This position specification is intended to provide information about Anne Arundel Health System and the position of Vice President Human Resources. It is designed to assist qualified candidates in assessing their interest.
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THE ORGANIZATION

Anne Arundel Health System is the parent organization of Anne Arundel Medical Center (AAMC), Anne Arundel Diagnostics Imaging, Pathways Alcohol and Drug Treatment Center, and three satellite locations AAMC – Health Services in Bowie, Waugh Chapel, and Kent Island. Founded in 1902 as the Annapolis Emergency Hospital, AAMC is a not-for-profit hospital that provides acute inpatient and outpatient care to residents of the region, encompassing Anne Arundel, Prince George’s, Queen Anne’s and Calvert, Kent and Talbot Counties. In April 2011, the hospital completed a $424 million expansion project, which included a pediatric emergency room, an expanded general emergency room, 50 new patient beds, and eight new operating rooms. Anne Arundel Health System employs more than 3,700 with 920 members of the medical staff and more than 750 auxiliaries.

The Geaton and JoAnn DeCesaris Cancer Institute at AAMC is a free-standing comprehensive, regional leader in cancer care that includes the latest in prevention, screening, diagnosis and treatment. Featuring state-of-the-art technology in a warm and welcoming environment, nearly all treatment and follow-up cancer care is centrally located at the Institute. The Institute also includes a clinical trials unit providing patients with access to new therapies. To support patients' and families' survivorship journey, the center includes nutrition and wellness, support groups, and counseling. There's also a resource library with computers and wireless internet access for patients and families. The DeCesaris Cancer Institute is nationally recognized by several organizations for its forward-thinking strategic planning, pioneering programs such as survivorship, and replicable models of care.

The Heart & Vascular Institute AAMC is nationally recognized for the quality of care provided to heart attack patients and is a recipient of the Gold Performance Achievement Award from the American College of Cardiology. Today, we see more patients and save more lives than ever before. The comprehensive program offers exceptional emergency, interventional and surgical care to our community. The STEMI program (emergency angioplasty for heart attacks with ST-elevation) has saved more than 1,000 lives in the past 10 years. A partnership with local EMS, the program has dramatically cut response times for emergency coronary intervention to less than one hour from arrival. The Heart & Vascular Institute features a dedicated Heart and Vascular Unit, vascular screening programs such as DARE to C.A.R.E., vascular surgery and treatment, cardiac catheterization, interventional medicine, emergency and elective angioplasty, cardiopulmonary rehabilitation and interventional radiology.
Clinical Research & Education at Anne Arundel Medical Center starts with the dedicated physicians, nurses, and other medical professionals whose interests include the advancement of medical science. It comes together with the support of our team of professional research nurses, research coordinators, and data managers. The Anne Arundel Health System Research Institute (AAHS RI) is the vehicle through which they combine their efforts, safeguarding the rights and safety of clinical trials patients, ensuring regulatory compliance, and promoting excellence in clinical practices.

Investigators at the AAHS RI conduct medical research to produce innovative treatments and therapies to benefit patients, and also to contribute to the science of medicine. Our Institute also provides opportunities and mentoring to physicians and scientists who will lead the healthcare teams of the future. Ideas for clinical trials often develop from research, when investigators develop a trial protocol after studies indicate the promise of a new drug or procedure.

The research institute has undertaken clinical studies in:

- Brain Cancer
- Breast Cancer
- Cardiovascular
- Diabetes/Endocrinology
- General Medicine
- GI Cancer
- GU Cancer
- Lung Cancer
- Lymphoma
- Melanoma
- Mesothelioma
- Multi-Disease Cancer
- Multiple Myeloma Cancer
- Neurosurgery
- Orthopedics
- Stomach/Pancreatic Cancer
- Vaccine Studies

Anne Arundel Health Systems Research Institute joined forces with leadership from the Johns Hopkins Institute for Clinical and Translational Research to establish the Johns Hopkins Clinical Research Network (JHCRN). The network combines the expertise and resources of a major academic health system with those of regional centers engaged in clinical research and has grown to include Greater Baltimore Medical Center, Inova Health System, and Peninsula Regional Medical Center. The goal of the JHCRN is to bring the option of clinical trials to a broader and more diverse range of communities, conduct research studies simultaneously and collaboratively within the network, and shorten the interval for clinical innovations to become accessible to mainstream medical practice.

