

Executive Job Codes and Descriptions

Please note: The Executive Compensation Survey is designed to collect information on the highest level jobs reporting directly to the CEO, and/or jobs considered part of the Executive Leadership Team at your organization. Jobs contained in this survey also must be considered the most senior strategy and policy makers in an organization. Please be careful as you evaluate jobs contained in this survey.

Note: For each position described below, there are two 4-digit Job Codes to the right of the Job Title. Use the first one if the position you are reporting is responsible for a **single acute care facility** — either a standalone facility or one that is affiliated with a system. Use the second 4-digit Job Code if the position you are reporting includes responsibilities for **multiple facilities**, or for a system that includes two **or more hospitals and one or more ancillary facilities**.

CHIEF EXECUTIVE OFFICER

4001/4101

General Characteristics: Responsible for planning, managing, directing, coordinating and controlling the overall operation of a single or multiple, standalone, affiliated hospital facility(s), or system. Provides leadership and direction to ensure compliance with strategic objectives and the realization of quality, economical health care services, and other related lines of business.

Examples of Duties:

1. Initiates organization wide policies and procedures to facilitate the kind and type of organization needed to accomplish the hospital's aims, objectives and programs.
2. Develops and manages budget for the hospital, allocates funds within the budget and ensures that the hospital operates within budget.
3. Directs short-range and long-range planning function including development of goals, objectives and strategic plans to ensure quality services and financially sound organization.
4. Coordinates with Board, medical staff, and other hospital personnel to respond to the community's needs for quality health care services; monitors the adequacy of the hospital's medical activities.
5. Manages employees through subordinates, usually other managers. Establishes performance goals, allocates resources and assesses policies for direct subordinates.
6. Reports to a Board of Directors/Trustees and/or to the CEO or COO of a parent corporation.

CHIEF OPERATING OFFICER

4002/4102

General Characteristics: Responsible for managing the organization's day-to-day operations. Provides leadership, direction, and administration of operations to ensure compliance with established objectives and the realization of quality, economical health care services.
Second highest level executive within the organization.

Examples of Duties:

1. Oversees the planning and direction of operation's and facilities, and formulates long-range goals and plans for expansion.
2. Develops financial plans and authorizes operating budgets. Monitors utilization of resources.
3. Directs hospital operations to achieve budgeted results and other financial criteria and to preserve the capital funds invested in the organization.
4. Develops and establishes operating policies consistent with overall policies and objectives and ensures their adequate execution. Appraises and evaluates the results of overall operations regularly and systematically, and periodically reports these results to the CEO.
5. Maintains compliance with regulations governing hospitals and the rules of accrediting bodies by monitoring operations and initiating changes where required.
6. Directs and participates in acquisition and growth activities, including investigations, evaluations, and negotiations in accordance with overall objectives and plans.
7. Directs the activities of one or more major divisions.
8. Assumes the administrative responsibilities of the CEO in his/her absence.

CHIEF FINANCIAL OFFICER**4003/4103**

General Characteristics: Plans, organizes, and directs the fiscal services department, including the development, interpretation, coordination, and administration of the hospital's policies on finance, accounting, insurance, financial/accounting systems, internal controls, and auditing. May oversee other functions or departments. Highest level financial executive.

Examples of Duties:

1. Evaluates overall financial position, recommends financial plans and budgets for board approval and monitors expenditures against revenue.
2. Directs development and planning of financial reporting systems.
3. Reviews effectiveness of financial and accounting system, policies and procedures; directs development and implementation of improvements.
4. Directs financial managers.
5. Collaborates with other senior members in developing major financial plans including capital expenditure programs.
6. Maintains departmental reports and records and collects statistical data for administrative and regulatory purposes.
7. Supervises and coordinates the functions of reimbursements, budget, patient accounting, and general accounting, which includes general ledger accounting, accounts payable, and cashiering.
8. Prepares reports outlining hospital's financial position in all areas of assets, liabilities, income and expense, based on past, present, and planned future operations.

CHIEF INFORMATION OFFICER**4004/4104**

General Characteristics: Ensures the reliable operation of the information and communication systems, including systems analysis, programming, mainframe, network support, telecom, and auxiliary operations. Controls policies and procedures, technical standards, methods, and priorities. Provides and interprets information required for strategic planning, marketing, contract performance analysis and other management decisions.

