This Position Specification is intended to provide information about Singing River Health System and the position of Chief Nursing Officer. It is designed to assist qualified individuals in assessing their interest in this position.
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ORGANIZATIONAL OVERVIEW

OUR MISSION. OUR VISION.

Singing River Health System exists to improve the quality of life in our community by delivering world-class health care and wellness services.

The vision of Singing River Health System is to be a world-class health system, performing among the nation’s very best in the areas of clinical quality, patient satisfaction, employee and physician relations, community service, and stewardship.

Overview

Singing River Health System (SRHS) is a governmental entity organized and existing pursuant to the community hospital statutes of the State of Mississippi operating as a not-for-profit organization.

The System is governed by a nine-member Board of Trustees. The Jackson County Board of Supervisors appoints seven of the Board Members and the Chiefs of Staff at Singing River Hospital and Ocean Springs Hospital serve in the two remaining seats.

Comprised of two hospitals – Singing River Hospital in Pascagoula (435 Beds) and Ocean Springs Hospital (136 Beds) – plus nine community medical clinics throughout the Gulf Coast, SRHS offers:

- 24-hour Emergency Services
- Heart and Vascular Services
- The Regional Cancer Center
- Women’s and Children’s Services
- Inpatient and Outpatient Rehabilitation Services
- The Neuroscience Center
- Behavioral Health Services
- Wound Care and Hyperbaric Medicine Center
- Hospice of Light
- Ambulatory Surgery Center
Singing River Health System 2010 Quick Facts

Regional Cancer Center Visits: 18,300
Emergency Visits: 107,226
Admissions: 18,426
Deliveries: 1,668
Cardiac Catheterization/Heart Procedures: 5,484
Surgery Cases: 19,844

In economic terms, SRHS is one of the largest employers on the Mississippi Gulf Coast, providing jobs for more than 2,700 residents of Jackson County and surrounding areas. SRHS provided $185 million for employee’s salaries and benefits in 2010. Direct and indirect impact from SRHS on Jackson County is an estimated 4,050 jobs and $259 million per year in wages.

Singing River Health System (SRHS) exists to improve the quality of life in our community by delivering world-class healthcare and wellness services, and for over 75 years, SRHS has compassionately cared for the citizens of Jackson County and southern Mississippi and Alabama. SRHS is a community health system comprised of two state-of-the-art hospitals, primary care medical clinics, and a host of specialized service lines including comprehensive cancer, heart, and neuroscience care.

SRHS has remained one of only six Level 2 trauma centers in the State’s new trauma program. Through the growth of primary care services, the operation of Ocean Springs Medical Park, and the construction of Singing River Medical Park in Pascagoula, SRHS has increased the accessibility of world-class throughout the service area. Additionally, a flourishing partnership with George Regional Health System in Lucedale has allowed SRHS to broaden the availability of specialized medical services and health education in George County and surrounding areas.

Over 300 physicians are members of the Medical Staffs of Singing River Hospital and Ocean Springs Hospital, representing almost every major medical specialty. Approximately 2,700 talented and dedicated employees make up the SRHS workforce, representing annual salaries and benefits valued at over $185 million. Direct and indirect economic impact from SRHS on Jackson County is an estimated 4,050 jobs and $259 million per year in wages. The direct and indirect personal income generates an estimated $142.4 million in local retail sales and $887,999 in local sales tax.

Important services of Singing River Health System include the Regional Cancer Center, which has nearly 20,000 patient visits annually and is currently in the sixth year of a prestigious $3.5 million National Cancer Institute grant which will advance cancer research and ultimately save lives. The System’s comprehensive heart program includes all-digital
cardiac cath labs, heart failure clinics and cardiac rehabilitation programs, as well as cardiac surgeons. Hospice of Light offers end of life care to patients in six counties in South Mississippi and is also accredited by JCAHO. The Women’s and Children’s Centers care for women at any stage of life, and last year almost 17,000 babies were born at the two hospitals. Specialized care for hard to heal wounds is available at the Wound Care Center, which offers hyperbaric medicine therapy combined with specialized nursing care.

