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Position Specification

Children's National Hospital
Senior Vice President, Hospital-Based Specialties

The Opportunity

Children's National seeks a new Senior Vice President (SVP) for the Hospital-Based Specialties Center of Excellence. In this highly unique role, this dynamic leader will be responsible for oversight of the largest Center of Excellence at Children's National with over 1,300 FTEs, 400 physicians and 17 divisions. Hospital-Based Specialties includes the Emergency Department, Neonatology, Critical Care Medicine, Prenatal Pediatrics and 13 additional academic Divisions and Institutes providing critical and acute care as well as diagnostic and therapeutic imaging and conducting clinical and translational research. The Center for Hospital-Based Specialties is critical to the advancement of Children's National's vision of leading the future of pediatric health. The next SVP will be an inspirational leader with a collaborative spirit and an accomplished track record of leadership, academic accomplishment and business acumen in academic medicine.

Our Client

Children's National Hospital, based in Washington, D.C., was established in 1870 to help every child grow up stronger. Today, the 323-bed acute care hospital is the only freestanding healthcare facility exclusively for children and the only Level I Pediatric Trauma Center in the Washington, D.C.-Baltimore metropolitan area. Children's National serves as the regional referral center for pediatric emergency, trauma, cancer, cardiac and critical care as well as neonatology, orthopaedic surgery, neurology and neurosurgery. Children's National has a regional presence, with 16 specialty care centers spread throughout Maryland, Virginia and Washington, D.C. and two ambulatory surgery centers in Maryland. The Pediatric Health Network is the region's premier pediatric-focused clinically integrated network with 1,500 primary and specialty care physicians and Children's National owns another 17 primary care offices located throughout Maryland and Washington, D.C.

Children's National is ranked as a top hospital in the nation by the U.S. News & World Report in the 2024-25 Best Children's Hospitals annual rankings. This marks the eighth straight year Children's National has made the Honor Roll list, a distinction awarded to only 10 children's hospitals nationwide. Children's National is ranked in all specialties, with top 10 honors in neonatology, neurology and neurosurgery, cancer, nephrology, orthopedics, diabetes and endocrinology, and gastroenterology and GI surgery. In addition, Children's National tied for #1 pediatric hospital in the Mid-Atlantic region, which includes New York, New Jersey, Delaware, Pennsylvania, the District of Columbia, West Virginia and Virginia. It's also best in the Mid-Atlantic in Neonatology. Children's hospitals appearing on the U.S. News Honor Roll have a track record of delivering unparalleled specialized care. It serves patients in the District of Columbia, Maryland and Virginia and attracts many out-of-area second opinions from respected peers and through our Global Services program

Children's National is transforming pediatric medicine for all children through exceptional clinical care delivery, superlative training for the next generation of pediatric physicians, surgeons and caregivers and nationally/internationally known research programs that improve the understanding, prevention, treatment and care of childhood diseases. The Children's National Research & Innovation Campus opened in 2021, a first-of-its-kind pediatric hub dedicated to developing new and better ways to care for kids. It houses the Children's National Research Institute (CNRI), a leader in basic and clinical research programs. It is anchored by the Center for Genetic Medicine Research and the Rare Disease Institute and features JLABS @ Washington DC — a collaboration with Johnson & Johnson Innovation LLC. As home to the Children's National Research Institute and the Sheikh Zayed Institute for Pediatric Surgical Innovation, Children's National receives more than 70% of its research funding from federal agencies, including 60% from the National Institutes of Health. The hospital leads a number of federally funded collaborations in pediatric device development.

Children's National has been designated three times in a row as a Magnet® hospital, demonstrating the highest standards of nursing and patient care delivery. It is recognized for its expertise and innovation in pediatric care and as a strong voice for children through advocacy at the local, regional and national levels. Each year, pediatric training is delivered to more than 800 medical students, physician assistant students and others from George Washington University, Howard University, other medical schools, and the National Institutes of Health. Children's National-based

graduate medical education programs train more than 300 residents and fellows. The team provides clinical coverage for pediatric critical care at the National Institutes of Health Clinical Center and has formal partnerships with NIH Intramural research teams. Additionally, many FDA physicians volunteer at Children's National.