Examples of Duties:

1. Oversees the planning and direction of information and communication systems operations.
2. Develops strategic plan, financial plans and authorizes operating budgets. Monitors variance against budget.
3. Insures the coordination and provision of optimum levels of service throughout the organization.
4. Collaborates and participates with members of senior management in implementing appropriate technological changes to assure continued support of financial, clinical contracting, marketing, operational and other functions.

CHIEF HUMAN RESOURCES OFFICER/TALENT MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

4005/4105

General Characteristics: Responsible for planning, organizing, directing and controlling the effective use of human resources. This may include worker's compensation, volunteer services, as well as organization development and training. Member of highest management group and may have responsibilities for departments other than Human Resources. **This is an executive position.**

Examples of Duties:

1. Responsible for human resources strategic planning and policies which include compensation, benefits, employment, employee/labor relations, human resources information systems, and organizational development and training.
2. Advises and guides the corporate management, Board of Directors, and subcommittees in interpretation and application of human resource policies, statutory regulations and programs to ensure the effective use of all human resources consistent with organization objectives and goals.
3. Provides overall functional guidance to organization systems and practices related to organization and human resource development and compensation and performance management.

CHIEF OF NURSING/CNO/CNE - NURSING ONLY

4006/4106

General Characteristics: Responsible for the overall direction of direct patient care services. This position is responsible for nursing functions only.

Please Note: Report Head of Nursing with ancillary departments under Head of Patient Care Services/CNO/CNE, 4007/4107.

Examples of Duties:

1. Acts as a consultant of facilities in the area of patient care services.
2. Collaborates with clinical managers and monitors compliance with regulatory agencies.
3. Develops facility strategic plan.
4. Monitors facility performance of goals and standards of patient care.
5. Ensures the implementation of a patient care services program to evaluate and improve the quality and appropriateness of care.
6. Develops and monitors operating and capital budgets.

CHIEF OF PATIENT CARE SERVICES/CNO/CNE - NURSING PLUS ANCILLARY SERVICES **4007/4107**

General Characteristics: Responsible for all nursing functions and professional services functions may include medical, diagnostic, therapeutic and support functions (e.g. respiratory, laboratory, dietary).

Please Note: Report Head of Nursing with no ancillary department under Head of Nursing/CNO/CNE, 4006/4106.

Examples of Duties:

1. Develops objectives and policies.
2. Contributes to strategic planning activities.
3. Reviews organization's budget.
4. Evaluates performance of departments at facilities under his/her direction and may evaluate performance of key management personnel.
5. Evaluates requests for new or additional services or programs.
6. Acts as a consultant of facilities in the area of patient care services.
7. Collaborates with clinical managers and monitors compliance with regulatory agencies.
8. Develops facility strategic plan.
9. Monitors facility performance of goals and standards of patient care.
10. Ensures the implementation of a patient care services program to evaluate and improve the quality and appropriateness of care.
11. Develops and monitors operating and capital budgets.

CHIEF OF STRATEGIC PLANNING AND/OR BUSINESS DEVELOPMENT **4008/4108**

General Characteristics: Responsible for most or all of the following functions; strategic planning, marketing, contract negotiations e.g. joint venture, alliances and affiliations (excluding labor negotiations), fund developing and public relations.

Examples of Duties:

1. Develops and plans programs and strategies for corporate growth and structure.
2. Identifies and evaluates trends in health care, local conditions, economic conditions and competitive instructions and develops strategies to respond to these trends.
3. Works with executive, medical and hospital staff to explain and obtain commitment to strategic goals.
4. Reviews legislation affecting hospital competition and planning.
5. Participates in hospital/medical staff committee as required.

CHIEF OF MANAGED CARE

4009/4109

General Characteristics: Responsible for representing the facility in establishing contracts with insurance companies, HMO's, and third party payors.

Develop healthcare provider alliances (physicians, hospitals, clinics, etc.) to deliver care to selected patient populations.

