



A Position Profile

Chief Human Resources Officer



Akron Children's Hospital
Akron, Ohio



FurstGroup
Defining and refining leadership.

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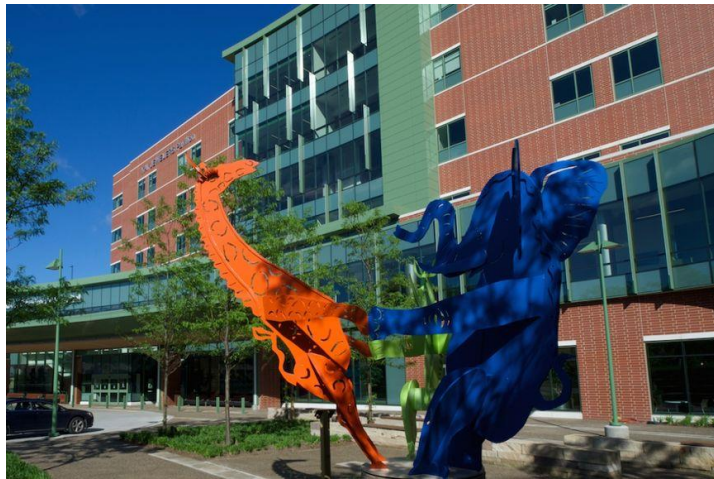
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Akron Children's Hospital

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akron Children's Hospital is one of the largest pediatric hospitals in the United States and is ranked among the best children's hospitals by *U.S. News & World Report*. Its dedicated staff of nearly 5,900 employees, 1,500 volunteers, and more than 700 employed

physicians and advanced practitioners handle more than 1,000,000 patient visits each year through two hospital campuses located in Akron and Mahoning, and a large network of locations offering primary and specialty



care at 90 locations to serve a multi-state region. It is leading the way to healthier futures for children and communities through expert medical care, research, and prevention and wellness programs. As a teaching affiliate of Northeast Ohio Medical University and other universities, it trains new generations of pediatricians, specialists, and nurses every year. Akron Children's offers more than 100 advocacy, education, and outreach programs to promote the well-being of children.

Opportunity Assessment

The Chief Human Resources Officer will be joining Akron Children's Hospital at an exciting time of continued growth. As one of the leading pediatric facilities in the country, the organization continues to make significant advances within a complex, rapidly-changing, competitive healthcare market with intense cost and human resource pressures.

This role is an exceptional opportunity for an innovative, progressive human resources professional to showcase his or her talents to assume the responsibility of building an industry-leading HR program in the pediatric hospital space. We seek a high-energy professional from a healthcare setting or B2C customer service industry where this executive has successfully created and communicated a vision for HR and successfully developed and executed a human resources strategic plan.

As a member of the Akron Children's Hospital executive team, this is an opportunity to lead the implementation of a strategic corporate human resources function that will continue to foster and enhance interdisciplinary collaborative relations with all clinical and non-clinical

staff and management. This CHRO will positively impact the ability to provide a streamlined human resources function that promotes sharing of resources, information, and best practices in response to the changing needs of the organization. The hospital has experienced significant growth and the CHRO will provide the vision and strategic direction needed to allow Akron Children's Hospital to attract, retain, and prepare the talent needed to meet the demands of this competitive market.

A person's ability to think beyond the traditional boundaries of human resources services combined with an influential and collaborative leadership style will be a great fit with this opportunity. The CHRO will be an integral part of the executive leadership team at Akron Children's Hospital and also part of a collaborative effort in Northeast Ohio to improve access and quality of healthcare while reducing socioeconomic barriers for all of its citizens.

Mission

Akron Children's Hospital is dedicated to providing:

- *medical care to infants, children, adolescents, and burn victims of all ages, regardless of ability to pay*
- *multi-level professional education for residents and students of medicine, nursing, and the various allied health professions*
- *basic and clinical research into the causes, treatment, and cure of childhood illness and injury and burn injury*
- *community service intended to improve health status through lay education*
- *child and family advocacy efforts to improve the status of children and adolescents in our region of service*
- *continuing medical education to facilitate and encourage the process of lifelong learning for physicians and other health care providers involved in the care of children*

Commitment

In carrying out this mission, Akron Children's Women's Board, Trustees, medical staff, administration, employees, and volunteers pledge:

- *to maintain the highest quality of compassionate care using the latest techniques, technology, and equipment available within our financial resources*
- *to promote the integrity of the family and the child through family-centered care and support services*
- *to affirm the dignity and worth of each patient, family member, and fellow employee*
- *to follow the highest standards of ethical conduct*
- *to maintain and advance our leadership role as a regional center of excellence*
- *to work cooperatively with health care networks, community organizations, business, industry, and government to ensure the needs of children and adolescents are addressed at the local, regional, state, and national levels*
- *to maintain a proficient professional and allied health staff*

- *to ensure the efficient acquisition, operation, and maintenance of appropriate facilities and equipment*
- *to use the best management methods in administering the medical center*
- *to strive to improve the cost effectiveness of our services*

Inclusion and Diversity

The Office of Inclusion and Diversity (I&D) supports and enhances all of the longstanding values, promises, and pillars of Akron Children's Hospital by focusing on:

- Support strategic goals of recruitment and retention of talent, and cultural competency
- Awareness creation (identification, education, training, etc.) for staff of I&D office and initiatives. Safe, inclusive space.
- Provide an inclusive lens and advocacy on practices, programs, and processes by being part of various internal meetings and committees.
- Liaison for diversity initiatives in Greater Akron/Summit County.
- Create awareness and provide tools and resources for inclusion and diversity initiatives and programs within the system.
- Establish, maintain, and promote an inclusive environment for all employees, patients, and community members.
- Understand the influence of culture on team performance and patient outcomes.
- Provide an inclusive lens and advocacy on practices, programs, and processes by being part of various internal meetings and committees.
- Co-create with system partners a work climate that increases engagement, improves productivity, and leverages inclusion and diversity to drive innovation.
- Continue to cultivate an institution whose workforce is reflective of its patient population.

Quality and Safety

Akron Children's Hospital is a national leader in driving pediatric patient safety improvements. It is a founding member of the Solutions for Patient Safety collaborative, which now numbers more than 100 pediatric hospitals, and is dedicated to keeping patients and employees free from harm.

Goals of the Quality Assurance and Performance Improvement Plan include:

- Ensure accountability for quality throughout the organization.
- Develop and sustain an infrastructure that significantly enhances the organization's ability to continuously improve quality.
- Implement and optimize technologies to improve clinical outcomes.

- Ensure that quality improvements are developed and implemented consistent with evidence-based practice literature.
- To identify known, suspected, or potential opportunities for improvement related to quality.
- To maintain and strengthen the quality program to support the prevention and reduction of healthcare errors, and hospital acquired conditions, and staff injuries by creating an environment conducive to identifying and managing actual and potential risks to safety.
- To establish priorities for the investigation and potential corrective actions/resolutions of concerns and issues by focusing on those with the greatest potential impact on quality.
- To maintain an ongoing, comprehensive, and objective mechanism to measure, assess and improve the quality of patient care and through data collection and analysis.
- To identify national standards, benchmarks, and trends. Setting internal goals that align with best practice and evidence when available.
- To monitor and comply with policies, standards set by the Quality Committee of the Board and Medical Staff as well as regulations and laws set by, Centers for Medicare and Medicaid Services (CMS), The Joint Commission, federal, state and local governments, and other regulatory or accrediting bodies.