Over the past several years, SRHS has seen emergency and trauma care continually grow at both Singing River Hospital and Ocean Springs Hospital at a rate of approximately nine percent. Over 107,000 patient visits were made to the Emergency Department at the two hospitals. With the Coast’s only Neuro Intensive Care Unit, SRHS will continue to be a leader in trauma care.

History

Singing River Hospital, originally known as Jackson County Hospital, was the first community-owned and operated hospital in the State of Mississippi.

1930: The Jackson County Board of Supervisors authorizes the construction of a hospital in Jackson County to be operated as a governmental entity under the Mississippi community hospital statues.

1931: On February 1, Jackson County Hospital opens to the public with a 23-bed capacity and a medical staff of eight.

1931 to 1959: To meet the medical needs of the community over the next 28 years, the original Jackson County Hospital constructs two major additions that increases its bed capacity to 75.

1959: The System completes a replacement facility which increases capacity to 122 beds and the facility’ name changes to Singing River Hospital.

1966: Singing River Hospital opens the first 24-hour physician staffed Emergency Department in the state, one of the first six of its kind in the United States.

1968: Ocean Springs Hospital opens as a 34-bed satellite facility in western Jackson County.

1972: Addition to Ocean Springs Hospital
1977: Addition to Ocean Springs Hospital

1982: First Neurosurgical Intensive Care Unit on the Mississippi Gulf Coast opens at Singing River Hospital.

1987: Singing River Hospital brings the first Magnetic Resonance Imaging (MRI) System to the Mississippi Gulf Coast.

1993: Comprehensive heart surgery program begins at Singing River Hospital.

1994: The Regional Cancer Center opens at Singing River Hospital, bringing comprehensive cancer care to Jackson County.

1997: A state-of-the-art Women’s and Children’s Floor opens at Ocean Springs Hospital.

2002: A new 12-bed Intensive Care Unit opens, bringing the total number of beds at Ocean Springs Hospital to 136.

2002: The System's Heart Program expands to Ocean Springs Hospital with a new all-digital Cardiac Catheterization Lab, the first of its kind in the state.

2003: The Regional Cancer Center at Singing River Hospital becomes the first facility on the Mississippi Gulf Coast to perform Intensity Modulated Radiation Therapy.

2004: The Regional Cancer Center becomes the first facility in South Mississippi to introduce Telesynergy® technology, allowing the Hospital System to videoconference and exchange data with other health care institutions throughout the nation and the world.

2005 to 2006: For two years in a row, Singing River Health System is named one of Solucient’s 100 Top Performance Improvement Leaders in the nation.

2007: Singing River Health System is one of two sites in the nation chosen to host an Action Learning Lab in coordination with the American Hospital Association’s Health Research and Educational Trust (HRET).
2008: Singing River Health System is recognized with Quality Achievement Awards at the Information and Quality Healthcare (IQH) awards program. The Neuroscience Center is launched with neurosurgery, neurology, neurology and directly related areas consolidated into one title. Current mission/vision statements established. Singing River Hospital is the first on the Mississippi Coast to introduce the daVinci Surgical System. The Regional Cancer Center becomes the first cancer center on the Mississippi Gulf Coast to offer the Trilogy linear accelerator, the latest advancement in cancer care.

2009: SRHS becomes Singing River Health System and launches a new Web site. Both hospital pharmacies install advanced automated drug management system manufactured by Swisslog. RCC and Hospice celebrate 15 years. Construction is completed on Ocean Springs Medical Park, a state-of-the-art outpatient facility which includes all outpatient radiology, a dedicated women’s imaging area, cardiac rehabilitation services, cardiovascular surgical services and the SRHS Regional Cancer Center’s Ocean Springs branch. Wi-fi in the hospitals is available. MedWorks, the first dedicated occupational medicine clinic in Jackson County, opens. CRC celebrates five years. A dirt dumping celebration kicks off construction for the new Singing River Medical Park.