Children's National Mission

As the nation's children's hospital, the mission of Children's National is to excel in Care, Advocacy, Research and Education. We accomplish this through:

- Providing a quality healthcare experience for our patients and families
- Improving health outcomes for children regionally, nationally and internationally
- Leading the creation of innovative solutions to pediatric health challenges

Children's National Vision

Children's National will lead the future of pediatric health through its clinical excellence, transformative research, innovation and service to the community.

Hospital-Based Specialties (HBS) Center of Excellence

Children's National is renowned for its institutes and Centers of Excellence, including the Children's National Heart Center, the Cancer and Blood Disorders Center, the Joseph E. Robert, Jr., Center for Surgical Care, the Center for Hospital-Based Specialties, the Neuroscience and Behavioral Medicine Center, and the Diana L. and Stephen A. Goldberg Center for Community Pediatric Health. Children's National is also home to the Zickler Family Prenatal Pediatrics Institute, the Rare Disease Institute, the Developing Brain Institute, the Brain Tumor Institute, and the Gilbert Neurofibromatosis Institute.

The Center for Hospital-Based Specialties is a hub for disciplines providing critical and acute care, as well as diagnostic and therapeutic imaging and clinical/translational research. It is the largest Center of Excellence at Children's National Hospital, with over 1,300 FTE's, including more than 400 physicians. HBS is comprised of seventeen clinical divisions, several ranked in US News & World Report as top in the nation. In fiscal year 2024, HBS saw over 1 million patient encounters including inpatient, outpatient, procedures, telemedicine and diagnostics. In addition to providing exceptional clinical care, the Center has robust training and education programs and more than \$31 million in externally funded research grants.

HBS Divisions & Institutes

- Critical Care Medicine
- Dermatology
- Developing Brain Institute
- ECMO
- Emergency Department
- Endocrinology/Diabetes Management
- Genetics
- Hospital Medicine
- Infectious Disease
- Neonatology
- Nephrology
- Prenatal Pediatrics Institute
- Pulmonary & Sleep Medicine
- Radiology
- Regional Neonatology
- Respiratory Care Services
- Transport Medicine

The Role

The Senior Vice President (SVP) of the Children's National Hospital-Based Specialties Center reports directly to the Executive Vice President, Chief Medical Officer (CMO) & Physician-in-Chief. The SVP is a member of Children's National Leadership Council and works collaboratively across other Centers of Excellence and programs. The SVP provides clinical, academic, and administrative leadership to the Hospital-Based Specialties Center, including inpatient work, outpatient clinics at Children's National, and in pertinent regional relationships. Demonstrating a proven record of successful strategic planning, developing long-range goals and implementation, this leader manages a diverse, interprofessional team, collaborating with internal and external stakeholders to advance the mission of Children's National.

The SVP is an academically accomplished, strategic, and visionary leader who assumes overall leadership including administrative and financial oversight of all the clinical, research, and educational activities of the Center. The SVP bears responsibility for quality and safety outcomes as well as the successful financial performance of all clinical programs within the Center. The SVP works with other hospital executives to expand academic and clinical programs, achieves and sustains clinical excellence, and optimizes use of resources in the most efficient manner. This position has the primary responsibility of supervising all Chiefs in the Center, including those leading Institutes in the Center, as well as the Center Executive Director. The SVP works in partnership with the CMO to recruit and retain Chiefs within the Center and oversees the hiring and performance management of all physicians and key administrative staff.

Key Responsibilities Include:

Vision and Strategy

- Develop and articulate a shared vision for the strategic short and long-term growth, innovation, and direction of HBS across clinical care, education and research.
- Strategically align the Center's vision with the strategic priorities of Children's National as an enterprise; bring a collaborative spirit to partnering to achieve that vision.
- Develop and implement strategies to support clinical, education and research programs.