Examples of Duties:

1. Maximizes reimbursement and increases market share by directing managed care contracting operations using knowledge of industry trends and individual market strengths.
2. Ensures that the facility enters into contracts on an informed and profitable basis by developing and implementing sound policies and procedures.
3. Develops strategies and monitors negotiation for the service area using knowledge of trends and new developments in the health care contracting environment.
4. Increases market presence by developing and maintaining relationships within insurance, employer, physician communities.
5. Informs CEO and Board of Directors of current and competitive forces in the market-place; participates in the design of an active and continuous marketing plan for all existing and future contracts for the effective use of financial resources.
6. Directs preparation, analysis and presentation of financial reports and statistics in regard to contract negotiations.

CHIEF PHILANTHROPY OFFICER/HEAD OF PHILANTHROPY**4010/4110**

General Characteristics: Responsible for leading fundraising, resource development, donor relations, stewardship, fund distribution, and foundation operations. Have responsibilities for areas other than fundraising such as volunteers, social accountability reports, public relations, government affairs, and various community programs carried out by the hospital. **This is an executive position** and reports to CEO of hospital(s) or system at a hospital vice president level. This position is also responsible to the Foundation Board. Title may be Foundation President, Executive Director, or Vice President of hospital.

Examples of Duties:

1. Presides over a professional foundation staff and a comprehensive fundraising effort including planning, organizing, directing, and controlling the effective solicitation and use of philanthropic resources including planned giving, major gifts, events, annual campaigns, and capital campaigns as well as foundation operations, donor communication, and recognition of donors.
2. Responsible for planning, managing, directing, coordinating and controlling resource development functions at a single or multiple hospital facility, or system. Provides leadership and direction to Board, stakeholders, administration, and employees to ensure accomplishment of strategic objectives and revenue targets.
3. Direct short-range and long-range planning function including development of goals, objectives, strategy, and policies to ensure ethical, accounting and legal compliance for the non-profit organization, and a financially sound organization meeting its fiduciary duties.
4. Responsible for directing the Foundation as a separate non-profit corporation with responsibility for 501c3 state, federal, and local regulations, Bylaws accountability, IRS issues for non-profits, annual audit, and conducts meetings of the Board of Directors, Board Executive Committee, and various 501c3 required committees such as Audit Committee, Nominating Committee, etc., and interaction with Foundation's accountant, attorney, auditor, and others as required.
5. The Chief Philanthropy Officer is the ambassador for the hospital to the community, ensuring visibility of the Foundation in all of the communities served by the hospital, and serves as the link between the hospital executive team and the Foundation.

CHIEF MEDICAL OFFICER/HEAD OF MEDICAL AFFAIRS**4011/4111**

General Characteristics: Responsible for assisting hospital in resolving problems and questions of policy as they relate to the medical staff and patient care. Coordinates activities of the medical staff, and assures compliance with medical staff bylaws, rules and regulations.

Exclude: Non-physicians

Examples of Duties:

1. Directs the quality assurance function of the hospital, supervise the staff, assist appropriate hospital and medical staff departments and committees in maintaining and improving quality medical programs and patient care, and assure JCAHO standards are met.
2. Facilitates issues between the medical staffs and the hospitals, and participates in their resolutions.
3. Participates in strategic planning and oversees risk management.
4. Provides follow-up on implementation of quality improvement actions initiated by the Medical Executive Committee or Administration.

CHIEF LEGAL OFFICER/HEAD OF LEGAL SERVICES**4012/4112**

General Characteristics. Responsible for the legal affairs and legal health of organization. Provides legal advice to organization and affiliate executives.

Examples of Duties:

1. Establishes and maintains quality standards on drafting and legal review of loan, purchase, real estate, management and similar contracts.
2. Negotiates contracts, acquisition terms and new affiliations.
3. Represent organization in litigation and handling regulatory issues.
4. Accountable for effective and efficient operation of legal department, including supervision of outside counsel.
5. This position may also be responsible for risk management.

CHIEF OF PROFESSIONAL SERVICES (CLINICAL)**4013/4113**

General Characteristics. Plans, organizes, and directs operations of the professional services division, including but not limited to departments such as diagnostic imaging, pharmacy, laboratory, rehabilitation, respiratory therapy, etc.

Examples of Duties:

1. Ensure that accountable departments support the overall strategic, quality, and utilization goals.
2. Enhance positive physician relationships while ensuring physicians are knowledgeable regarding new and changing methodologies.
3. Work closely with the Chief Nurse Executive to ensure consistency in interpretation of policies and continuity in Patient Practice.
4. Promotes program by developing and implementing marketing plan for services.
5. Assures the formulation of Division goals and objectives.