Family-Centered Care



Akron Children's Hospital practices family-centered care, an approach to pediatric service delivery that emphasizes parent/professional partnerships and sensitivity to families' unique strengths, priorities, and preferences.

At the heart of family-centered care is the recognition that parents are the constants in their children's lives. They hold the most complete understanding of each child's past, present, and

future.

Family-centered care is based on the belief that families are deeply caring and want to nurture and support their children. This approach entails rethinking attitudes about families and implementing pediatric practices according to family-identified needs, perspectives, and choices.

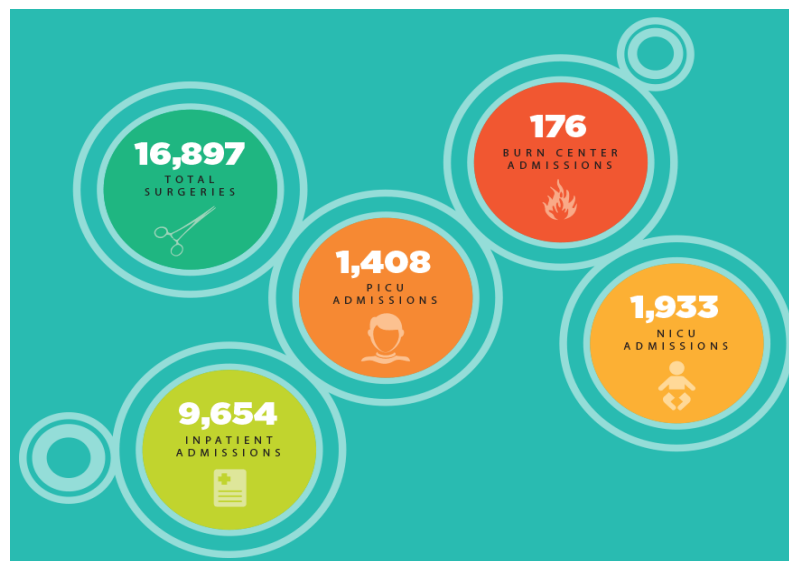
Family-centered care requires a respectful, collaborative relationship with families, regardless of race, ethnicity, cultural background, or socioeconomic conditions.

Characteristics that define family-centered care include:

- Recognizing that the family is the constant in a child's life.
- A respect for the family's primary role as decision maker at all levels of care.
- The willingness to share complete, unbiased information with parents and with the child, as developmentally appropriate.
- The ability to ask open-ended questions and the willingness to take extra time to hear the answers.
- The willingness to collaborate with other members of the child's healthcare team, including the parents, other professionals, and the community.
- The presumption that strengths are present in all families and respecting different methods of coping.
- Honoring the racial, ethnic, cultural, religious, and socioeconomic diversity of families.
- An awareness and encouragement of parent-to-parent support and networking.
- Understanding and incorporating the developmental needs of infants, children, adolescents, and their families into service delivery.

Facts About Akron Children's Hospital

2016 Overview



Services

Akron Children's brings high quality care to infants, children, teens, burn victims of all ages, and adults with congenital, genetic, and maternal/fetal conditions. Services include:

Hospital and Specialty Care

The Akron campus is home to a 297-bed hospital providing critical care through emergency services including a behavioral health emergency service, as well as a pediatric intensive

care unit and Level III neonatal intensive care unit. In the Mahoning Valley, the Beeghly campus is home to a 25-bed pediatric inpatient unit, 18-bed special care nursery and 24-hour emergency room.

Akron Children's has regional specialty centers for adolescent medicine, allergy and immunology, cancer and blood disorders, child protection and child abuse prevention, dentistry, dermatology, developmental-behavioral pediatrics, diabetes and endocrinology, ear, nose and throat, gastroenterology, genetics, heart, infectious disease, maternal fetal medicine, nephrology, neurobehavioral health, neurology, neurosurgery, orthopedics and sports medicine; palliative care; pathology and laboratory medicine, psychiatry, plastic and reconstructive surgery, psychiatry and psychology, pulmonology, radiology, rehabilitative services, rheumatology, surgery, urology and vision. Akron Children's is one of only two pediatric hospitals in the United States that operates a burn center for adults and children.

Akron Children's offers pediatric urgent care in Hudson, Mansfield, Montrose and Warren, and it operates special care nurseries at Wooster Community Hospital and St. Joseph Warren Hospital, plus neonatal intensive care units at Cleveland Clinic Akron General Medical Center, Summa Akron City Hospital and St. Elizabeth Boardman Health Center, enabling it to standardize care for newborns.

Surgical Services

Akron Children's general pediatric surgery staff features surgeons, anesthesiologists, residents, nurse practitioners, registered nurses, and child life specialists. Its pediatric surgeons have expertise in general surgery and conditions relating to the chest, abdomen, and pelvis.

Primary Care

Akron Children's offers primary care services throughout northeast Ohio.

Akron Children's Hospital Pediatrics

Akron Children's Hospital Pediatrics brings pediatric primary care to many northeast Ohio neighborhoods through its 27 pediatrician offices. Each office is staffed with experienced, board-certified pediatricians, and most insurance plans are accepted.



Locust Pediatric Care Group

The Locust Pediatric Care Group serves as a medical home for children and adolescents. It has particular interest in children with special healthcare needs, international families, as well as foster parents and adopted children.

Home Care

Akron Children's Home Care Group provides an alternative to a long hospital stay for children who are sick or medically fragile. The goal is to provide quality medical care while easing the financial burden on families. In some cases, home care can reduce costs by as much as 80 percent compared to in-hospital treatment.

Telehealth

The Center for Telehealth Service Design is an organization-wide initiative at Akron Children's Hospital that aims to develop knowledge and expertise in the design of telehealth service solutions, with an emphasis on pediatrics.

The center conducts research studies and pilots, and applies the resulting know-how to launch and refine innovative and sustainable telehealth services.

Family Children Learning Center

Located in Tallmadge, Ohio, the Family Child Learning Center (FCLC) is a collaborative effort of Akron Children's Hospital and Kent State University, and is a nationally-recognized research and training program. The staff includes prominent experts who work with young children with disabilities and their families.



The FCLC is dedicated to enhancing the quality of life of young children with developmental concerns and their families through:

- providing family-centered developmental services
- offering applied interdisciplinary training to parents, students, and professionals
- conducting research on the effectiveness of practices and service models for promoting the development of young children
- disseminating information regarding quality practices for addressing the needs of young children with developmental concerns and their families
- collaborating with related organizations and the early intervention system to encourage continuous improvement in services to families and children
- creating opportunities for the growth and development of all staff

Each year, FCLC provides services to an average of 150 children and their families; supervision and training for 20 to 25 graduate and undergraduate students; and presentations/workshops for more than 4,000 parents and professionals across Ohio, nationally and internationally.