Clinical Excellence

- Oversee the volume, clinical quality, operations, patient safety, patient satisfaction, and financial performance of the Center, while directly managing the budget. Maintain a view of the operational performance of the Center as it relates to overall hospital and clinical excellence, working collaboratively with different functional areas/departments to improve patient outcomes.
- Partner with Chiefs and other Center of Excellence leaders on clinical service planning, program development, and capacity planning while maintaining a culture of clinical excellence.
- Develop sound and creative strategies to enhance care and assure optimal outcomes. Provide vision and leadership for addressing patient care issues and enhancing patient satisfaction.
- Focus on the use of tools, expertise, and applications for continued quality improvement as a business strategy and enhance the leadership capacity to maintain a culture of quality.
- Facilitate new care models to advance patient processes and systems of care.
- Support the advancement of health outcomes by implementing standardization in care through collaboration with medical, nursing and operations.
- Design, implement and execute plans to achieve successful outcomes of organizational goals.
- Partner with administrative and nursing and other clinical leaders to make decisions.
- Collect and analyze data to include patient/family experience and evaluate clinic and division level performance; incorporate findings into plans to modify program and service delivery.
- Develop and implement policies and procedures that promote cost-effectiveness and efficiency in patient care delivery.

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Education & Research

- In collaboration with the Chief Medical Officer and Chief Academic Officer, provide oversight of the academic infrastructure in the Center required to maintain a high-quality academic environment designed to support the best in professional education and research to improve the care of pediatric patients.
- Promote a culture of discovery and innovation.
- Provide operational oversight of collaborations between partnering research organizations, including staffing, budget management, contract management, and achievement of collaboration goals and objectives.
- In conjunction with the Chief Medical Officer and Chief Academic Officer, provide oversight and accountability for the conduct of clinical research led by Principal Investigators within the Center.

Financial Performance

- Oversee and advance the administrative and financial structure that will drive each component of the Center's overall mission and strategy, closely aligned with the finances, mission and strategy of Children's National.
- Ensure that the Center remains financially strong and advance the Center's productivity and growth.
- Serve as a financial steward of the Center, demonstrating business acumen when allocating resources across Divisions and Institutes. Actively monitor key financial indicators, making adjustments as needed to maximize revenue and productivity, constantly focused on patient care and outcomes.
- Implement and monitor divisional budgets and partner with Chiefs on setting and achieving their targets.
- Collaborate with other Center of Excellence leaders to develop budgets in conjunction with the CMO Office.

Human Capital

- Recruit, retain and develop a diverse, high performing faculty and staff.
- Ensure a capable, highly committed and performance driven management team is in place.
- Collaborate to develop and evaluate the effectiveness of recruitment and retention programs for physicians, providers, leadership, and staff within the Center.
- Establish efficient staffing patterns in accordance with standards of practice to achieve highest quality of patient care and to maximize operational efficiencies.
- Demonstrate support for and deliver meaningful change that is best aligned with the institution's commitment to Diversity Equity & Inclusion.
- Create a work environment that fosters teamwork, cooperation, innovation, open communication, and respect.

Administrative Leadership

- Define success indicators and develop measures to drive a culture of high performance and accountability.
- Meet regularly (at least monthly) with the Divisions' leadership to address all aspects of risk, especially clinical and financial. Participate directly and indirectly in Center-wide conferences and key clinical presentations.
- Role model expertise to enhance the organizational culture of respect and active listening during periods of constant change in the health care environment.
- Provide mentorship to divisions regarding management and operations (both clinical and non-clinical).
- Meet regularly with hospital management staff and maintain work plans showing measurable achievements and recognizing individual and team accomplishments.
- Assist the physicians to build volume, high quality, and safety standards, to improve productivity and to create a high level of accountability among the physician leadership, in collaboration with the CMO.
- Be an active participant in Center activities such as critical event review, surgical conference morbidity and mortality conference, and patient care rounds.

