Leadership Profile

Vice President and System Chief Nursing Informatics Officer

Livonia, MI

CONFIDENTIAL

Prepared by

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This Leadership Profile is intended to provide information about Trinity Health and the position of Vice President and System Chief Nursing Informatics Officer. It is designed to assist qualified individuals in assessing their interest.
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The Opportunity

The Vice President and System Chief Nursing Informatics Officer (CNIO) position is an exciting opportunity for a dynamic clinical leader to join a highly regarded health system that is financially strong and poised for future growth with a mission to serve the vulnerable population. This transformative CNIO role provides visionary leadership for nursing informatics with a primary focus on nursing practice, enabling the transformation of care processes to improve outcomes continually across the care continuum. This future CNIO will advocate for nursing practice and informatics throughout the system including the Regional Health Ministries (RHM), National Health Ministries (NHM) and the Mission Health Ministries (MHM) in a collaborative and consultative way, modeling clinically led and technology enabled leadership. The CNIO will report to the Senior Vice President and Chief Nursing Officer (CNO), as well as to the Senior Vice President and Chief Health Information Officer (CHIO) and collaborate with the other key members of the Informatics Leadership Team including the Chief Pharmacy Information Officer (CPIO) and the Chief Medical Information Officer (CMIO).

Trinity Health is one of the largest multi-institutional, Catholic health care delivery systems in the nation. Its network of hospitals, senior living facilities, home care, hospice and PACE programs serves people and communities in 22 states.

As an innovative health organization, Trinity Health will be the national leader in improving the health of their communities and each person they serve. They will be the trusted health partner for life. Passionate about this endeavor, Trinity Health’s Chief Executive Officer and the Trinity Health Executive Leadership Team have developed a strategy to “Build a People-Centered Health system together.” To accomplish this, Trinity Health will be evolving in order to continue providing exemplary episodic care while becoming effective population health managers. Consistent with their Mission, Core Values and Vision, they are working actively in their communities to address vulnerable populations while improving the underlying social determinants of health. Their overall goal is to build capabilities to excel in each of these dimensions of their people-centered health system. They define success in all of these efforts as delivering the Triple Aim of Better Health, Better Care and Lower Costs for the people and communities they serve.

The CNIO will be a transformational leader, articulate a vision and create the steps to operationalize the strategy and workflow process for nursing. This role collaborates with the CPIO and CMIO to determine the best solutions for our consumers, patients, and the entire care delivery team. This role requires an experienced change agent and influencer with the ability to be transparent and highly collaborative with peers, stakeholders and the nursing team. This position will be based at the System Office providing onsite support, mentoring, and management and travel to the Regional Health Ministries and other sites when needed. This role serves as a champion for complex nursing projects and technical systems that support efficiency and effectiveness for clinical users with the goal of advancing evidence-based practice and standard work. The CNIO facilitates the integration of data, information, knowledge, and wisdom to support patients, consumers, and care teams in clinical decision-making.

This role engages clinicians, physicians, pharmacists, and other stakeholders in the development, integration and use of clinical information systems, and the refinement of workflow processes and environmental design to promote the triple aim. The focus is to put the needs of Trinity consumers, patients and care teams first in developing new processes. This
leader unites, chairs, provides oversight and expertise for clinical advisory groups and committees which relate to nursing and clinical informatics. The CNIO ensures that the local structure for decision making is incorporated into the enterprise shared governance model. Ultimately, the CNIO engages clinicians and other key stakeholders in the development, integration and use of clinical information systems, clinical decision support, evidence-based practice, processes and environment design to enhance patient outcomes, the care experience and patient safety.

The Organization

Overview - National Health Ministries

Trinity Health has long been committed to being a transforming, healing presence in the communities they serve. Trinity Health has a proud history of reaching out to those in need, including those who are poor and underserved, to improve health and has been a leading advocate of holistic, person centered care. Through their National Health Ministries (NHM), Trinity Health helps the elderly live their best lives — with fulfillment, purpose and meaning in every day.

Trinity’s National Health Ministries (NHM) includes the following companies:

- Trinity Health Senior Communities (THSC)
- Trinity Health at Home (THAH)
- Trinity Senior Services Management (TSSM)
- Trinity Health PACE Program (PACE)

Total revenue for the NHM approximates $600 million.

