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PHOENIX
CHILDREN'S
Hospital

Outstanding HR Executive Career Opportunity

Background: Phoenix Children's Hospital (PCH) is one of the nation's largest children's health systems and ranked by *U.S. News & World Report* as one of the nation's best children's hospitals in all ten award categories. PCH is a dynamic, fast growing, pioneering world leader in pediatric medicine with a sustained growth of over 25 percent per year. To keep pace with this growth and development, PCH, with the consulting assistance of Work Dynamics, Inc., (WDI) is in the process of building a dynamic human resource management service. This special situation provides a unique opportunity for the "best of the best" health care HR professionals to be part of building what we envision is to be the best HR service in the industry.

A once in a lifetime opportunity: The following information presents four unique HR executive leadership opportunities. Please take time to study each one. Please note WDI is not a search firm; rather for the last 30+ years, we have provided high level consulting advice to CEOs in hundreds of the nation's largest and best hospitals and health care systems. WDI President, Jim Velghe, and WDI Senior Vice President, K. Bruce Stickler, JD, are managing this process, so please trust us when we say this is a unique situation and truly a once in a lifetime opportunity.

Specifics:

PCH HR Philosophy: To treat all people, regardless of background, title, status, or position in life, with dignity, respect, compassion, and kindness.

PCH HR Mission: To provide all PCH leaders, physicians, providers, and staff the highest quality HR products, services, and advice to enable them to achieve the PCH Mission of providing hope, healing, and the best health care for children and their families.

PCH HR Values:

Integrity: Honest, direct, and forthright in all HR matters while adhering to an uncompromising set of ethical and moral principles.

Trust: Through words, actions, commitments, and follow-through, earn the trust of all those we serve.

Professionalism: Serve as role models of the PCH Desired Leadership Characteristics as we carry out our day-to-day HR responsibilities.

Competency: Strive for professional excellence in all advice, products, and services we develop and provide.

Transparency: Clear and transparent in all HR matters while also protecting the privacy and confidentiality of those we serve.

Career Opportunities: These are the five senior level HR leadership positions. One is filled; four are open.

- **Senior Vice President of Human Resources and Chief Human Resource Officer** (Open)
- **Vice President of Employee and Physician Relations** (Open)
- **Vice President of Human Capital Services** (Open)
- **Vice President of Talent Acquisition** (Filled)
- **Vice President of Innovation and Learning** (Open)

Please note, we are not seeking a "pool" of candidates for these positions. We are seeking, based on our knowledge and experience, that one special professional that rises above all others: the "best of the best."

Summary Descriptions and Qualifications:

1. Senior Vice President of Human Resources and Chief Human Resource Officer:

Overview: This is the top HR leadership position. It reports to the PCH Executive Vice President and Chief Administrative Officer with strategic CEO interaction. This position is responsible for developing and managing all HR products and services. As the senior HR executive, is part of the PCH senior leadership council.

Minimum Tangible Qualifications: Ten plus progressive years of senior level human resource management at a major hospital(s) and/or health system(s), with employment continuity and demonstrated levels of achievement. Must be knowledgeable of all HR functions and capable of performing any of them. Minimum of a BS/BA, with a Master's or Juris Doctorate preferred. Must be seasoned, experienced, results oriented with a high degree of content expertise.

Intangible Qualifications: Strategic thinker. Outstanding "shirt sleeve" leader who leads by example. A highly polished and poised presenter. High self-confidence void of arrogance. Excellent interpersonal communication and motivational skills. Demonstrated ability to provide sage, experienced advice, adept at handling sensitive issues. Has vision to project future HR products and services necessary to achieve PCH long range strategic plan. Lives by a code of honor and is dedicated to the mission; knows, appreciates, and values the importance of his/her strategic role in building trust and confidence between senior leaders, physicians, and staff.

2. Vice President of Employee and Physician Relations:

Overview: This position reports to the Senior VP of HR and is accountable for all employee and labor relations matters to include: maintaining union-free status, HR policy design, managing disciplinary actions, assuring positive employee morale, employment litigation avoidance, grievance handling, and special projects. Responsible for mentoring, managing, and developing a team of HR consultants who work closely with PCH leaders, staff, and physicians to preemptively solve employee relations issues at their earliest stage. Demonstrated ability to positively interact with a faculty of multidisciplinary physicians.