Internal and External Relationships

- Foster a positive, collaborative and high-performance culture within the Center and across all environments of care, spanning physicians, APPs, nurses, technicians, and operational leaders and contributors. Enhance inter-professional learning and the working relationship with nursing.

- Build relationships and advocate on behalf of the Center across Children's National. Partner with multidisciplinary teams to advance improvements in patient safety, quality, and outcomes.
- Collaborate with the enterprise risk management process as it relates all aspects of risk, especially clinical.
- Engage with external leaders to maintain knowledge of real-time industry changes and new developments that may impact Children's National.
- Make connections and foster external relationships to the benefit of Children's National and the patients and families it serves.
- Relate to employed, affiliated, and community physicians and providers.

Philanthropy & Advocacy

- Work with the CMO and the Children's National Foundation leadership to solicit and secure major funding from philanthropic sources.
- Prioritize philanthropy among each division by encouraging faculty to partner with the development office on grateful patient family referrals, identification of funding priorities, and securing major gifts/grants from individuals, foundations, and corporations.
- Together with the executive leadership team at Children's National, become visible and recognized in the community, and work collaboratively with political leaders to advocate for the hospital and to help to maintain the strong support it currently receives in the Washington, DC area.

Reporting Structure and Key Relationships

Reports To:

- David L. Wessel, MD
Executive Vice President, Chief Medical Officer and
Physician-in-Chief, Children's National Hospital

Direct Reports:

- Chief, Division of Hospital Medicine
- Chief, Fetal & Transitional Medicine
- Chief, Neonatology
- Chief, Outreach Pediatrics
- Chief, Diagnostic Imaging & Radiology
- Chief, Nephrology
- Chief, Infectious Disease
- Chief, Endocrinology/ Diabetes Complex Center
- Chief, Critical Care Medicine, Respiratory, ECMO & Transport Medicine
- Chief, Pulmonary Medicine
- Chief, Genetics & Metabolism
- Chief, Pediatric Emergency Medicine
- Chief, Dermatology
- Executive Director
- Total team size: ~1,300

Partners with:

- Centers of Excellence Senior Vice Presidents
- Chief Academic Officer
- Chief of Community and Population Health
- Other Children's National Executives

Relates to Externally:

- Patients and families
- Institutional partners, including healthcare providers
- Referring providers
- Donors and the philanthropic community
- NIH and other governmental funders
- ACGME and other accrediting bodies
- Patients and families
- Community-based stakeholders
- National and international professional societies
- State and national regulatory bodies

Location: Children's National Hospital is located in Washington, D.C. with outpatient clinics, surgical and imaging centers throughout the region, including Maryland and Virginia. Relocation to the region is required for the role.

Candidate Profile

The ideal candidate is expected to be a highly respected physician with an established track record of clinical, administrative and academic excellence with dynamic leadership and administrative skills and the ability to recruit outstanding faculty, facilitate exceptional education programs and to serve as an institutional leader in a manner that supports and contributes to the success and unity of the enterprise.

It is anticipated that the successful candidate will have earned an M.D. or M.D./Ph.D., and academic credentials sufficient to engender respect within Children's National and the national academic community at large. Board certification in pediatrics, a pediatric specialty or equivalent training is required. A master's degree in business or healthcare administration, or other advanced degree would also be an advantage. The successful candidate will have progressive, broad leadership experience in complex, pediatric academic medical environments. This individual will exhibit a substantive understanding of the important healthcare issues in the nation, as well as a deep understanding of pediatrics and academic medicine. The successful candidate must meet the qualifications to be or become fully licensed to practice Medicine in the District of Columbia and credentialed attending staff category physician on the medical staff of Children's National Hospital.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Ideal Education & Experience