2010: Ocean Springs Hospital opens breastfeeding resource center. SRHS begins a partnership with George Regional Health System to provide specialist services to George County, later in the year Inpatient Physician Services is also offered. SRHS celebrates the addition of two new operating rooms at OSH. SRHS Clinics begin offering online appointment, prescription refill requests and patient paperwork online. SRHS opens the Neuroscience Sleep Center in Ocean Springs Hospital with a sleep fellowship-trained neurologist. SRHS adds the coast’s first high definition, low radiation CAT scan imaging system from GE. Singing River Healthplex welcomes its first member in anticipation of its opening in Spring 2011.
## SINGING RIVER HOSPITAL SYSTEM
### FINANCIAL DATA

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<thead>
<tr>
<th></th>
<th>FY 2010</th>
<th>FY 2011</th>
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<tbody>
<tr>
<td>Gross Patient Revenues</td>
<td>1,380,360,608</td>
<td>1,535,589,044</td>
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<tr>
<td>Net Patient Revenues</td>
<td>352,082,995</td>
<td>366,487,959</td>
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<tr>
<td>Non-Patient Revenues</td>
<td>7,619,281</td>
<td>9,164,215</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$359,702,276</strong></td>
<td><strong>$375,652,174</strong></td>
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<td>Salary &amp; Benefit Costs</td>
<td>186,025,179</td>
<td>187,617,413</td>
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<tr>
<td>Supplies &amp; Other Expenses</td>
<td>151,691,617</td>
<td>156,063,447</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$337,716,796</strong></td>
<td><strong>$343,680,860</strong></td>
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<td>Net Income on Operations</td>
<td>$575,273</td>
<td>$8,805,465</td>
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### OPERATING DATA

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<tr>
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<th>FY 2010</th>
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<tr>
<td>Licensed Beds</td>
<td>571</td>
<td>571</td>
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<tr>
<td>Operating Beds</td>
<td>381</td>
<td>381</td>
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<tr>
<td>Average Daily Census</td>
<td>226</td>
<td>220</td>
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<tr>
<td>Admissions</td>
<td>18,426</td>
<td>18,824</td>
</tr>
<tr>
<td>Patient Days</td>
<td>82,352</td>
<td>80,254</td>
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<tr>
<td>ALOS Hospital Wide</td>
<td>1.3050</td>
<td>1.3395</td>
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<tr>
<td>ALOS Medicare/Medicare HMO</td>
<td>1.5745</td>
<td>1.5703</td>
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<tr>
<td>Births</td>
<td>1,668</td>
<td>1,632</td>
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<tr>
<td><strong>Total FTEs</strong></td>
<td>2,718</td>
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<td><strong>Total Employees</strong></td>
<td>2,750</td>
<td>2,766</td>
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<tr>
<td>Open Hearts Surgeries</td>
<td>167</td>
<td>179</td>
</tr>
<tr>
<td><strong>Total Catheterizations Annually</strong></td>
<td>3,280</td>
<td>3,431</td>
</tr>
<tr>
<td>Annual Inpatient Surgeries</td>
<td>5,533</td>
<td>5,235</td>
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<tr>
<td>Total Outpatient Visits (w/o ER)</td>
<td>174,869</td>
<td>180,608</td>
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<tr>
<td>Total ER Visits(INPT AND OUTPT)</td>
<td>120,373</td>
<td>122,708</td>
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### Other Data

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<tr>
<td>Percentage IP Business</td>
<td>53%</td>
<td>51%</td>
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<tr>
<td>Percentage OP Business</td>
<td>47%</td>
<td>49%</td>
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<tr>
<td><strong>Active Medical Staff</strong></td>
<td>170</td>
<td>195</td>
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<tr>
<td><strong>Population Primary Svs Area</strong></td>
<td>127,616</td>
<td>127,616</td>
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<tr>
<td><strong>Population Secondary Svs Area</strong></td>
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### Payer Mix