Trinity Health Senior Communities

Trinity Health Senior Communities (THSC) is a leading advocate of the holistic, individual-first brand of senior care, with over 37 owned and managed communities across the country, providing resident-centered care for more than 35,000 seniors a year at communities in Michigan, Illinois, Indiana, Iowa, North Carolina, Connecticut, Ohio, Maryland and Maine. THSC’s revenues are approximately $336 million.

THSC Sanctuary™ communities are small, consistent neighborhoods of residents and care partners who work, grow and share life experiences together. As part of the Sanctuary™ model of care, THSC helps residents live their best lives now. Residents are valued and empowered to make decisions that affect their lives.

Trinity Senior Living Communities offers Independent Living, Assisted Living, Memory Care, Skilled Nursing Care, Wellness and Rehabilitation Services, as well as Affordable Housing, creating living environments that fulfill each resident’s desire for personal growth, purpose and meaning in life.

Trinity Health at Home

Trinity Health at Home (THAH) is recognized as a provider of choice for home health and hospice care. Trinity Health at Home’s network of agencies provides services seven days a week.
with on-call availability; assigning consistent, highly trained caregivers; offering specialized programs such as palliative care, fall prevention and advanced wound care; with the goal of meeting or exceeding all home care outcome standards.

Trinity Health at Home can be found in these locations: Michigan, Indiana, Iowa, Ohio, California and Maryland. THAH employs approximately 1500 colleagues and has net revenues of approximately $135 million.

**THAH Locations:**
- Mercy Health Home Care, Grand Rapids, MI
- Mercy Home Care-Oakland, Troy, MI
- Mercy VNS and Hospice Services, Muskegon, MI
- St. Joseph Mercy Home Care and Hospice, Ann Arbor, MI
- St. Joseph Mercy Home Care and Hospice, Brighton, MI
- Mt. Carmel Home Care, Westerville, OH
- Saint Joseph VNA, Mishawaka, IN
- Mercy Home Care, Sioux City, Sioux City, IA
- Holy Cross Home Care and Hospice, Silver Spring, MD
- Mercy Home Care and Hospice, Clinton, IA (Management Services Agreement)
- Saint Agnes Home Care and Hospice, Fresno, CA
- Loyola Center for the Home Care and Hospice, Melrose Park, IL

**Trinity Senior Services Management**

Dedicated to preserving the future of Catholic continuing care, Trinity Senior Services Management (TSSM) is the consulting and management services arm of Trinity Senior Living Communities (TSLC). Net revenues of TSSM are approximately $3 million. TSSM supports religious sponsors in sustaining their ministries through these challenging times as they look to a broader vision for the next generation.

Collaborations can range from small, one-time consulting engagements, to developing comprehensive strategic plans, to full-service management contracts. Upon request, mission leaders are available to help sponsors evaluate transfer plans for their ministries that are designed to preserve their Catholic identity and founding charisms.

**TSSM Serves...**
- Skilled Nursing Facilities
- Religious Retirement Care Facilities
- Assisted Living Communities
- Continuing Care Retirement Communities
- Senior Housing
- PACE (Programs for All Inclusive Care of the Elderly)
TSSM Offers...
- Person Centered Care Development
- Religious Retirement Care and Planning
- Clinical, Operations and Financial Planning and Management
- Strategic Repositioning
- Culture Change
- Market Analysis
- Revenue Cycle Management
- Premium Occupancy Planning
- Revenue Growth
- Corporate Compliance

**Trinity Health PACE Programs**

The PACE program, Program of All-Inclusive Care for the Elderly, is responsible for the full spectrum of health care services, from primary to acute to long-term care for frail elderly individuals who are certified to require nursing home care. PACE programs are centered on the belief that it is better for the well-being of seniors with chronic care needs and their families to be served in the community whenever possible.

PACE program revenues are approximately $60 million.

**Trinity Health**

Trinity Health is known for its focus on the country’s aging population. As a single, unified ministry, the organization is the innovator of Senior Emergency Departments, the largest not-for-profit provider of home health care services — ranked by number of visits — in the nation, as well as the nation’s leading provider of PACE (Program of All Inclusive Care for the Elderly) based on the number of available programs.

The organization was formed in May 2013, when Trinity Health and Catholic Health East officially came together to strengthen their shared mission, increase excellence in care and advance transformative efforts with a unified voice.

With annual operating revenues of approximately $17.6 billion and assets of about $23.4 billion, Trinity Health returns close to $1.1 billion to its communities annually in the form of charity care and other community benefit programs.

