. Speaks easily in front of both small and large groups</p> <p>C. Demonstrates effective and persuasive writing skills</p> <p>D. Understands and is effective in presenting image of confidence and poise (in a professional manner) in public/when representing PPH.</p>			
14. Support of Board	1	2	3	<p>A. Ability to work effectively with Board committees and leadership</p> <p>B. Understands the public environment and the laws applicable to functioning in a public setting</p> <p>C. Demonstrates an ability to effectively communicate one on one with board members</p>		

			D. Maintains confidentiality and shows good judgment when confronted w/conflicting issues, or stewardship situations among the Board.			
15. Personal Skills	1	2	3	<p>A. Can demonstrate management of situations/issues in an ethical and trustworthy manner</p> <p>B. Can make decisions in an independent/timely manner – yet knows when to seek out help/input and advice</p> <p>C. Demonstrates selfless behavior on behalf of others even when it requires sacrifices or compromises by the incumbent</p> <p>D. Effective use of personal judgment when interacting with others – display of emotional maturity</p>		

		<p>E. Demonstrates strong multi-tasking capability when handling large projects</p> <p>F. Ability to adapt to changes in the environment easily and makes structure out of ambiguity</p> <p>G. Demonstrates a high energy level and strong/enthusiastic work ethic</p> <p>H. Of acceptable age and tenure/ experience for the organization's top leadership position</p>			