The James and Sylvia Earl Simulation to Advance Innovation and Learning Center (SAIL) is a unique facility dedicated to the advancement and practice of medicine through research, training and innovation designed to improve surgical and medical procedures and outcomes for patients. The Earl SAIL Center provides a premier...
educational environment for advanced training of healthcare practitioners throughout the region and the U.S. The Center is focused on how users learn and adapt to new medical technologies that enhance the practice of medicine and improve patient safety and care. Through sophisticated simulation and training, participants become more familiar with emerging medical technologies, learn to use these technologies faster in the simulation lab, and become more self-assured in their skills. The type of training offered at The Earl SAIL Center is typically available only in major academic medical centers.

Accomplishments & Honors:

AAHS and AAMC have been consistently recognized nationally, regionally and locally for the quality of care, patient safety, patient satisfaction, environmental stewardship and workplace environment that are core components of the culture at AAHS. Among the recent awards that AAHS has received are:

- A leapfrog Top Hospital for high quality care and low cost for two consecutive years. By achieving the Top Hospital accolade, AAMC has demonstrated exemplary performance across all areas of quality and patient safety that are analyzed on the Leapfrog Hospital Survey.

- 2012 Press Ganey Award recognizing the hospitals’ efforts to improve the quality and safety of patient care while providing a positive and collaborative environment for employees and physicians. The award recognizes hospitals that show continuous achievement, are among the top three percent on the overall improvement score, and demonstrate improvement on all four measure sets.

- The only LEED Gold certified patient care tower in Maryland and recipient of two Maryland Trailblazer Awards which recognizes hospitals that lead the way with sustainable practices and philosophies that others can replicate acknowledging AAMC’s commitment to pollution prevention and its demonstration of environmental leadership.

- Most Wired Hospitals award from Hospital and Health Network magazine

- Gold Performance Achievement Award by American College of Cardiology

- Excellence through Insight Award by HealthStream

- The medical surgical unit at AAMC recently received a Circle of Honor Award from the Maryland Patient Safety Center. The Center recognizes hospitals and health systems for their progress in advancing a culture of safety for patients, families and staff.

- 2012 American Heart Association (AHA) Gold-Level Fit-Friendly company recipient for implementing programs to help employees eat better and move more.
Today, while Anne Arundel Health System's service area has grown far beyond the boundaries of Annapolis, its vision remains unchanged: to be the premier regional health system serving Anne Arundel and surrounding counties. This vision is shared by a forward-looking group of organizations and individuals whose commitment to progressive health care has transformed Anne Arundel Health System into "a hospital without walls."

**Mission, Vision, Values**

Mission: To enhance the health of the people we serve

Vision 2020: Living Healthier Together

Corporate Values:

- **Compassion** - It happens in a hundred different ways every day. An encouraging word for a patient. Empathizing with a family. Making a co-worker’s day a little smoother. Compassion is at the heart of our mission.

- **Trust** - This is the foundation of our culture -- patients and families putting their trust in us.

- **Dedication** - Caring for patients requires selflessness and teamwork. We are thousands of people in jobs of every description all committed to the same goals.

- **Quality** - Quality means meeting the high standards of excellence we expect of each other and that our patients deserve. Together we achieve better outcomes and experiences.

- **Innovation** - Since our founding in 1902, we have been at the forefront of advancements in technology and patient care to benefit the people of our communities.

- **Diversity** - We benefit and draw strength from our differences. Diversity is our daily experience. a journey – not a destination.

- **Collaboration** - In partnership with many, we work together toward our vision: living healthier together.