Support Services

Akron Children's Hospital touches the lives of thousands of families each year by providing quality, family-centered care to infants, children, and teens.

Its mission, however, goes beyond traditional patient care activities. As advocates for children, it strives to enhance the quality of life for all children by keeping them healthy, happy, and safe.

Akron Children's Hospital accomplishes this mission through an array of programs and outreach activities in collaboration with healthcare networks, community organizations, and businesses at the local, state, and national levels.

Services include:

- Advocacy programs
- Educational resources
- Family Resource Center
- Parent mentors
- Psychiatric Intake Response Center
- School health services

School Health Services



Akron Children's is partnering with local schools to help kids make smart decisions about food and physical activity. Currently Akron Children's provides nursing services in approximately 130 schools.

Rebecca D. Considine Research Institute

The Rebecca D. Considine Research Institute was founded in 2009 to fulfill the mission of encouraging, advising, and supporting Akron Children's team of investigators and unlock the power of research to advance knowledge and improve lives. It reflects the vision of William H. and Rebecca D. Considine to create a world-class research organization capable of making significant healthcare advances for infants, children, and adolescents through creativity and scientific discovery. Their generous \$1 million endowment in 2009 put this venture on firm footing.

The Rebecca D. Considine Research Institute is the hub for research and innovation activity at Akron Children's Hospital. The institute facilitates sponsored clinical studies as well as internal investigator-initiated research programs across a spectrum of research subjects. The institute also offers research-oriented educational opportunities for fellows, students, and faculty from around the globe.

Community Mission

Akron Children's Hospital was founded on the principle of serving the needs of the community. In 2016, Akron Children's provided \$106.7 million in community benefits, of which \$87.7 million was in unreimbursed Medicaid and uncompensated care.

In the community, living up to this principle means providing children and families with access to more than 30 support groups, and offering more than 300 programs, services, and activities that:

- Improve access to healthcare services
- Enhance public health
- Advance medical or health knowledge
- Relieve or reduce the burden of government or other community efforts

It is also committed to ensuring the health and wellness of the community for decades to come. Currently, it is conducting or participating in more than 822 new and open research studies. It also invested \$9.5 million in the training of the next generation of healthcare providers, including:

- More than 400 medical students and residents
- 12 radiography school and medical technology students
- 1,857 nursing students

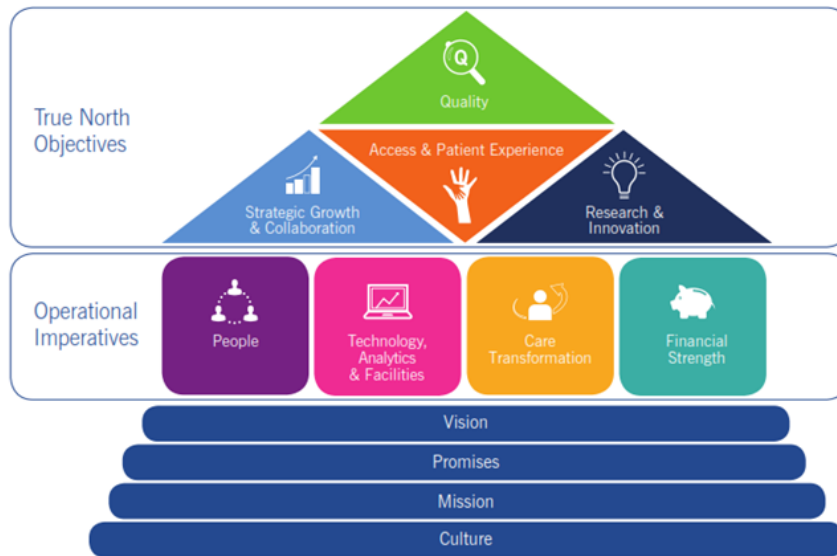
In 2016, Akron Children's Hospital conducted its third community health needs assessment to evaluate pediatric healthcare needs in Columbiana, Mahoning, Medina, Portage, Richland, Stark, Summit, Trumbull, and Wayne counties. Based on the results, it undertook an extensive prioritization process to identify the most critical areas. Some issues, including asthma, behavioral health, diabetes and infant mortality in the Mahoning Valley, were previously identified. Two new areas were identified related to preventing intentional and unintentional injuries to children and expanding our infant mortality reduction efforts into Summit County. For each of these areas, Akron Children's Hospital has multidisciplinary teams developing comprehensive plans to improve outcomes for children in these critical areas.

Akron Children's Hospital Strategic Plan 2020

Vision

Akron Children's Hospital is committed to remaining an independent, community-governed organization because we believe that this enables us to best achieve our mission and vision and preserve our unique culture.

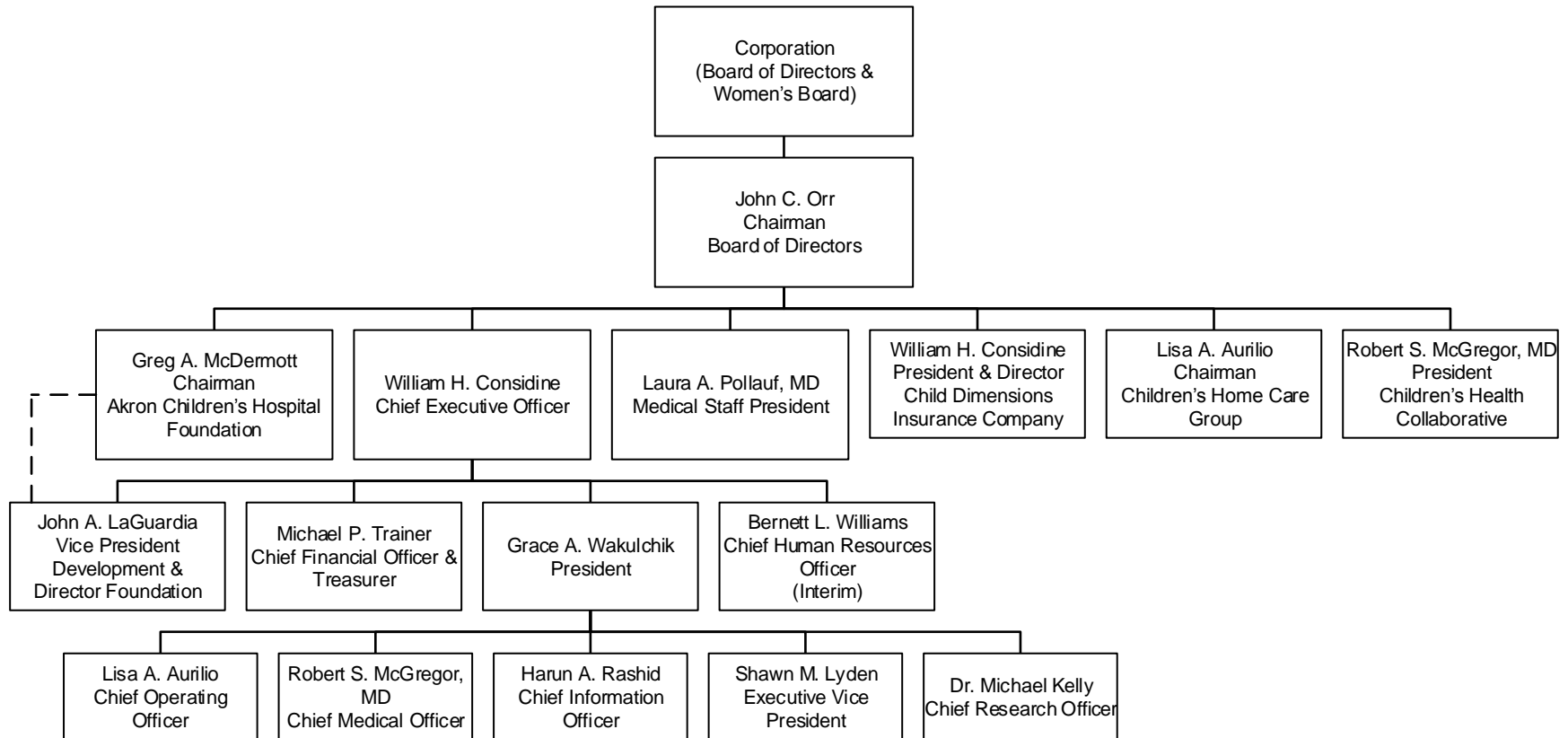
Akron Children's Hospital will be an innovative leader in improving child health and providing high-quality care.