**Health Ministry (HM) Structure:**

Trinity Health’s fundamental unit of ministry activity is the “Health Ministry (HM).” We are currently structured into:

- 19 Regional Health Ministries (RHM)
- 3 National Health Ministries (NHM)
- 4 Mission Health Ministries (MHM)
The HMs are grouped into regions based on geographical proximity and natural payer contracting groups. Generally, each one features a single fiduciary governing board, with community boards at the hospital level that have responsibility for clinical quality, credentialing and philanthropy.

**Trinity Health Vision**

As an innovative health organization, we will be the national leader in improving the health of our communities and each person we serve. We will be the trusted health partner for life.

**Trinity Health Strategy**

To achieve our Vision, guided by our Core Values, Trinity Health’s strategy is to “Build a People-Centered Health system together.” Given our history as an integrated system, we will need to evolve in order to continue providing exemplary episodic care. We also will need to be effective population health managers. Finally, consistent with our Mission, Core Values and Vision, we need to work actively in our communities to address vulnerable populations while improving the underlying social determinants of health. Therefore, we will build capabilities to excel in each of these dimensions of our people-centered health system. We define success in all of these efforts as delivering the Triple Aim of Better Health, Better Care and Lower Costs for the people and communities we serve.

**People-Centered 2020** is our strategic plan to guide us in creating a people-centered health system. As shown below it includes five key focus areas, all built on a foundation of effective collaboration with our physicians and clinicians.
People-Centered 2020 has 17 strategic initiatives to accomplish this transformation. We will know we are people-centered when we put the people we serve at the center of every behavior, action and decision in our ministry. Work on these initiatives is well under way across the system. Candidates should be aware of, and feel free to inquire about, these five strategic focus areas:

Trinity Health will transform its clinical and business models to deliver people-centered care. This focus area addresses their intent to significantly change their care models and payer contracts to support their commitment to accept accountability for delivering Triple Aim outcomes. Trinity Health today has 25 ACOs with more than 1.2 million “attributable” lives. They also have widespread involvement in the CMS BPCI episode-based payment model accounting for $500 million in spending as well as many other varying payment models as they transform the business model to achieve a greater proportion of alternative payment models.

**Trinity Health Operating Model**

The Trinity Health operating model represents their best effort to ensure being part of a large system makes it easier for their Health Ministry (HM) colleagues to deliver optimal outcomes for the people they serve and sustainable performance for Trinity Health. When put into action, the operating model, inspired by their Mission and Core Values, informs how they implement their strategic plan, manage their operating activities and interact across the many components of their system. It is designed to provide effective and timely understanding of industry trends, clear lines of decision making and communication, effective and efficient value adding shared services, and clarity regarding the respective realms of authority and accountability between the HMs and system level leadership.

Trinity Health’s operating model complements a performance improvement culture and aligns its management system to make available the right resources to deliver value throughout the ministry. Trinity Health is headquartered in Livonia, Michigan.

For additional information regarding Trinity Health, visit: [http://www.trinity-health.org](http://www.trinity-health.org).
The Position

The CNIO provides visionary leadership for nursing informatics with a primary focus on nursing practice, enabling the transformation of care processes to improve outcomes continually across the care continuum. In partnership with multidisciplinary colleagues from the local and system levels, the CNIO engages in development of informatics strategies to help Trinity Health achieve its vision, goals, and strategies. He/She serves as a member of the system informatics leadership team and collaborates with the CPIO and CMIO to determine the best solutions for our consumers, patients, and the entire care delivery team and to develop the informatics structure and governance to support the system and regional initiatives. The CNIO, CPIO and CMIO support the CHIO as key members of the Informatics Leadership Team. This team works very closely with the CNO and CMO to leverage the various systems capabilities to improve the delivery of highly effective and efficient care that enables better health, better care at lower costs.

The CNIO serves as a champion for complex nursing projects and technical systems that support efficiency and effectiveness for clinical users with the goal of advancing evidence-based practice and standard work. The CNIO facilitates the integration of data, information, knowledge, and wisdom to support patients, consumers, and care teams in clinical decision-making across the continuum of care. The CNIO serves as the primary nursing informatics advisor to the CNO and CHIO in support of nursing and clinical practice including clinical support and ancillary teams. This role requires actively engaging with all of the CNOs at the ministries and regions and taking part of that decision making council.

Reporting Relationships

The CNIO will report to the CNO and the CHIO.