AAHS developed a ten year strategic plan which provides a roadmap for continued growth and connectivity to the people AAMC serves the health system and embraces the spirit of change in society, technology and health care. Developed collaboratively with the AAMC workforce, community members and the medical staff, Vision 2020 of “Living Healthier Together” has three key goals: improving care for individuals by empowering people to be more involved in their care; improving the health of the
communities AAHS serves through partnerships; and creating a more affordable health system inclusive of better medical access and technologies

- **Individual Care** – We focus on you and your family. Care teams collaborate with you, invite you into the decision making process and empower you to be more in control of your health.

- **Affordable Care** – We provide the right care at the right place at the right time. Our efficient quality care utilizes the latest technology to increase treatment accuracy and reduce cost, while focusing on connectivity, information sharing, and accessibility.

- **Community Care** – We are dedicated to working outside the walls of our hospital. We bring better health, wellness and quality of life through partnering with caregivers, learning institutions and community groups.

To review the Vision 2020 visit [http://www.aahs.org/aboutus/v20/](http://www.aahs.org/aboutus/v20/)
Other Entities within Anne Arundel Health System

Anne Arundel Diagnostic Imaging

Anne Arundel Diagnostics Imaging (AADI) provides technology at the very leading edge of diagnostic and imaging science along with a team of experienced radiologists with advanced training and clinical skill at the highest levels. AADI was the first breast imaging center in Maryland to be awarded the prestigious designation of “Breast Imaging Center of Excellence” by the American College of Radiology with breakthrough technology in breast Magnetic Resonance Imaging and one of the first in the region to offer dedicated outpatient PET/CT. All radiologists are board-certified by the American Board of Radiology.

Anne Arundel Physician Group (AAPG)

The doctors and medical providers of Anne Arundel Physicians Group (AAPG) provide patient-centered care to people from throughout Maryland and the mid-Atlantic area. AAPG includes primary care services, OB/GYN, surgical specialists and hospitalists.

Pathways Alcohol & Substance Abuse Treatment Center

Pathways Alcohol & Drug Rehabilitation Center offers innovative inpatient and outpatient alcohol & drug treatment programs for adolescents and adults with alcohol and or drug addiction. Situated on a wooded, eight-acre parcel of land in Annapolis, Md., Pathways drug rehabilitation programs are designed with the physical, emotional and social needs of the patients in mind. The center is guided by the philosophy that alcohol and drug addiction is a progressive illness, treatable through professional and compassionate care, strong family involvement, education and ongoing support. The goal is to help each individual attain the physical, emotional and social tools that light the path to a fulfilling personal recovery. Pathways is licensed by the Maryland Department of Health and Mental Hygiene as an intermediate care facility and is accredited by the Joint Commission.

Community Health Services

AAMC Health Services Odenton continues to support patients from Anne Arundel County. The physicians and clinical staff of Anne Arundel Medical Center's health care service pavilion at Odenton will provide a new level of health care support to residents. AAMC Health Services at Odenton offers comprehensive outpatient services in a number of different medical specialties. Featuring a diagnostic radiology center, and services to support areas of oncology, urology, OB-GYN, pelvic health and orthopedics, the building supports the expanding community with many vital health care solutions.

AAMC Health Services Kent Island brought increased access and a new level of healthcare to residents of Maryland’s Eastern Shore when it opened in June 2008. AAMC Health Services at Kent Island offers comprehensive outpatient services in a number of different medical specialties including primary care, breast cancer, cardiology, dermatology, eating disorders, ENT, OB/Gyn, orthopedics and sports medicine, surgical
oncology, and pediatrics. The extended-hours urgent care center staffed by Johns Hopkins Community Physicians in partnership with AAMC.

AAMC Health Services Waugh Chapel has provided healthcare support to residents in the Village of Waugh in Gambrills, MD since 2002. Featuring practices such as Annapolis Medical Weight Loss, Maryland Regional Eye Associates, Arundel Neurology, Crofton Internal Medicine, and Righttime Medical Care, the building supports growing needs of the community.