CHIEF OF SUPPORT SERVICES (NON-CLINICAL)**4014/4114**

General Characteristics. Plans, organizes, and directs operations of the support services division, including but not limited to departments such as plant engineering and maintenance, housekeeping, laundry, dietary, central supply, security, disaster recovery, etc. May have responsibility for facilities planning and construction.

Examples of Duties:

1. Directs the activities of the facility department; oversees the function of building systems including mechanical, fire/life safety, elevators, etc.
2. Supervises the operations of the housekeeping services department to ensure offices, patient rooms, and other specified areas are kept in a clean and orderly condition.
3. Supervises and governs the dietary service for patients and employees.
4. Directs the development and implementation of security programs to guard against theft, vandalism, violence, or other threats against the hospital or its employees.
5. May direct and oversee planning, practices, procedures and personnel associated with hospital's construction programs.

CHIEF OF COMPLIANCE/CORPORATE COMPLIANCE OFFICER

4015/4115

General Characteristics. Promotes and supports the mission, strategic plan and operational effectiveness of the organization through leadership and management of the corporate compliance and/or internal audit functions.

This is an executive position.

Examples of Duties:

1. Contributes to the fulfillment of the organization's mission by planning, designing, implementing and maintaining the corporate compliance program and/or internal audit program.
2. Directs the structural and substantive design, scope and functions of ethics programs to address the organization's risk exposures related to business ethics and/or compliance.
3. Promotes ethical management and business behavior through employee education, monitoring and auditing, enforcement and discipline and response and prevention as required to achieve compliance with applicable corporate policy and laws, rules and regulations.
4. May also serve as chief compliance officer and/or privacy officer for the organization.

CHIEF ADMINISTRATIVE OFFICER

4016/4116

General Characteristics. Responsible for serving as lead administrative staff for specific clinical, ancillary and support services.

Examples of Duties:

1. Ensures adherence to hospital policies and procedures, monitors patient care to ensure high quality, ensures services are provided in a timely manner.
2. Promotes staff development and education, coordinates and supports the efforts of the medical directors of specific departments, identifies market and service opportunities, and maintains knowledge of current and future trends in health care.
3. Monitors and adheres to all licensing and accreditation regulations. As a member of the executive management team, develops the necessary operations and capital budgets, monitors monthly expenses, investigates variances, and implements changes as needed to meet projected revenue and expenses.
4. Assures that care is consistent with organization's mission and philosophy, while remaining current with technology, regulations and consumer needs and demands.

CHIEF OF QUALITY IMPROVEMENT

4017/4117

General Characteristics: Responsible for Risk Management and Performance Improvement.

Examples of Duties:

1. Administers the Risk Management and Quality Improvement program on a day-to-day basis to include insurance coverage and risk financing, loss prevention and control.
2. Manages professional and general liability claims against the hospital.
3. Maintains and analyzes risk management data, quality improvement, and policy development and risk management education programs.
4. Conducts risk assessment, provides follow-up support and consultation on risk issues, and reporting of incidents to appropriate regulatory bodies.

CHIEF OF PHARMACY SERVICES

4018/4118

General Characteristics: Provides support to the hospital/system directors through leadership, organizational support and management accountability for the identification, evaluation and implementation of clinical Pharmacy programs and practice related to the formulary and drug utilization management, best practices and regulatory compliance. **This is an executive position.**

Examples of Duties:

1. Acts as a resource for leadership in pharmacy services for the hospital/system.
2. Leads or participates in the development and implementation of relevant pharmacy systems as well as policies, protocols and standards.
3. Oversees all medication use issue across the hospital/system.
4. Initiates programs to develop internal and external best practices.
5. Identify and negotiate system-wide pharmaceutical contracts.