Promises

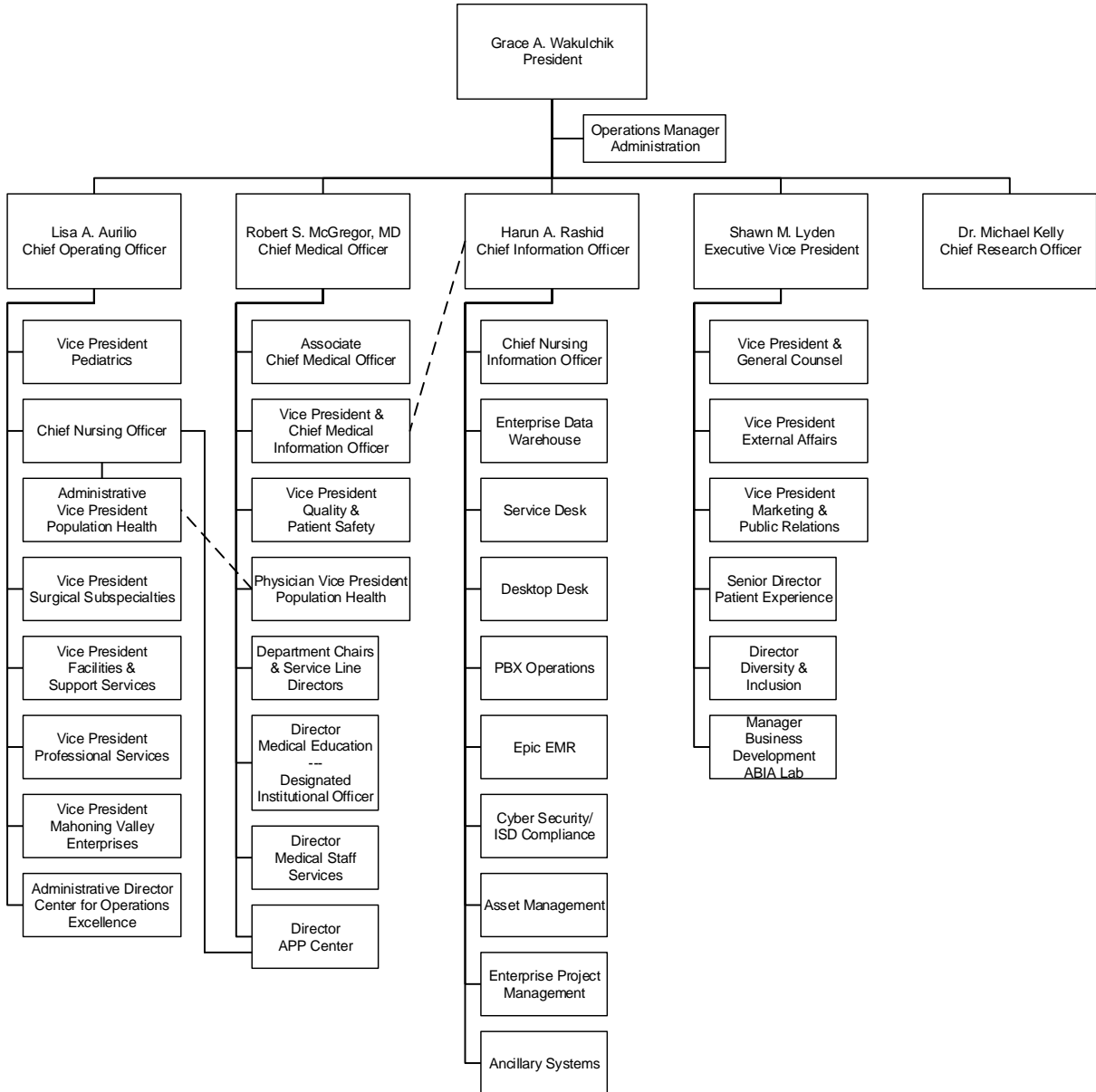
1. *Treat every child as we would our own.*
2. *Treat others as they would like to be treated.*
3. *Turn no child away for any reason.*