AAMC Health Services Bowie continues to support patients from Maryland’s Prince George’s County. Since opening in 2001, the physicians and clinical staff of Anne Arundel Medical Center’s 36,260-square-foot, three-story health care service pavilion have provided a new level of health care support to residents of Prince George’s County. Featuring a diagnostic radiology center, and services to support areas of OB/GYN, breast care, orthopedics and cardiology, the building supports the community with many vital health care solutions.

The Annapolis Outreach Center is a free medical clinic for our underserved and uninsured community. We offer monthly Pediatric clinics, weekly Mental Health clinics, and provide a free adult dental clinic. The AAMC Community Health Center opened in 2011 as part of AAMC’s Vision 2020 and provides primary medical services to people who have limited insurance coverage.

Facts & Figures (September 1, 2012):

- Total licensed beds: 380
- Inpatient admissions: 28,086
- Births: 5,308
- Emergency visits: 91,120
- Oncology treatments: 20,333
- Outpatient visits: 95,570
- Medical Staff: 920+
- Employees: 3,700
- Operating revenue: $575 million

Between July 2011 and June 2012, AAMC's community investment totaled nearly $30 million. About 6 cents of every dollar in revenue went back directly into the community. In addition, 750 Auxiliary/Volunteers donated in excess of 165,000 hours of time to help patients, raise funds for the institution and serve as program ambassadors.

For more information on Anne Arundel Health System please visit: www.aahs.org
THE COMMUNITY

Anne Arundel County

Anne Arundel County, Maryland, located on the western shore of the Chesapeake Bay about a half hour from both Washington, D.C. and Baltimore, Maryland, is home to Maryland’s capitol city of Annapolis, the United States Naval Academy, the National Security Agency and Fort George G. Meade.

Anne Arundel is the most northern of the counties comprising the section known as Southern Maryland. It embraces an area of 400 square miles, and has for its boundaries the Patapsco River on the north, separating it from Baltimore city and county, Calvert County on the south, and Prince George's and Howard counties on the west. To the east lies Chesapeake Bay, and numerous tidal tributaries of the bay indent the shoreline, forming prominent peninsulas.

Anne Arundel County is known as the “land of pleasant living.” With more than 534 miles of coastline, the County is naturally known for boating and water sports, fishing, crabbing, water skiing, sailing and swimming. For nature lovers, there are 2 state parks, over 70 county parks, and several nature preserves. In addition, there are numerous greenways, including the 13-mile Baltimore and Annapolis Trail where walkers, runners, bicyclists and equestrians pass sunny mornings and afternoons. Birdwatchers can spot everything from geese to swans to heron, egrets and eagles.

There are a wide variety of recreational programs for all ages; from dance to gymnastics to fine arts to fitness and fun camps, not to mention wilderness challenge camps for youth and teens. With Ravens football, Redskins football, Nationals and Oriels baseball, and Wizards basketball home games a short drive away, one can be sure to be part of the action when these championship teams compete.

Anne Arundel County forms part of the Baltimore-Washington metropolitan area. The Greater Washington/Baltimore region is ranked as one of the top region’s for leisure, recreation and arts and cultural amenities. There is much to do and more to discover in this exciting and dynamic region. Living in the Greater Washington/Baltimore region provides individuals and families an unparalleled quality of life. The region offers residents wide variety of housing options in diverse communities, from pastoral Southern Anne Arundel County to the planned community of Columbia, over 4,000 miles of shoreline, rolling farmland and urban centers creating a lifestyle and quality of life that is simply stated – great living.

The Anne Arundel County Public School (AACPS) system consists of 78 elementary schools, 19 middle schools, and 13 high schools and is the 5th largest in Maryland.
AACPS schools have garnered recognition for its academic programs including 12 National Blue Ribbon Schools of Excellence and 15 Maryland Blue Ribbon Schools of Excellence. The district’s over 5,000 teachers support a comprehensive curriculum from Pre-K through 12th grade. The teaching staff ranks 2nd in the state for credentialing with 355 National Board Certified teachers with 93.3% of classes taught by highly qualified teachers. In 2012, the percentage of AACPS students scoring advanced exceeded the state average by 5.2 points in math and 3.9 points in reading. For more information on AACPS and individual schools visit http://www.aacps.org/

Post secondary education is offered by Anne Arundel Community College at several locations throughout the county. Anne Arundel County is also home to the United States Naval Academy and St. John's College, U.S., both in Annapolis.