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<tr>
<td>Medicare/Medicare HMOs</td>
<td>30%</td>
<td>31%</td>
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<tr>
<td>Medicaid</td>
<td>17%</td>
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<tr>
<td>Tricare</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Managed Care/BCBS/Comm/Other</td>
<td>37%</td>
<td>35%</td>
</tr>
<tr>
<td>Self Pay</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>
For nearly eight decades Singing River Hospital and the dedicated staff have been an integral part of Pascagoula, Mississippi. Singing River Hospital is licensed for 435 beds, and offers a wide array of inpatient and outpatient services including:

- General medical and surgical services
- A Level III trauma center
- State-of-the-art diagnostic technology
- Comprehensive cardiology services
- The Regional Cancer Center
- Women’s and Children’s services
- Designated surgical, cardiac and neurological intensive care units
- A nationally recognized bariatric surgery program
- Inpatient and outpatient rehabilitation services
- Comprehensive neuroscience program
- Daybreak Behavioral Health
- Wound Care and Hyperbaric Medicine Center
- Hospice of Light
For over 40 years, Ocean Springs Hospital has been providing an exceptional standard of care to the citizens of the Gulf Coast as a part of Singing River Health System. This 136 bed full-service, acute care hospital, is in Ocean Springs, Mississippi.

The Hospital offers a wide array of inpatient and outpatient services including:

- General medical and surgical services
- A Level III trauma center
- State-of-the-art diagnostic technology
- Comprehensive cardiology services
- Comprehensive oncology services
- State-of-the-art Women’s and Children’s services
- A multi-specialty ambulatory surgery center
- Inpatient and outpatient rehabilitation services
- Comprehensive neurosciences program
- Daybreak Behavioral Health
- Wound Care and Hyperbaric Medicine Center
THE OPPORTUNITY

The organization is currently seeking a new Chief Nursing Officer (CNO) who will provide leadership to deliver high quality, cost effective patient care by working with hospital staff and medical staff in the system. The Chief Nursing Officer reports to the Chief Operating Officer of Singing River Health System, and is responsible for planning, organizing, directing and evaluating nursing practice throughout the System. In addition, the CNO serves as a member of the senior leadership team and is expected to be an active participant in developing system-wide goals and strategies, and ensuring nursing services applies resources appropriately in meeting those goals and strategies. The CNO advises the medical staff, hospital leadership, and the Board regarding matters related to patient care, nursing practice or operational issues. The CNO is accountable for all inpatient nursing units, infection prevention, clinical practice, perioperative services, emergency services, case management, outpatient clinics, psychiatric services, women’s and children’s, respiratory care, education and patient resource management. The position supervises a staff of 10 direct reports, 1,200 FTEs and a budget of $120 million.

Duties and Responsibilities

- Defines purpose, goals, and objectives for nursing services; sets the vision for care delivery systems; establishes standards of care and standards of nursing practice.

- Assesses the needs of the community and participates actively at the executive level in the determination of long range health care planning and program development.

- Serves as mentor and role model for all members of Singing River Health System leadership team. Establishes internal and external communication networks.

- Assures that an effective quality improvement/performance improvement program is operational throughout the nursing departments and coordinates with the medical staff.

- Ensures compliance with standards and regulations of the Department of Health, Joint Commission and other licensure regulating and accrediting agencies.

- Promotes creativity and innovation for patient safety and service program development and program improvement/enhancements in coordination with the leadership team. Develops, leads, supports and actively participates in efforts to improve patient quality, safety and service.

- Assures that the practice of nursing at Singing River Health System conforms to the laws regulating the practice of nursing in the state of Mississippi and adheres to appropriate and specialty national standards.
• Assures standards of care provided at Singing River Health System are based on current concepts and reflect the most advanced knowledge available in managing human resources and nursing practices.

• Advises the President/CEO, COO, and governing board regarding trends and changes in the healthcare environment, including their impact on nursing services, the medical staff, the patients, families and the hospital operational effectiveness.