Essential Functions

- Knows, understands, incorporates, and demonstrates the Trinity Health Mission, Vision and values in behaviors, practices and decisions
- Provides vision and strategic support for nursing and clinical informatics at a system and regional level. Collaborates with RHM and System Office executive clinical leaders to embed infrastructure and processes to make the vision a reality, including contribution to the development of a nursing vision and strategic plan to ensure the delivery of excellence in nursing and clinical care
- Serves as the informatics liaison to the CNO to support nursing and clinical initiatives, understanding clinical practice opportunities, and bringing forward recommendations to the informatics leadership team
- Able to innovate current clinical practice workflows through deep understanding of informatics systems capabilities to assist providers in delivering efficient and effective care
- Assists the CHIO in projects as designated. Updates and clearly communicates with the CHIO frequently
- When requested, represents the CNO and/or CHIO in team meetings that involve setting strategy, planning, implementation, and evaluation of evidence-based practice and determining the Trinity Health standard

- Collaborates with the CMIO and CPIO in making strategic and evidence-based practice recommendations to the CHIO

- Demonstrates understanding of clinical informatics and health information technology, and is able to communicate the scope of practice to others

- Engages clinicians, physicians, pharmacists, and other stakeholders in the development, integration and use of clinical information systems, and the refinement of workflow processes and environmental design to promote the triple aim. Puts the needs of consumers, patients and care teams first in developing new processes

- Unites, chairs, provides oversight or expertise for clinical advisory groups and committees which relate to nursing and clinical informatics. Ensures a local structure for decision making that is incorporated into the enterprise shared governance model

- Leads system wide teams and brings teams to consensus through dynamic leadership engagement

- Engages clinicians and other key stakeholders in the development, integration and use of clinical information systems, clinical decision support, evidence-based practice, processes and environment design to enhance patient outcomes, the care experience and patient safety

- Engages with care providers across disciplines and across the Regional Health Ministries to build relationships, create collaboration and foster understanding and engagement of clinical health information technology that represents the way care is delivered in an integrated care delivery model

- Maintains national currency in trends in clinical process improvement, the application of information systems to clinical transformation and the application of evidence in the reliable improvement of patient care

- Collaborates in the development of strategic and tactical plans for clinical information systems, utilization of best practices and processes as well as capital facility and operational design

- Collaborates with TIS, UCO clinical leadership, UCO informatics leadership, Supply Chain and other departments to support Transforming Operations with the ultimate goal of decreasing clinical variation in practice

- Collaborates with the Physician Network Operations (PNO), Population Health, and Community Health and Well Being leadership to lead nursing informatics support for their initiatives

- Collaborates with UCO Executive leadership to develop capital budget and assists the CHIO in development of the operational budget
• Embraces and leads change and clinical transformation relating to clinical informatics and integrated technology. Develops others to be change leaders

• Demonstrates a deep understanding of clinical informatics and health information technology, and is able to communicate this to a broad audience

• Provides a national role model for nursing and clinical informatics; represents Trinity Health at national and regional forums disseminating best known practices and leading in the development of scientific evidence through scholarly publication, presentations, and leadership in professional organizations

• Provides direction, supervision, support, inspiration and mentoring for developing leaders in nursing informatics. Demonstrates a strong track record in hiring the best associates, people management and leadership skills

• Maintains competence in executive nursing practice as described in the AONE Nurse Executive Competencies
  • Communication and Relationship Building
  • Knowledge of the Healthcare Environment
  • Leadership
  • Professionalism
  • Business Skills

• Mentors other executive leadership incumbents. Forecasts knowledge needs for complex multi-system organizational changes

• Expert level understanding of current practice, workflows and ensures that the system is able to leverage the greatest capabilities from the technology and shapes the nursing and clinical informatics strategy

• Synthesizes information in the analysis, preparation of business proposals/plans involving several abstract variables to advance the strategic plan for the organization

• Leads efforts to simplifying documentation content, creating new system design to improve navigation, increased documentation efficiency and provide an overall end-user experience that captures the patient story

• Advances the use of technology by nurses and serves as the clinical voice within TIS and the technical voice within nursing and clinical practitioners evidenced as a peer in the NEC Council

• Comfortable with predictive analytics that combines advanced technology with traditional tools and large data sets to improve practice

• Maintains a working knowledge of applicable Federal, State and local laws and regulations, Trinity Health’s Organizational Integrity Program, Standards of Conduct, as well as other policies and procedures in order to ensure adherence in a manner that reflects honest, ethical and professional behavior

• Supervises colleagues at the System Office providing onsite support, mentoring, and management
Candidate Experiences and Attributes

The following background, qualifications and experiences of the ideal profile for the CNIO has been developed (not necessarily listed in order of importance).