**Annapolis**

In Annapolis all roads lead to the water and a nautical heritage that runs as deep as the Chesapeake Bay is wide. Founded as Anne Arundel Town in 1649, Annapolis became the capital of Maryland in 1695 and the nation’s first peacetime capital in 1783. Today, Annapolis boasts more 18th-century brick buildings than any other city in the country and the oldest State House in continuous legislative use in the nation. It was here that General George Washington resigned his commission as commander-in-chief of the Continental Army in 1783 and Congress ratified the Treaty of Paris, ending the Revolutionary War.

A Museum without Walls, Annapolis is a lively, upbeat, contemporary city where four centuries of architecture embraces 21st-century living. The homes of Maryland’s four signers of the Declaration of Independence still stand. A bustling port town in the 18th-century, Annapolis is home to the U.S. Naval Academy and its 4,000-strong Brigade of Midshipmen. A walk down our brick-lined streets puts you in touch with four centuries of history and architecture. There are more 18th-century brick homes in Annapolis than any other city in the nation. The entire downtown is a registered National Historic Landmark with over sixty 18th Century structures.

The City’s Recreation and Parks Department conducts over 150 leisure programs annually. There are 200 acres of the City in parkland, street-end or “pocket” parks. Truxtun Park at the headwaters of Spa Creek provides 70 acres for outdoor activities, including 12 tennis courts and 5 basketball courts, an outdoor swimming pool, 3 outdoor playing fields, skate park and boat launch facility. A partnership agreement with the public schools enables the Department to offer activities at many of the schools located in the City. The 11 acre Back Creek Nature Park is a regional education center on the environment and natural habitat.
The Annapolis Symphony, Annapolis Opera, Colonial Players, Annapolis Chorale, Annapolis Brass Quintet, Ballet Theatre of Maryland, Annapolis Summer Garden Theatre, Children’s Theatre of Annapolis, Bay Theater and many other groups sponsor and present both professional and amateur shows, exhibits and concerts. Historic Annapolis, Inc., Watermark Tours, Discover Annapolis, Annapolis Carriage, and a wide variety of touring companies coordinate presentations, organize tours of the City’s outstanding historic homes, buildings, and waterways, and conduct on-going research into the City’s past. A City funded Art in Public Places Commission has inspired contemporary expressions in art, music, dance, film and literary creations. Private galleries abound, as do public collections of historical paintings, archeological exhibits, architectural ornamentation, statuary and other civic reflections that create a sense of place in Annapolis. The Maryland Hall for the Creative Arts provides space for artists-in-residence and classes in art, dance, music, and many other mediums.

While Annapolis is world-renown as America's Sailing Capital, the Annapolis countryside claims hundreds of miles of Chesapeake Bay shoreline. Here, the rhythm of life moves to the tides and seasons, and maritime villages including Deale, Galesville, and Mayo invite you to escape to a simpler time. The Annapolis countryside tells the story of generations of farmers and watermen whose lives have been shaped by the Chesapeake Bay and the rich farmland that surrounds it.
POSITION SUMMARY

This position provides an extraordinary opportunity for a talented, energetic and focused human resources executive to make a significant mark at a hospital characterized by high quality, a compelling mission, a strong balance sheet and a great reputation both locally and regionally. The Vice President will be responsible for setting the strategic direction for the human resources functions across Anne Arundel Health System in order to meet both the current needs of the organization and position the organization to achieve its future goals.