Minimum Tangible Qualifications: Seven plus progressive years managing employee and labor relations at a major hospital(s) and/or health system(s) or seven plus years of high level employee relations consulting experience at a major hospital(s) or health system(s) from a reputable consulting or law firm. First hand experience and knowledge in preventive labor relations and counter union defense. Must have a working knowledge of federal employment and labor laws and stay abreast of industry trends and potential situations and issues that could affect PCH's positive union-free work environment. Minimum of a BS/BA, with a Master's or Juris Doctorate preferred. Ideally would have hands-on successful experience in counter union defense and/or labor negotiations/arbitration.

Intangible Qualifications: Is a "shirt sleeve" boss who leads by example. Is "cool" under fire; non-reactionary. Thoughtful, deliberate, and adept at sizing up situations and problems. Can bridge the gap between PCH senior management, employees, and physicians by instilling trust and confidence. Have excellent communication skills; is a strong listener with strong persuasion ability. Lives by a code of honor and is dedicated to the mission.

3. Vice President of Human Capital Services:

Overview: This position reports to the Senior VP of HR and is accountable for managing and overseeing all compensation and benefits, to include executive and physician compensation. In addition, this position oversees all benefits related services to include: insurance related products, enrollments, employee health and wellness, occupational health, and related programs. This position is responsible for assuring fair, equitable, and competitive compensation for every employed position in the organization. This position also serves as the expert knowledge base in benefits plan design and physician compensation, and works closely with the CEO, In-house General Counsel, outside compensation/benefits counsel, and Senior VP of HR, to address compensation/benefits policies and practices.

Minimum Tangible Qualifications: Eight plus years managing or consulting in areas of employee and physician compensation at a major hospital(s) and/or health system(s). Significant experience and knowledge in employee and executive compensation, salary survey data management, compensation policies and practices. A working knowledge of employed physician compensation/productivity survey data, policies, and practices. Minimum of a BS/BA, with a Master's or Juris Doctorate/CPA preferred. Qualified candidate for this position must have expert knowledge in both employee and physician compensation either from working inside a hospital or from specialized compensation consulting at major hospitals with a recognized consulting or law firm.

Intangible Qualifications: Analytical thinker with the ability to address complex problems by breaking them into smaller pieces, organizing and comparing them systematically, and identifying causal relationships. Is methodical and calculated in approach to compensation and benefits management while, at the same time, understands employee value systems and organizational psychology behind compensation and benefits decisions. Can see the big picture and master the art of balancing competitive compensation with financial budgetary reality. Can work closely with outside compensation and/or benefits counsel while holding himself/herself personally accountable for overseeing PCH human capital. Lives by a code of honor and is dedicated to the mission.

4. Vice President of Innovation and Learning:

Overview: This position reports to the Senior VP of HR. This is a developmental "think out of the box" position intended to harness the power of internet learning, social media communication, and modern technology to improve system wide communication, organizational effectiveness, staff and physician engagement, and leadership effectiveness. Where this position is accountable for traditional "training, development, and problem solving," it is challenged with the goal of identifying and using the best modern technological methods of organizational learning to achieve maximum results.

Minimum Tangible Qualifications: Five plus years directly managing and overseeing advanced creative organizational learning in a health care setting or academic environment. Experienced in Internet module learning, using social media avenues to enhance subject learning, and use of apps for content expertise. Expert knowledge in organizational development and problem solving combined with creative thinking to provide solutions to complex problems. Minimum of a Master's degree in education with a Doctorate in education, leadership, or related field preferred.

Intangible Qualifications: A creative builder versus a maintainer. An existential thinker who can start with a blank sheet of paper and end up with an outstanding program. Enjoys building and managing diverse teams to solve difficult problems and/or achieve impossible results. Is a roll up the "shirt sleeves" doer who leads by example. Excellent instructor with superior communication, teaching, and leadership skills. Lives by a code of honor and is dedicated to the mission.

Next Step...

If you match the qualifications we seek for any or all the above positions and have an inner drive and a burning desire to step out of the ordinary and join the "best of the best" to be part of a dynamic children's hospital team striving for greatness, please send your resume in complete confidence to:

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