Leadership Attributes

As a Trinity Health Executive, the incumbent is expected to demonstrate leadership traits which support Trinity Health’s Mission Statement and Core Values as identified below:

Mission Statement: We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Education

- Graduate of an accredited Baccalaureate Program in Nursing is required as is Master's degree in Nursing, Nursing Informatics or Administration and a Doctorate degree in Nursing is preferred, but not required
- Current Registered Nurse License
- Certification in clinical informatics

Experience

- Demonstrate ability to lead large-scale change management in complex environments across a major health system
- Cerner and/or Epic implementation experience at the strategical level across multiple sites with an emphasis on standardization
- Strong understanding of diverse clinical practices and the ability to utilize technology to reinforce that nursing practices are in alignment with Trinity’s vision and mission
Minimum Qualifications

- Licensed Registered Nurse with Masters is required. Doctorate degree in Nursing is value added, but not required; certification in clinical informatics
- At least seven (7) years of executive clinical leadership or an equivalent combination of education and experience at a large scale multi-site healthcare organization
- Extensive knowledge of nursing and clinical informatics. Must possess prior experience in informatics, clinical transformation, nursing practice, and clinical operations
- Demonstrated ability to lead large-scale change management in complex environments
- Possess excellent verbal and written communication skills as well as leadership skills, with emphasize building and fostering relationships
- Demonstrate ability to operate in a collaborative, shared leadership environment
- Excellent grasp of clinical workflow in both inpatient and outpatient settings, and experience in integrating and easing tasks for practitioners through the application of information technology and process improvement
- A personal presence which is characterized by a sense of honesty, integrity, and caring with the ability to inspire and motivate others to promote the philosophy, mission, vision, goals, and values of Trinity Health

Personal Characteristics

- Collaborative- able to work across the continuum of care with pharmacy, the physicians and other stakeholders with an emphasis on the consumer/patient and possess high “emotional intelligence,” with strong project management, communication, and interpersonal relationship-building skills. Ability to build consensus across the various teams by listening and with the mission of Trinity and care for the patient in mind
- Operationally strong- in both acute care and ambulatory across a complex large system and able to manage a nursing team by providing direction, supervision, support inspiration and mentoring. Knowledge and experience leveraging technology to drive data analytics and ultimately better outcomes for the patients Trinity serves
- Strategic- able to step away from the details and create a clear vision and roadmap in line with the mission objectives of Trinity and apply clinical informatics to improving patient care. Ability to adapt to the continuous growth and unknown challenges
- Mentorship- able to package ideas in a clear and concise way to educate direct reports and colleagues. Help to develop nurses and direct reports to achieve success and job satisfaction while developing leaders in nursing informatics
Opportunities and Expectations for Leadership

The new CNIO must demonstrate meaningful progress within the first 18 to 24 months of her/his tenure, in a number of key areas. They are not listed in any particular order of priority.

- Become a trusted, respected and highly visible leader within Trinity Health through the development of relationships with many colleagues across the ministry.
- Meet with the CNO and CHIO to gain an understanding of the current state and together work to develop a set of expectations and deliverables that will move the overall clinical strategic plan of UCO/Population Health that ties directly to the priority strategic aims and the overall Trinity Heath People Centered 2020 Strategic Plan forward.
- Assess all EMR projects (including the Compass Project - New Cerner Platform to be implemented across much of the organization) and work collaboratively with the CPIO and CMIO and other stakeholders in support of the CNO and CHIO to ensure successful project vision and roadmap.
- Develop relationships with team colleagues including directors, nursing clinical transformation specialists and team who report to him/her resulting in the cascading of team and individual goals that support the strategic plan.
- Evaluate capabilities and competencies of the current colleagues and design a plan for their professional development and growth.
- Gain insight and familiarity with current projects and initiatives within CNIO’s responsibility to understand and create or revise a plan for success.
- Manage budget.
The Community

The Trinity Health system office is located in Livonia, in the Southeast region of Michigan and approximately 25 miles east of Ann Arbor and 25 miles northwest of Detroit. Livonia is a well planned community of 36 square-miles located in northwest Wayne County. Livonia enjoys a strategic location second to none in the region, with easy east-west access via the Jeffries Expressway (I-96), and north-south along the I-275 expressway. Main roads fan out in every direction, providing convenient drive times throughout the metropolitan area. With a population of just under 100,000 in the 2013 census, Livonia is listed as the third largest city in Wayne County and the ninth largest city in Michigan.