Akron Children’s Hospital Corporation & Chief Executive Officer August 2017



Akron Children's Hospital

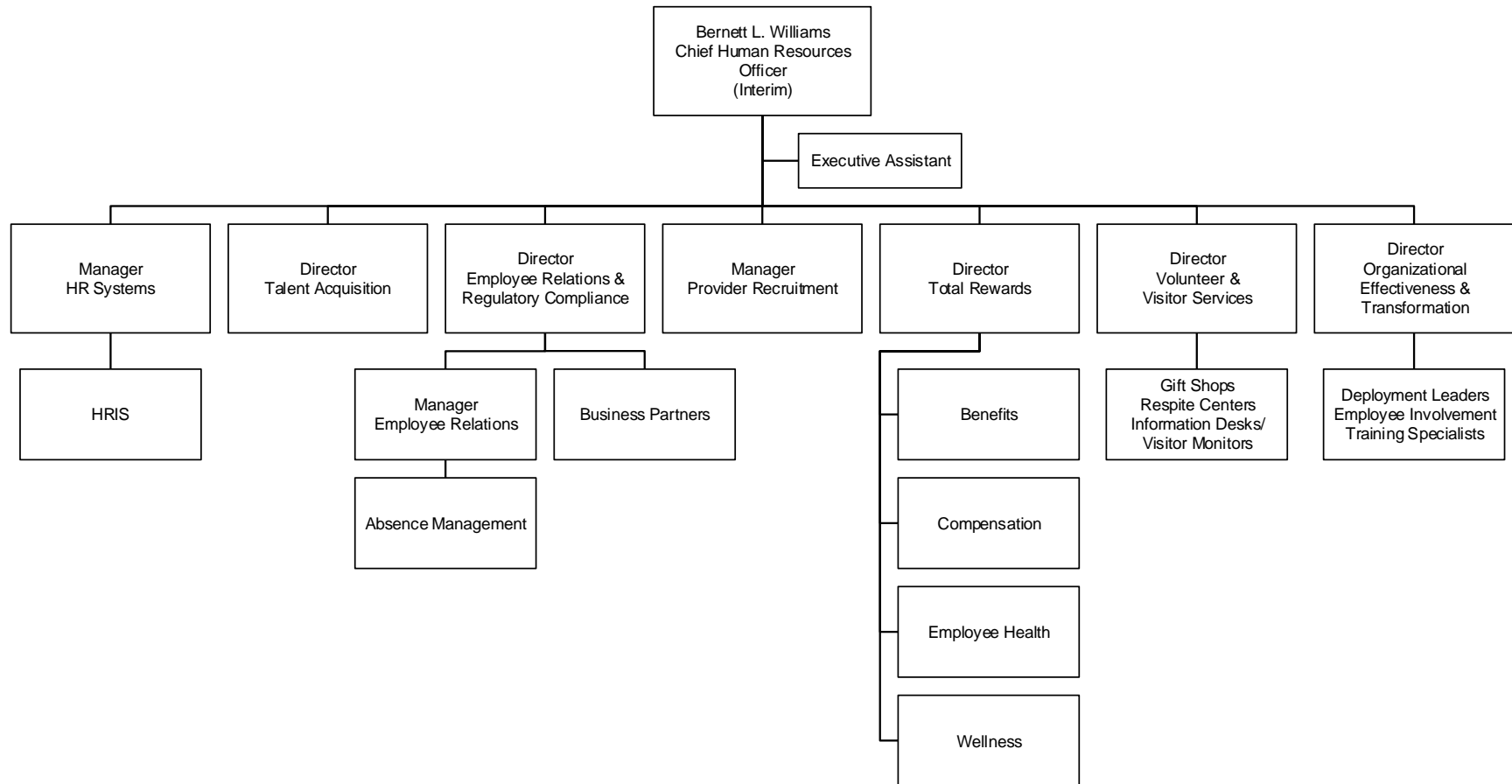
President
August 2017



Akron Children's Hospital

Chief Human Resources Officer

August 2017



Executive Biographies



William (Bill) Considine
Chief Executive Officer

Bill Considine has been the Chief Executive Officer of Akron Children’s Hospital since 1979. He also served as President until 2017. As one of the longest serving hospital CEOs in the United States, Mr. Considine has overseen exponential growth of the hospital while remaining involved in healthcare, and educational and cultural organizations at the local, state, and national levels. He is a Fellow in the American College of Healthcare Executives and a board member of the National Association of Children’s Hospitals and Related Institutions (NACHRI) and American Hospital Association (AHA). He is also chairman of Akron Tomorrow and the Austen BioInnovation Institute in Akron.

Mr. Considine is a seasoned spokesperson on pediatric lobbying issues, healthcare reform, and business trends in healthcare.



Grace Wakulchik
President

As the President at Akron Children’s Hospital, Grace Wakulchik oversees information services, professional and support services, the Department of Pediatrics, patient services, the Center for Operations Excellence, surgical sub-specialty practices, and the Mahoning Valley enterprises. Prior to serving as the President, Ms. Wakulchik was the Vice President of Operations and Chief Operating Officer, leading the organization to its initial designation as a Magnet facility. While serving as President of the Ohio Organization for Nurse Executives (OONE) in 2008, she was part of the team that championed HB 346, The Common Sense Nurse Staffing Bill in Ohio. OONE was awarded the Ohio Hospital Advocacy Award for its work on HB 346. She also serves as Vice President on the board of the Stark State College Foundation, is President of The Board of Directors for Children’s Home Care Group, and is an appraiser for the ANCC Magnet Recognition Program.

Ms. Wakulchik earned her BA in Sociology from Case Western Reserve University in Cleveland, Ohio, and her BSN from Frances Payne Bolton School of Nursing at Case Western Reserve University in Cleveland, Ohio.



Lisa Aurilio
Chief Operating Officer

Lisa Aurilio is the Chief Operating Officer at Akron Children's Hospital. In her previous position as the Vice President of Patient Services and Chief Nursing Officer, Ms. Aurilio was responsible for the patient service areas of both Akron Children's hospitals, as well as the offsite patient care units within adult hospitals. Those areas included the Children's Home Care Group, emergency services, medical/surgical care units, neonatology units/administration, nursing administration, nursing education and research, pediatric intensive care, psychiatric care unit, burn center, respiratory care, special care nurseries, surgical services, transport services, trauma services, and school health services.

Before joining Akron Children's, Ms. Aurilio was a Senior Consultant in the health services division of Cap Gemini Ernst and Young in Cleveland. She also worked for University Hospitals of Cleveland, holding various managerial positions at the University MacDonal Women's Hospital.

Ms. Aurilio earned her BS degree and her MSN degree from Kent State University in Kent, Ohio.



Dr. John Crow
Associate Chief Medical Officer and
Chair, Department of Surgery

As the Chair, Department of Surgery for Akron Children's Hospital, Dr. John Crow's overarching responsibility is for the delivery of surgical care at the largest pediatric healthcare provider in northeast Ohio. This includes overseeing a staff of surgeons and corresponding clinical teams which perform more than 15,000 pediatric surgeries a year across two campuses in Akron and the Mahoning Valley. These surgeries range from routine tonsillectomies to some of the most advanced and complex procedures available in the care of infants, children, and teens. The Department of Surgery also oversees medical care and surgeries for burn victims of all ages.

As a pediatric surgeon in the Akron area for more than two decades, Dr. Crow has served as Associate Director of Akron Children's Regional Burn and Medical Director of Trauma Services. Dr. Crow has provided great leadership to Akron Children's Hospital, his community, and the state of Ohio in such diverse roles as President of Akron Children's Medical Staff, Professor of Clinical Surgery at the Northeast Ohio Medical University, and through active involvement with the American Pediatric Surgical Association, the American College of Surgeons, the All Ohio Pediatric Trauma Group, and the State of Ohio Committee on Trauma. In addition, he was named Distinguished Alumnus for the Northeast Ohio Medical University in 2012.

Dr. Crow received his Doctor of Medicine from Northeast Ohio Medical University. He completed his surgical residency at Loyola University of Chicago Medical Center. His training continued with fellowships in extracorporeal membrane oxygenation (ECMO) and pediatric surgery at Children's Memorial Hospital in Chicago.