• Oversees development of annual budgets, monitors fiscal integrity of nursing services, and evaluates and analyzes cost-effectiveness of services, procedures or programs being offered.

• Develops and manages metrics that reflect financial, service, quality and overall performance of nursing; uses metrics to demonstrate and improve operating efficiencies.

• Represents nursing services on committees and in meetings; participates on project teams; participates in strategic planning, and represents nursing (as requested) to the Board.

• Responsible for selection and development of nursing leadership.

• Effectively manages nursing leadership and employee performance and addresses problems by providing employees with feedback on an ongoing basis identifying ways to further develop skills and ensure an understanding of performance expectations and skills to perform their jobs effectively.

• Maximizes human capital for nursing and ensures a positive working environment; enhances recruitment and retention, including development of leaders and employees.
GOALS AND OBJECTIVES

- Continue to pursue and monitor the consolidation of the nursing division across the healthcare system to ensure cohesiveness and collaboration.

- Provide mentoring and coaching at the Vice President, Director and Manager level in the nursing division to ensure enhanced management and budgeting skills and ensuring business literacy.

- Standardize all processes and supplies that impact the system’s cost structure.

- Serve as a resource for the organization by ensuring adherence to all regulatory, compliance, and quality standards.

- Serve in an instrumental role in the successful implementation of EPIC electronic medical record and computerized physician order entry.

- Quickly establish respect, credibility and trust across the entire health system.

CANDIDATE QUALIFICATIONS

- A four-year undergraduate degree in nursing and a graduate degree in nursing, business administration, or a related field is required.
- A progressive background in nursing leadership with a minimum of seven years experience in a variety of environments preferably with some experience in a large complex organization with multiple sites and matrix relationships.
- Strong service line development and growth experience is highly preferred.
- Should be healthcare executive based with a demonstrated track record of improving nursing operations with positive outcomes in quality; cost; productivity; patient; employee and physician satisfaction; and patient throughput.
- A successful track record of utilizing performance metrics to drive and sustain outcomes improvement, especially in the emergency room.
- Should possess broad business skills to include strategic planning, operations, financial acumen, and physician relations. Should have the ability to achieve and sustain high performance.
- A team player with a demonstrated ability to build effective teams and to lead, mentor and develop middle management. Leadership development and mentoring are an essential component of this role.
• Should have exceptional physician relations skills. One who genuinely enjoys working with the medical staff and is empathetic to the challenges physicians encounter.
• Current and extensive knowledge of the key trends in nursing, one with an extensive national network, i.e., IHI.
• Should possess a strong customer service orientation and a track record of measurably improving customer service.
• Should be a highly energetic individual with the stamina for frequent commutes between multiple campuses.
• Should have an open, inclusive and supportive leadership style that empowers direct reports to act independently, while holding them accountable for outcomes. Should have experience making data driven decisions and utilizing data to gain support from others.
• A global thinker who is an effective listener, open to new ideas, resourceful, creative, innovative, visible, and accessible.
• A can-do, positive and energetic person who is a problem solver.
• One who has commitment to Jackson County and will be active in community and civic affairs.
• One who is reasonably IT literate in CPOE and EMR, ideally with EPIC experience.
• Should be one who possesses critical thinking skills – a systems thinker.
• Should be a highly organized leader who is a thoughtful planner and executor.
• Should understand nursing care at the bedside and have a direct focus on providing the resources necessary for the floor nurse.
• Should understand the issues surrounding risk management and patient safety.
• Should have a contemporary understanding of nursing staffing and work flow.
• Is able to build relationships of trust, respect, and credibility at all levels.
• Should be self-confident and resilient, open to differences of opinion, and does not view criticism as a personal affront but able to be decisive as situations demand.
• Is an authentic leader who is consistent with what he or she says and does and should have a reputation for demonstrating high personal ethics, values and integrity.
THE COMMUNITY

Jackson County, an economic engine for the Gulf Coast, is in the enviable position of being involved in some of the most dynamic and crucial sectors of the nation’s economy. Energy, shipbuilding, unmanned aerial systems, marine science research and homeland security are just some of the fields powering the county’s economy.