The Vice President, Human Resources will report to the Chief Operating Officer and Chief Nursing Officer, Sherry Perkins, and will be an integral member of the senior management team. He/she will be responsible for developing and implementing a broad array of programs and services that continue the growth and development of the organization through maximizing the potential of its people resources. The Vice President will ensure that the human resources philosophy is aligned with the mission of the organization, and that the mission is integrated into all programs and services. The Vice President will maintain an active working relationship with both the President/CEO, Tori Bayless, and the COO and prepare the annual budget for the department and set strategic goals with both leaders.

The direct reports to the Vice President, Human Resources will be: a Director of Human Resources, Director of Compensation & benefits, Director Talent Management, and the Manager of Employee Health. This is a new structural alignment for the department based on a recent HR assessment which recommended AAHS move towards a generalist model. The new Vice President will play an integral role in the transition to this new model and will need to assess both the new structure and the manpower components to ensure that the department is positioned for success. There are a total of 27.5 FTEs in the human resources department.

Overall this role requires an individual who is both comfortable as a human resources strategist and planner, yet one who also possess a deep working knowledge of all general areas to ensure effective delivery of human resources programs. He or she must be comfortable “rolling up his/her sleeves” while never losing sight of the broader human resources issues. The Vice President will need to show initiative, be highly responsive to employee and physician “customers” and personally able to help directly design specific programs and deliverables, with a goal of making human resources a customer-oriented, responsive function which is valued as a collaborative, consultative partner across the entire organization.
GOALS AND OBJECTIVES

The Vice President Human Resources is expected to accomplish several key objectives within the first 12 to 18 months. The new leader will work closely with the Chief Operating Officer in his/her first 60 to 90 days to mutually determine the specific goals and measures of success, and the specific action plan to execute these goals.

• Partner with senior management and become fully integrated into the leadership team. Be perceived as a solid team player who has credibility, integrity and transparency, and contributes broadly as a subject-matter leader.

• Establish oneself as a proactive, cross-organizational leader who will actively partner with operational colleagues and others to support their success and the overall success of the organization. Establish an open, approachable and visible presence and clear lines of communication throughout the organization, which will result in building trust and confidence at all levels.

• Assist the organization to become more strategic in anticipating the needs of its employees, patients and other stakeholders and customers.

• Evaluate the current operational structure and management talent within the human resources function, initiating changes, as necessary that will result in improved efficiencies, while expanding services provided by human resources.

• Develop a strategic plan providing focus and direction to employee programs and ensuring that the strategic plan is in line with the organizational vision, mission and work culture.

• Develop a comprehensive, system-wide executive and staff compensation and benefits plan that reflects current industry trends and practices and is applied consistently across the system including newly acquired physician practices. The long-term goals as the system evolves will be to develop a unified and system-wide compensation and benefits structure.

• Provide significant leadership for human resources programs and planning. While a degree of continuity is sought with respect to preserving the positive employee culture, the Vice President will strive to identify enhancements to human resources practices to further optimize employee satisfaction, retention, development and performance.

• Enhance the extent to which Human Resources is viewed by managers as consistent, supportive, responsive and evidence-based. Establish clear and consistent channels of communication to employees and physician practices and provide a proactive, can-do approach in supporting colleagues. Ensure consistency and competency in human resources processes and policies.

• Provide mentoring and guidance for human resources staff and assess their needs for development. Develop a team mentality within human resources and ensure that there is a clear vision for the department.
• Develop a long-range human resources workforce plan that focuses on flexible recruiting practices to support management, retains strong performers, and supports growth of system.

• Address the current significant challenges with the HRIS, ensuring that the system creates HR efficiencies and capture data to provide managers with timely, rich information.

• Work to enhance leadership development, succession planning, and help develop a culture of people reaching their full potential.

• Create a customer service orientated function that effectively manages and supports the human resources priorities and relationships with AAHS, given various strategic and operational priorities as the system evolves.

• Serve as key strategist in identifying creative labor expense avoidance solutions in the face of challenging budget management issues, while maintaining a highly qualified, committed workforce.

• Ensure that HR policies and procedures facilitate the organization’s strategic priorities, while meeting all regulatory and legal requirements.