Shawn Lyden
Executive Vice President

As Executive Vice President, Shawn Lyden is responsible for strategic planning and business development, marketing and public relations, external affairs, government relations, patient experience innovation, legal affairs, and the Rebecca D. Considine Research Institute. Previously, he served as the Hospital's Executive Vice President & General Counsel.

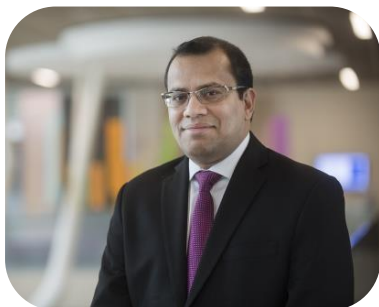
Mr. Lyden received his BA in Economics, Magna Cum Laude, from Denison University in Granville, Ohio, and earned his Doctor of Law degree from Case Western Reserve University School of Law in Cleveland, Ohio. Mr. Lyden serves on the American Heart Association's Executive Leadership Committee for the Akron Heart Walk, as well as the board of directors for LifeBanc, the Hudson Community Foundation, Open M, and Ohio Children's Hospital Association.



Robert McGregor, MD
Chief Medical Officer

As Chief Medical Officer, Dr. Robert McGregor is responsible for developing goals and implementing the hospital's strategic plan as it relates to the medical staff, overseeing patient safety, quality, and clinical performance improvement initiatives, and mentoring and directing medical education and medical staff services, including the credentialing process. Dr. McGregor also supports physician recruitment efforts, promotes organizational research, and serves as a member of the Akron Children's Board of Directors.

Dr. McGregor received his Doctor of Medicine degree from Pennsylvania State University College of Medicine in State College, Pennsylvania. His residency was with the University of Pittsburgh Children's Hospital in Pittsburgh, Pennsylvania.



Harun Rashid
Chief Information Officer

Harun Rashid joined Akron Children's Hospital in February 2017 as the Vice President and Chief Information Officer. Mr. Rashid has more than 25 years of information services experience, having most recently served as Vice President for International Services and Vice President for tele-health services for the University of Pittsburgh Medical Center (UPMC).

Prior to those positions, he served 11 years as Vice President for Global Health Services and Chief Information Officer for Children's Hospital of Pittsburgh, the Magee Women's Hospital and the Western Psychiatric Institute and Clinic – all within UPMC. Mr. Rashid has also held leadership positions with Phoenix Health System in Richardson, Texas; Jefferson Regional Medical Center in Pine Bluff, Arkansas; and Gateway Health System, in Clarksville,

Tennessee. He has been recognized as one of the Top 100 CIOs in the country by *CIO Magazine*.

He has successfully managed large-scale information systems within the healthcare environment, taking Pittsburgh Children's to HIMMS Level 7, the first pediatric hospital to achieve this recognition.

Mr. Rashid received his Bachelor of Science degree in Information Systems and Business Management from the University of West Alabama. He also earned an Executive Master of Business Administration from the University of Arkansas.



Michael Trainer
Vice President and Chief Financial Officer

In his role as Chief Financial Officer and Treasurer, Michael Trainer has administrative responsibility for financial reporting, revenue cycle, supply chain, managed care contracting, budgeting, third-party cost reporting, and decision support. Mr. Trainer also oversees treasury functions, tax reporting, and insurance.

Mr. Trainer received his Bachelor of Arts degree in Accounting from Baldwin-Wallace College in Berea, Ohio.

He is a member of the Downtown Akron Partnership, Akron Development Fund, and the Finance Advisory Committee of the Austen BioInnovation Institute of Akron.



Christine Young
Chief Nursing Officer

As Chief Nursing Officer, Christine Young is responsible for ensuring professional nursing practice and standards. In addition, she is in charge of the patient service areas at hospitals in Akron and Boardman, as well as Akron Children's Hospital's offsite patient care units in area adult hospitals. Ms. Young has been at Akron Children's since

2012, previously serving as Director of Neonatal Services, leading the transition of the St. Elizabeth and Beeghly Campus neonatal units to a single patient room model.

Ms. Young received her Bachelor of Science degree in Nursing from Ursuline College in Pepper Pike, Ohio. She earned her MSN/MSA degree from the University of Phoenix.

For a complete list of the Akron Children's Hospital leadership team, please visit the website below:

https://www.akronchildrens.org/cms/hospital_leadership_team/index.html

Position Description



The Chief Human Resources Officer provides overall HR leadership to the organization, across the entire system and will serve as an internal consultant to Akron Children's executive team on current and anticipated trends in the human resources profession including succession planning, talent management, employee engagement, change management, organizational and performance measures, training and development, ERP development and implementation, compensation and rewards. This key executive oversees the development and implementation of HR policies, programs, and services that support the mission, vision, and service orientation of Akron Children's Hospital. The CHRO responsibilities include oversight of retiree benefits, employment practices and procedures, employee events, and staff training and development, and employee health and wellness.

Reporting Relationship

The Chief Human Resources Officer reports to the Chief Executive Officer of Akron Children's Hospital.

Competencies

Business and Skills and Knowledge

- Provides creative leadership to sourcing and recruitment efforts, ensuring the hiring of highly competent staff who are committed to the mission of the hospital.
- Sources and leads recruitment for executive level candidates.
- Develops human resource planning models to identify competency, knowledge and talent gaps and develop specific programs to fill the identified gaps. Areas of activity will include talent management through proper succession planning programs for key contributor and management positions, training and development programs for preparing employees for more significant responsibilities, and general programs to enhance employee knowledge and understanding of pediatric healthcare best systems and practices.
- Develops appropriate policies and programs for effective management of the people resources of the organization. Included in this area would be programs for employee relations, diversity, sexual harassment, employee complaints, external education, career development and union avoidance.

- Enhances and/or develops, implements and enforces HR policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the organization.
- Manages the human resource information systems database (including ERP) and provides necessary reports for critical analyses of the HR function and the people resources of the organization.
- Oversees employee relations practices necessary to establish positive relationships and promote a high level of employee morale.
- Evaluates and advises on the impact of long-range planning of new programs/strategies and regulatory action as those items affect the attraction, motivation, development, engagement and retention of the people resources of the organization.
- Plans, develops, organizes implements, directs and evaluates the organization's human resource function and performance.
- Provides direct supervision to the Director of Human Resources and the Director of Training and all directors and managers in Human Resources.
- Provides support and feedback (both positive and negative) to enable these individuals to fulfill their job responsibilities more effectively. Complies with employment law.
- Assists these managers in their professional development by offering learning and experience opportunities as appropriate.
- Working in tandem with medical staff leaders, consults on all physician performance/behavior issues.
- Provides direction and guidance in developing a strategic overall succession plan for the hospital.
- Develops the HR strategic plan to support the achievement of the overall business operations objectives.
- Translates the organization strategic and tactical business plans into HR strategic and operational plans.
- Communicates organizational updates and other pertinent information.
- Provides oversight to all employee benefits programs.
- Develops a progressive and proactive compensation program, including: pay policies, performance appraisal program, and incentive programs.
- Maintains a competitive benefit program, considering overall cost.
- Selects and coordinates use of HR consultants, insurance brokers, insurance carriers, and other outside vendors.
- Leads the annual review of employee benefit programs; works toward Children's long-term goals in welfare benefits, pension, 403(b), 457(b) and 457(f) plans.