CHIEF OF RISK MANAGEMENT

4019/4119

General Characteristics: Responsible for the evaluation, development, implementation and maintenance of risk financing and risk control programs for a wide variety of hospital/system risk. Aligns risk management strategies and processes with hospital/system business strategies. **This is an executive position.**

Examples of Duties:

1. Maintains awareness of existing and developing risk exposures for the hospital/system and offers timely and effective risk treatment.
2. Quantifies status of program implementation and effectiveness at all levels of our organization.
3. Leads initiatives to reduce practices that result in avoidable harm.
4. Minimizes risk by establishing mechanism to respond to regulatory insurance survey report recommendations/deficiencies.
5. Oversees the development of risk educational programs for the organization's understanding, management and treatment of risk, and comprehensive orientation program.

CHIEF OF AMBULATORY SERVICES

4022/4122

General Characteristics: The position is responsible for the operational administration of the ambulatory services department. **This is an executive position.**

Examples of Duties:

1. Develops and implements short and long-range goals to improve the overall operations of department services.
2. Provides leadership of department/unit heads to assure that patient care and operations contribute to cooperative, effective, efficient results with operations that are focused on quality and service improvement.
3. Develops organizational structures and process conducive to delivery of high quality cost-effective care.
4. Works in conjunction with medical staff and leadership in developing and implementing service line goals and improvements.

CHIEF MEDICAL INFORMATION OFFICER (CMIO)

4023/4123

General Characteristics: Provides the essential interface between information technology and clinical care processes. Focuses on issues of quality, safety, usability, process improvement and ensures that clinicians are engaged in the entire process. Acts as a translator between clinician and IS.

Examples of Duties:

1. Identifies the need for new clinical information systems or improvement to existing systems. Assist in selection of vendors, systems, applications and software. Ensures implementation of new systems and training for all staff
2. Works in partnership with IT and the medical staff in the selection and implementation of any new/proposed clinical computerized processes, including collaborating with physicians, information management, administration, nursing, ancillary staff and vendors.
3. Lead the development of strategic plans regarding clinical systems and aligns with clinical systems with capabilities to serve the organization's needs.
4. Information clinical leaders, frontline executive management, information management and patients about the clinical systems governance process to ensure the strategic tactical alignment of clinical systems for both non-clinical and clinical departments in the hospital.

CHIEF COMMUNICATIONS OFFICER

4024/4124

General Characteristics: Responsible for the development, planning and control of public, community and media relations to enhance the image and reputation of the hospital.

Examples of Duties:

1. Establishes communication policies, procedures and guidelines for the hospital.
2. Monitors compliance to ensure hospital's identity, web materials and printed materials adhere to guidelines.
3. Assures all communication appropriately reflects the hospital's mission, vision and values and that messages on key issues are consistent with the overall direction by the organization.
4. Provides strategic communications and support to hospital's president and senior staff.
5. Writes speeches and develop presentations for the senior executive staff.
6. Provides issue management/crisis communications when necessary, making sure to preserve the reputation of the hospital.

CHIEF GOVERNMENT RELATIONS OFFICER (NEW POSITION)

4025/4125

General Characteristics: This position serves as the central resource for enterprise-wide relationship with federal, state and local elected officials as well as community and opinion leaders. Creates awareness, builds relationships and generates support for the hospital/health system.

Examples of Duties:

1. Creates awareness by positioning hospital/health system as a resource for legislators, community and business leaders as well as the organization key strategic partners
2. Develop legislative agenda and strategy incorporating public policy initiatives, government relations considerations, strategic goals and local, state and federal issues that impact the hospital and health care in general.
3. Oversees the collection and analysis of data and information pertinent to public policy and advocacy issues; disseminate reports and analysis to appropriate audiences.
4. Directs the development and implementation of the government relations function ensuring compliance with local, state and federal laws.

CHIEF PATIENT EXPERIENCE OFFICER (NEW POSITION)

4026/4126

General Characteristics: Responsible for leading initiatives and coordinating the efforts of various departments within the healthcare organization to deliver the ideal patient experience.

Examples of Duties:

1. Identifies ways to improve patient experience, plans initiatives to do so, and provides education and resources to establish and support sustainable and measurable best practices for patient-centered care and patient service.
2. Communicates the value proposition of the organization using the patient's language.
3. Interacts with the patient through their preferred communication channels to ensure a positive experience.
4. Monitors patient interactions and assures that the hospital is adequately responding to complaints, concerns and suggestions for improvement.
5. Works as internal consultant to develop and guide the progress of patient experience initiatives to include HCAHPS and patient and family centered care.