• Be seen as an advocate for human resources and for AAHS employees.
QUALIFICATIONS

Education

- The successful candidate requires a Master’s Degree in Human Resources, Health Administration, Business or other related field is preferred.

Experience

- Minimum of ten years of human resources experience in a sizable healthcare organization, and five years of management experience. The successful candidate will have had progressively more responsibility in human resources and be seen as a forward thinking, contemporary human resources professional with a strong track record of implementing current best practices. Candidates from outside health care with significant human resources leadership will also be considered.

- A contemporary human resources executive with experience in and knowledge of all phases of human resources management, including, but not limited to: recruitment and retention, employee relations, workforce development issues, compensation and benefit programs, HRIS, management training and development, employee recognition and reward, employee communications, policies and procedures.

- A strategic thinker who has been viewed as a consultative, highly competent leader who has the technical ability and know-how to personally deliver new programs.

- A track record of leading human resources functions, including promoting a high standard of customer service, efficient utilization of resources and the ability to anticipate, identify and meet customer requirements.

- A track record of being able to make tough decisions for the good of an organization.

- The political skills to manage relationships with diverse constituents and to drive change in an environment that has been successful.

- Has a demonstrated customer service orientation and is proactive and responsive in providing service and support to the end users.

- An effective understanding of information systems and significant experience with Human Resources Information Systems.

- Strong leadership and project-management skills, coupled with excellent interpersonal and communication skills, including being a good listener and genuinely empathetic to the concerns of managers, directors, and employees.

- Ability to recruit and retain top-notch employees, especially those who fill clinical roles which are experiencing shortages. Have a track record of creative recruitment and retention strategies and a willingness to work collaboratively with leaders throughout the organization to address those needs.

Personal Characteristics

WITT/KIEFFER
• A very high energy and confident individual who is comfortable maintaining high visibility, but is not arrogant.
• Demonstrated excellent communication skills including listening, speaking, presenting and writing. Adept at influencing through relationships.
• A strategic individual who can easily pivot to managing tactical issues; strategic skills are essential, as is an orientation to working closely and effectively with front line staff.
• Strong leadership skills, self confidence, and the ability to inspire and motivate others in the pursuit of organizational excellence as well as the ability to work collaboratively on initiatives at all levels, internally and externally.
• Must have a style that emphasizes openness, visibility and approachability. Conveys the organization’s enthusiasm, confidence, goals, and mission and creates it in others; is able to interact with people in a meaningful way at all levels within the organization.
• Has an impeccable reputation for integrity, credibility, and the capacity to build trusting relationships; possesses a management style that seeks to share information and welcomes input into the decision-making process, while being decisive.
• A collaborative leader and excellent manager who motivates and empowers others while holding them accountable; one who actively works with staff to develop and enhance individual talents.
• Outstanding interpersonal skills and ability to interact with a broad range of people. Able to function as a mentor/coach with a collaborative style. A person who can develop, nurture and encourage staff to embrace change and improve the organization. Ability to hold people accountable to achieve objectives.
• The ability to serve as an employee advocate yet achieves balance with organizational needs.
• Comfortable being held to high standards with a track record of seeking accountability as well as responsibility.
• A polished leader who is politically astute and can build consensus.
• A self-motivated, hard-working, results-oriented professional with the highest integrity who can build trust and credibility quickly.
• Ability to organize and present data in a concise and easily understood manner, often to professionals, physicians and board members.
• A strong work ethic, high energy, a can-do attitude and a willingness to roll up his/her sleeves.
• Possesses a sense of humor and positive attitude.
PROCEDURE FOR CANDIDACY

Please direct all nominations and resumes to Rachel Polhemus and Jennifer G. Bauer, the Witt/Kieffer executive search consultants assisting Anne Arundel Health System, preferably via e-mail to AAHSVPHR@wittkieffer.com. Items which cannot be sent electronically may be mailed to:

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Discover Thought Leadership at www.wittkieffer.com

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