- Monitors financials related to retiree health benefits; studies and proposes appropriate plan changes and works with HR staff to implement those changes.
- Monitors financials related to pension plans, recommends pension program that aligns with organization's strategy.
- Manages the budget and other financial measures of the HR department.
- Develops business plans to support HR programming
- Manages HR budget and financial planning of division.
- Provides for comprehensive, effective orientation of new hires and pursues learning needs of staff on an ongoing basis.
- Provides that job expectations/competencies are current and well communicated to employees and monitored.
- Is an effective communicator assuring staff is well informed on corporate, divisional and unit/department plans, goals and objectives.
- Promotes diversity with regards to staffing, employee input and participation, and other initiatives that influence the work climate in the area.
- Maintains appropriate committee participation and offers constructive feedback on the issues affecting the organization
- Implements process improvement activities.
- Maintains current knowledge base in applicable areas and pursues additional education, training, and experiences as appropriate.

Communication and Relationship Management

- Develops a strategic employee communication plan regarding human resources and employee health and wellness issues.
- Maintain key relationships within internal and external stakeholders and industry peers.
- Participates in media training and effectively communicates with the media as requested.
- Is collaborative and pleasant when working with others.
- Explain things clearly and completely.
- Offers others the opportunity to ask questions and responds appropriately.
- Participates in group decision making when appropriate at the executive and employee level; supports the group's decisions.
- Is positive about the work and the work environment.

- Establishes and implements HR efforts that effectively communicate and support the organization's mission and strategic vision.

Leadership

- Represents the hospital to the community at large, and becomes involved in community activities and projects.
- Participates actively in executive-level activities and discussions related to the overall leadership of the hospital.
- Actively contributes to the establishment of the strategic plan and other planning activities as required.
- Participates in the development of the organization's plans and programs as a strategic partner.
- Works with the organization's executive management to establish a sound plan of management succession that corresponds to the strategy and objectives of the organization.
- Fosters a workplace environment consistent with the values and mission of the hospital.
- Uses principles and processes of Lean Six Sigma to continue improving the programs, policies, practices and processes associated with meeting the strategic and operational people issues of the organization.
- Develops comprehensive strategic recruiting and retention plans to meet the human capital needs of strategic goals, using workforce analysis.
- Oversees the goal completion of assigned functions providing updates, guidance, etc. as needed.
- Informs CEO of significant problems that jeopardize the achievement of objectives, including those problems that are not being addressed effectively within the organization.

Professionalism

- Uses Lean Six Sigma to evaluate the HR division structure and team plan for continual improvement of the efficiency and effectiveness of the group as well as for providing individuals with professional and personal growth opportunities.
- Holds self to a standard of high quality work.
- Protects the confidentiality of professional and personal information.
- Is courteous, helpful, and professional.
- Responds to the requests of others as quickly as possible.

- Represents Akron Children's Hospital as a trusted executive inside and outside the organization.

Knowledge of the Healthcare Environment

- Monitors legal exposure of Children's related to OSHA, EEO, TEFRA, ERISA, Wage and Hour, FLSA etc.;
- Ensures organizational compliance with HR-related JCAHO standards.
- Interface/represents Akron Children's Hospital with labor counsel and outside government agencies.
- With outside counsel, guides all union avoidance activities for the hospital.
- Functions as internal consultant on all labor relations issues.
- Works with the executive team to identify talent within and outside the organization for positions of responsibility. Identifies appropriate and effective external sources for candidates for all levels within the organization.
- Oversees the development and presentation of highly effective orientation and training programs that emphasize the Akron Children's Hospital mission and culture of service as well as job appropriate content.
- Ensures that in-house management training programs address hospital needs across departmental lines, including aligning with succession planning.
- Ensures appropriate education of managers regarding their role.
- Provides technical advice and knowledge to others within the human resource discipline.
- Periodically reviews and, when necessary, adjusts the hospital's education assistance program to meet staff needs and resource limitations.
- Continually assesses the competitiveness of all HR programs and practices against relevant healthcare systems.
- Manages employee wellness, safety and health.
- Oversee organization-wide diversity/cultural competence efforts.

Experience and Qualifications

- Master's degree in Human Resources, Business Administration, Healthcare Administration or related field.
- More than 12 years of experience gained through increasingly responsible management positions within Human Resources, with a minimum of three years of experience as a Vice President of Human Resources or CHRO.
- Experience in the healthcare/hospital environment (employment practices, succession planning, organizational effectiveness, physician compensation benefits, etc.) is preferred but not required.
- HR generalist background with broad knowledge and experience in employment practices, succession planning, employee relations, organizational effectiveness, compensation and benefits, HRIS, performance management and staff and leadership development.
- Proven track record of leading HR change initiatives in a high growth, complex, multi-site organization with 5,000 employees or more.
- Experience working with boards and presenting to committees.
- Demonstrated ability to create and communicate a vision for HR and successfully develop and execute a human resources strategic plan.
- An HR thought leader with proven capability influencing skills and track record of enhancing the function from a business perspective.
- Track record of implementing and working with automated HRIS systems.
- Experience working with philanthropy and demonstrated activity to support civic involvement.
- Willingness and ability to embrace the mission and culture that is Akron Children's Hospital.
- A proven track record for cultivating a culture that is inclusive and diverse and recognized as a leader within the community.
- Knowledge and experience with implementation and deployment of an ERP system is highly preferred.
- Demonstrated success utilizing data analytics to support and enable rigorous strategic decision-making.

Community Information



The Chief Human Resources Officer position will be in the organization's Akron, Ohio location. As you will read, Akron is a community of choice for many good reasons.

Akron, Ohio



Situated south of Cleveland, Ohio along the Ohio and Erie Canal, Akron is located within 500 miles of 42 major cities, and surrounded by thousands of acres of parkland and countryside. Greater Akron provides ideal living and working environments for everyone. The area is distinctive for its versatility, with a low cost of living, outstanding cultural access and ever-growing employment opportunities. With sports arenas, concert venues, national parks, museums and much, much more within a short distance, there are plenty of things to do in Akron.

Akron was founded by Simon Perkins in 1825 and developed into a canal town on the Ohio and Erie Canalway. Akron was the fastest growing city in America during the teens and 1920s. The rubber industry attracted people from all over the world to work in Akron.

The Greater Akron Region is a hotbed of new innovations for future technology. Fully equipped for 21st Century globalization, outdated facilities have been reinvented, redeveloped, and reused as state-of-the-art research, technology, manufacturing, and business centers beckoning young professionals to return to and maintain their Akron roots.

Top employers in the greater Cleveland/Akron area include Akron Children's Hospital, Cleveland Clinic, Cuyahoga Community College, Goodyear Tire and Rubber Company, Huntington National Bank, General Motors, Oberlin College, Youngstown State University, and Rockwell Automation Inc.