- An accomplished physician executive (MD or MD/PhD) with an excellent track record of accomplishment in clinical care, research, and education.
- Board certification in Pediatrics and/or a Pediatric subspecialty, or equivalent credentials, is required.
- Nationally or internationally recognized in the field of Pediatrics.
- Clinical, research, and teaching achievement, commensurate with appointment to the faculty at the rank of Professor.
- A minimum of 10 years of administrative and leadership experience at an academic medical center, serving as a Department Chair, Vice Chair, Division Chief, Center Director, or other relevant position.
- Demonstrated knowledge and ability managing and leading large teams from an operational and financial perspective.
- Strong operations experience; track record of leadership in inpatient and outpatient clinical care delivery.
- Experience building innovative and integrated programs and services.
- The capacity to formulate and articulate a shared and integrated vision of the future, to persuade a wide range of audiences of its value, and to engage others in its implementation.
- Strong business acumen and demonstrated success managing budgets; ability to influence and negotiate within highly matrixed and complex organizations.
- Experience developing and implementing policies and procedures that promote cost-effectiveness in patient care delivery.

- Track record of scholarly achievement with appropriate publication record; able to collaborate to support the growth of research programs and innovation within the Center.
- Deep understanding of the education mission and the importance of providing undergraduate medical students, residents and other physicians and providers-in-training with the highest quality education.
- Experience recruiting, developing and mentoring physician leaders; demonstrated ability to identify and recruit a high-performing, diverse faculty and staff at all levels.
- Ability to engage and inspire multidisciplinary teams; experience promoting collaboration among team members and transparency in decision-making to ensure strong team engagement and morale.
- Ability to respond effectively to elements that drive competitive advantage under dynamic conditions, such as healthcare industry changes, competitor actions, and technological trends.
- Demonstrated ability to build and sustain collegial relationships with peers, faculty, Center staff, hospital administration, representatives of outside organizations, and community stakeholders.
- Broad understanding of national health policy and the future challenges and opportunities for inpatient and outpatient medical care.
- Commitment to the Children's National mission and vision, including a passion for equity and inclusion.
- A track record of building and maintaining strong working relationships with internal and external stakeholders in a matrixed environment.
- Candidate must meet requirements for medical licensure in Washington, D.C.

Personal & Interpersonal Characteristics

- A leader with vision, who can strive for excellence and the development of a world class organization.
- A dynamic and innovative individual with a strong sense of self, the ability to be an active listener, and a demonstrated respect for others.
- Excellent interpersonal skills, someone who can rapidly establish credibility with a broad range of individuals inside and outside of the organization.
- Expertise in interpersonal communication as a respectful and empathetic listener.
- Collaborative team player and colleague who can work closely with others in a team-oriented setting.
- Excellent referring physician relations, skills and demonstrated success with medical staff partnerships.
- Recognized leader in a clinical or quality domain with demonstrated academic achievements and national prominence.
- Strong sense of urgency and ability to motivate others to succeed.
- Strong conflict management skills.
- Excellent planning, problem solving and time-management skills.
- Excel at listening, learning, transparent decision making and team building.
- Must possess a personal presence that is characterized by a sense of honesty, integrity and caring.

Children's National Executive Leadership Accountabilities

Deliver

- Set the long-term strategies and priorities for the organization and align resources to meet goals
- Optimize internal effectiveness with external competitiveness
- Identify and develop strategic partnerships
- Define and reinforce the standard for exemplary safety and quality
- Ensure interdepartmental cooperation, communication, and alignment

Engage

- Speak as one voice in communicating the organization's strategies and priorities and clearly articulate the "why" behind those decisions
- Lead by example and define the importance of leadership
- Balance divisional and functional needs with organizational strategies
- Monitor and shape the culture of the organization to best fulfill our mission
- Develop the next generation of leaders

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Grow

- Define the strategies and priorities for growth and innovation in line with the organization's mission and goals
- Establish industry partnerships to support the mission and make the organization more competitive
- Invest in organization-wide improvement efforts while monitoring and managing the organization's capacity for change

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