Livonia is a well thought out community of residential, industrial, commercial and civic development. The city’s motto proclaims “People Come First” in Livonia. Even with it’s large population, Livonia has successfully maintained its friendly, hometown atmosphere while maintaining a strong emphasis on public safety and public services. Livonia’s students benefit from two quality public school systems – Livonia Public Schools and the Clarenceville School District – as well as numerous parochial schools. The city is home to seven institutions of higher education, including the main campuses of Madonna University and Schoolcraft Community College and a recently built site for Davenport University. Livonia also maintains three municipal libraries.

A superior education system produces a skilled workforce. There are some 4,300 businesses in Livonia. Major local employers include Ford Motor Company; United Parcel Services (UPS); Roush Enterprises; NYX Inc.; Phillips Service Industries, Inc.; McLaren Performance Technologies; and St. Joseph Mercy Health System.

Livonia is a great place to play! Recreational options abound, with an array of parks serving as a great place for families and groups to gather for picnics and outdoor activities. The City of Livonia has more than 1,389 acres of recreational open space in which there are 60 parks (36 developed and 24 undeveloped). The parks also offer play structures at 22 neighborhood parks for all ages, six miles of nature trails, fitness clusters, grill areas, pavilions and restrooms at various parks.

Livonia offers a number of entertainment venues, including upscale restaurants and movie theaters containing a 20-screen, state-of-the-art facility. There are several major shopping centers, including Laurel Park Place Mall and Wonderland Village, with construction underway on a new center called Livonia Marketplace.

Nearby is Oakland County, which is home to 62 cities, villages and townships including Birmingham and Bloomfield Hills, Troy, Southfield, Farmington Hills and Auburn Hills, all of which host a rich mix of Fortune 500 companies. The city of Royal Oak, home of the Detroit Zoological Park, attracts many young people to its mature downtown, which has many trendy restaurants, shops and night clubs. Oakland County is also home to Oakland University, a large public institution located in Rochester Hills.
The southeastern region of Michigan, which includes suburbs among the most affluent in the nation, also includes the areas such as Dearborn, Ann Arbor, Novi, Lansing and Monroe. Dearborn is best known as the hometown of Henry Ford. Henry Ford boosted Dearborn's growth by constructing the Ford Rouge Plant in 1917, which is open for tours. As Ford Motor Company grew, Dearborn became the location of its World Headquarters.

Ann Arbor, the University of Michigan’s lively home, nurtures rich food and art scenes. You also can explore one of the state’s newest wine trails and some of its most abundant antiques shops in quaint towns along historic roads that radiate from the metro area. World-class music and art festivals add to this region’s appeal.

Monroe has a small town atmosphere with easy access to three major metropolitan cities. With beautiful beaches on Lake Erie and abundant area parks, few places in the country offer a fraction of the natural resources to enjoy fishing, hiking and bird watching. You can camp along the Lake Erie shore at Sterling State Park and enjoy boating and fishing on Lake Erie. Monroe is the Walleye Capital of the World.

Michigan has teams in all four major sports leagues: the Detroit Tigers in Major League Baseball, the Detroit Lions in the National Football League, the Detroit Pistons in the National Basketball Association, and the Detroit Red Wings in the National Hockey League. College athletics also play a vital sports role, with two schools in the Big Ten Conference located in the region.

Detroit is also experiencing rave reviews on its “foodie scene” with great restaurants popping up and making an impact on the city.


For more information about southeast Michigan, please visit:
http://www.michigan.org/places-to-go/locations/state/default.aspx
http://www.ci.livonia.mi.us
Procedure for Candidacy

Nominations and applications (including a cover letter and resume) should be submitted, preferably via email, to the consultants supporting Trinity Health in this search. All materials will be treated as confidential. To make a confidential inquiry, please contact our search consultants at hross@wittkieffer.com or mmiot@wittkieffer.com

Material that cannot be emailed may be sent to the consultants at:

Hillary Ross & Malissa Miot
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Discover Thought Leadership at www.wittkieffer.com

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Trinity Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Trinity Health is an equal opportunity employer.
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.