Hudson, Ohio

Located in Summit County, Hudson is consistently thought of as the "jewel" of Northeast Ohio, Hudson has an excellent education system, historic neighborhoods, high-end shopping

and dining and an overall outstanding quality of life. Hudson is home to more than 900 businesses, ranging from entrepreneurial endeavors to international corporations. It offers advantages to companies that want to locate in a business- and family-friendly environment, making it the place to do business in Northeast Ohio. Hudson has all the charm of small-town living and is conveniently located between Cleveland and Akron. The city is committed to providing the best service to all of its residents.

With 20 parks, the City of Hudson offers 1,128 acres of active and passive recreation, as well as conservation and preservation. From a new Splash Pad at Veterans Way Park, to hiking, to ball fields, pavilions, and many playgrounds, you can always find something fun to do in Hudson Parks.

Higher Education

There are more than 30 institutions of higher education within a 50-mile radius of Greater Akron. The University of Akron and Kent State University have combined enrollments of more than 53,000 on their two main campuses and tens of thousands of others on their satellite campuses. There are seven medical schools in Ohio including Case Western Reserve University and Northeast Ohio Medical University. At the primary and secondary level, you will also find top-rated public and private schools.

Attractions

No matter what you enjoy, you are sure to find something to entertain the whole family. Experience educational attractions such as the Great Lakes Science Center, fish and swim at Lake Erie beaches, chose from multiple concert and musical venues, two zoos, or the Cleveland Museum of Natural History. Family fun can be found at indoor waterparks, the thrilling roller coasters at Cedar Point, or the vintage rails of the Cuyahoga Valley Scenic Railroad.

Performing Arts

Akron is also home to the Ohio Ballet, The Akron Symphony Orchestra, and E.J. Thomas Performing Arts Hall, which brings Broadway plays and many world-famous entertainers to the city.

Akron Art Museum

Located in two borrowed rooms in the basement of the public library, Akron Art Institute opened its doors on February 1, 1922. It functioned as an art center, offering classes and exhibiting mostly local artists. The collection was small, eclectic – containing archeological artifacts and decorative as well as fine art – and composed entirely of gifts. In 1937 the institute moved into its first permanent home, a historic mansion. Just four years later, a disastrous fire destroyed the building and much of the collection, threatening the institute's existence. In October 1980 the importance of collecting as part of the mission was sealed by a name change. Akron Art Institute became Akron Art Museum. The following year the museum moved to another renovated historic downtown structure, the 1899 old post office building it still occupies. In 2007, its eighty-fifth year, the museum more than tripled in size with the opening of the new John S. and James L. Knight Building, which adjoins the 1899 building. Spanning three centuries, like the museum's collection, together they symbolize the museum's dual role as preserver of the past and herald of the future.

Akron Zoo



The Akron Zoo is a nonprofit, world conservation zoo, with over 700 animals from around the world. The most popular exhibit currently is the snow leopard cubs, Layan, Attai, and Asha, born in March 2016. The cubs' naming contest was sponsored by Akron Children's Hospital and yielded 6,710 submissions, making it the largest naming contest in the history of the zoo.

The zoo strives to provide a dynamic, financially responsible, guest-centered animal experience that is energized by innovation and fun.

Cedar Point

Cedar Point is a 364-acre amusement park located on a Lake Erie peninsula in Sandusky, Ohio. Opened in 1870, it is the second-oldest operating amusement park in the United States behind Lake Compounce. Cedar Point is home to 70 amazing rides, including 17 world-class roller coasters, like the record-breaking Valravn dive coaster, the Cedar Point Shores Waterpark, a mile-long beach, marinas, hotels and more. Cedar Point has been named the "Best Amusement Park in the USA" in the USA TODAY 10Best Readers' Choice Awards. The park is owned and operated by Cedar Fair Entertainment Company, a publicly traded partnership and one of the largest regional amusement-resort operators in the world.

Sports and Recreation

Northeast Ohio offers hundreds of miles of hiking, biking, and horseback riding trails and 300 golf courses throughout the area. With more than 129,000 acres of stunning parkland, few metro regions can offer so many easily assessable places to explore nature. Lake Erie offers some of the best walleye, perch, and bass fishing around. It is a great lake for boating, scuba diving, jet skiing, canoeing, and kayaking. Winter sport activities such as sledding, snowboarding, cross country or downhill skiing are available at Alpine Valley Resort or the Boston Mills/Brandywine Ski Resort.

Cuyahoga Valley National Park

Though a short distance from the urban areas of Cleveland and Akron, Cuyahoga Valley National Park seems worlds away. The park is a refuge for native plants and wildlife, and provides routes of discovery for visitors. The winding Cuyahoga River gives way to deep forests, rolling hills, and open farmlands. Walk or ride the Towpath Trail to follow the historic route of the Ohio and Erie Canal.



Summit Metro Parks

Headquartered in Akron, Ohio, Summit Metro Parks manages 14,300 acres, including 16 parks, several conservation areas and more than 125 miles of trails, with 22.4 miles of the Ohio and Erie Canal Towpath Trail. Annual attendance averages 5.2 million visits. There is something for everyone in Summit Metro Parks. There is always a new adventure to find in the parks. Hold an event in one of our lodges or shelters, or take a hike with a naturalist. For the more adventurous, try the new mountain bike trails or shoot at the archery ranges.

Canal Park

Home to the Akron RubberDucks, the Double-A Affiliate for the Cleveland Indians. This beautiful park is located in downtown Akron. And has 25 luxury suites, and seats 7,630 people. The park has full-service restaurant, The Game Grill & Bar, opened on game days; picnic areas, the Duck Club, a private event space; and a Tiki Bar.

Derby Downs

Since 1936, each July, hundreds of boys and girls from every state and several countries converge at Akron's Derby Down to compete in the All-American Soapbox Derby. For 81 years the FirstEnergy All-American Soap Box Derby has made Akron its permanent world headquarters. The Derby's Education Program uses tools and values of Soap Box Derby racing to introduce science, technology, engineering, and math (STEM) to students in an engaging way. The program began in 2010 and has rapidly grown; more than 350 classrooms in the United States use the program. It includes the Gravity Racing Challenge STEM Team Competition, the Soap Box Derby Mini-Car Program and Soap Box Derby STEM Summer Camps.



Quicken Loan Arena

The Q, located in downtown Cleveland, is the premier sports and entertainment facility in Northeast Ohio and is home to the NBA Cleveland Cavaliers, the AHL Cleveland Monsters, the AFL Cleveland Gladiators and host to the best entertainment in the region, The Q welcomes close to two million guests to more than 200 events each year, including world-class concerts and family shows.

For more information regarding Akron and Northeast Ohio please visit the following websites.

<http://www.akronohio.gov/cms/visitors/index.html>

<http://www.neoisgreat.com/>

<http://www.hudson.oh.us>

Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Chief Human Resources Officer position for Akron Children's Hospital in Akron, Ohio.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

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