Today, Jackson County is at the forefront of supplying the nation’s energy needs. It is home to a major refinery and future home to a synthetic natural gas plant and liquefied natural gas terminal. The area is building warships crucial to the nation’s defense and research vessels essential to oceanographers. It houses the builder of cutting-edge, unmanned aerial systems and is one of the key locations supplying cargo, vehicle and people screening systems that make travel safer. Jackson County is also playing a vital role in the research of the health of the Gulf of Mexico in the wake of the 2010 oil spill.

Jackson County, with a population of approximately 140,000, is governed by a five-member Jackson County Board of Supervisors. The County is strategically located between Mobile, Alabama and Biloxi, Mississippi. Named after President Andrew Jackson, the county is the third largest in the State of Mississippi.

Jackson County consists of several diverse communities which reflect the rich history and thriving economy of the Gulf Coast. Scranton and Krebsville were communities that grew up around the L & N Railroad and in 1901, were incorporated as the City of Pascagoula. It was named for the Pascagoula Indians, a word meaning “Bread Eaters”. This alluded to the Indian practice of cooking corn meal on an open fire. Pascagoula was a fishing and boat building community, and in 1938, Mr. Robert Ingalls established his shipbuilding company on the east bank of the Pascagoula River. Another early influential settler was John Grant, who was instrumental in dredging the Port of Pascagoula. Senator John Stennis helped to establish Pascagoula as Mississippi’s Industrial Seaport, and the groundbreaking for Chevron in 1963 assured Pascagoula its place in history as an industrial community.

“Mossy Point” was a well known pine shipping mecca in the 1800s. Ships from South America made regular calls to the mills along the Pascagoula and Escatawpa Rivers. In the early 1900’s, Mossy Point was incorporated as the City of Moss Point. The thriving sawmill industry eventually became known as International Paper Company. Moss Point had numerous shipbuilding yards and today is home to VT Halter. Its trademark claims as “The River City” has brought Moss Point from the early days of ship construction and lumber harvesting to the present day wildlife, nature and eco-tourism development.
Gautier may be the last city to incorporate in Jackson County, but it has a historical lineage dating to the 1699 landing of De'Iberville in Ocean Springs. The Pascagoula “Singing” River flows along on its trek to the Gulf of Mexico. The modern day CSX Railroad follows the bed of the original L & N RR established in 1910. In 1986, the City of Gautier was incorporated. Today Gautier has grown in population, retail and commercial development. It is home to the Mississippi Gulf Coast Community College and has miles of historic bayous and acres of habitat for the Mississippi Sandhill Cranes.

The City of Ocean Springs well known as “The City of Discovery”, has its past shaped to two historical facts, the Landing of D'Iberville in 1699 and the discovery of the underground springs that give the city its name. D'Iberville’s discovery of Biloxi Bay opened a door to a French legacy that is prevalent today. Ocean Springs was a frequent tourist destination. The tropical weather and soothing springs soon gave the area a reputation for fine hospitality. Large historic homes sprang up along Ocean Spring’s Front Beach. The area was primarily fishing and tourism, but in the 1900s, Ocean Springs started its longtime affiliation with arts and culture. Walter and Peter Anderson, both world renowned artists, have left a legacy that brings modern day Ocean Springs to the zenith of all artist communities in the region.

For more information, please visit these community websites:

Pascagoula, MS
Ocean Springs, MS
Gautier, MS
A. Ocean Springs Hospital
B. Singing River Hospital

Distance between point A and point B is 15 Miles
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the Singing River Health System consultants Marvene Eastham and Scott Sette at SingingRiverCNE@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, 10375 Richmond Avenue, Suite 1625, Houston, Texas 77042. The consultants can be reached by telephone at 713.266.6779.

The Singing River Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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 Singing River Health System 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.
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