



## JOB DESCRIPTION / PERFORMANCE EVALUATION FORM SENIOR MANAGEMENT TEAM MEMBER

POSITION TITLE: <b>Chief Operations Officer</b>	DEPT. NAME: <b>Administration</b>
JOB CODE:	DEPT. NUMBER:
REPORTS TO: (TITLE) <b>President / CEO</b>	EXEMPTION STATUS: EXEMPT <input checked="" type="checkbox"/> NON-EXEMPT <input type="checkbox"/>

### I. JOB SUMMARY

The Chief Operating Officer (COO) will have the overall responsibility for the operations of Mercy Hospital and Mercy Southwest Hospital under the direction of the President/CEO. This executive position will apply and implement CHW and hospital-wide policies at the hospital campuses.

This position has responsibilities for the management of operations and will assure that activities and/or operations at the acute care facilities are appropriately integrated into the strategic plan for Mercy and Mercy Southwest Hospitals. The Chief Operating Officer will at all times ensure the provision of quality care and services through the cost effective management of hospital operations. The Chief Operating Officer will work closely with the CEO, Senior Executive Team and the hospital management team.

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### JOB PERFORMANCE DEFINITIONS

**5 Outstanding.**

Consistently performs above the job expectations, continuously producing high quality results.

**4 Exceeds Job Requirements.**

Often performs above the job expectations, often producing high quality results.

**3 Fully Competent.**

Employee successfully performs all essential job functions on a continuous basis. May occasionally exceed performance expectations. An employee who is new in a position, but who has not yet become fully competent may still be rated a "3" if they are progressing at expected levels.

**2 Below Job Requirements.**

Usually successfully performs most job functions. May occasionally not meet some performance expectations.

**1 Unsatisfactory.**

Employee may meet some requirements of the job, however, one or more primary job functions need improvement. A follow-up appraisal must be given in three (3) months. Two consecutive ratings at this level may be grounds for dismissal.

## II. LEADERSHIP COMPETENCIES AND CORE VALUES

Management Team Members will perform their job in a manner which demonstrates the following CHW Leadership Competencies:	EVALUATION				
<b>Mission and Commitment</b> – Demonstrates commitment to organization's mission and values. Is respectful of all levels of the organization. Inclusive of diverse ideas, backgrounds, cultures. Seeks out opportunities to represent the workplace.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Personal Characteristics</b> – Acts with integrity and strives for fairness in decisions and treatment of people. Deals with people in an open straightforward way. Builds relationships on trust and respect. Holds self and others accountable; admits mistakes and learns from them.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Customer / Patient Focus</b> – Makes customers/patients and their needs a primary focus. Is dedicated to meeting the expectations of internal and external customers/patients. Represents organization in a positive and professional manner. Solicits customer/patient feedback and uses it for improvements in service.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teamwork</b> – Uses appropriate methods and a flexible interpersonal style to help build a cohesive team. Actively participates as a team member to move team forward toward completion of goals. Regularly acknowledges contributions of others.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Continuous Improvement</b> – Participates effectively in process improvement changes. Originates action to improve existing conditions and processes. Uses appropriate methods to identify opportunities, implement solutions, and measure impact.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Developing Others</b> – Develops and communicates clear, realistic performance expectations, monitors the work, knows when to be hands-on. Coaches to help others resolve problems. Provides fair, consistent, timely and specific feedback to challenge people to achieve their potential and know where they stand. Provides individual and group recognition.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Change Leadership</b> – Recognizes the need for change and accepts it. Helps prepare people to understand and cope with change. Demonstrates openness to new approaches and solutions. Adjusts to multiple demands, shifting demands, ambiguity and change in order to work effectively in a variety of situations.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Strategic Agility</b> – Exercises judgment in building realistic solutions to problems. Uses systematic decision making process to get at the real issues. Contributes useful ideas to implement cost savings for the organization.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Management Team Members will perform their job in a manner which demonstrates the CHW Core Values of: <i>Excellence, Collaboration, Dignity, Justice, and Stewardship.</i>	EVALUATION				
<b>Excellence</b> – Delivers high quality results on time, contributes to departmental/organizational quality and/or process improvement efforts, actively promotes innovation, speed and change in improving processes, programs or services.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Collaboration &amp; Dignity</b> – Communicates and interacts appropriately with all personnel, is open to others' ideas and opinions, supports the department's/organization's efforts, maintains confidentiality, is viewed by others as an example of professional, considerate behavior.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Justice</b> – Makes effective decisions, accepts responsibility for decisions, adapts quickly to changing conditions and needs, adds value to the organization by going beyond boundaries of own job to improve organizational performance.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Stewardship</b> – Works efficiently, utilizes all resources in a cost-effective manner, adheres to organization's policies and procedures, actively seeks ways to reduce cost and conserve resources to improve results. Demonstrates justice and social responsibility.	5	4	3	2	1
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### III. DUTIES AND RESPONSIBILITIES

<b>(Major functions listed in order of importance)</b>		<b>EVALUATION</b>				
1	Work with hospital management teams to promote the understanding, communication, and integration of the organization's values, vision, strategies and mission.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Support and participate in performance improvement efforts, including quality improvement initiatives and self-assessment activities.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Facilitate development of a healthcare delivery system through integration and standardization of operations across and between campuses, programs and services throughout the region, as appropriate.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Organize operations in the simplest, most efficient fashion with few layers of management, broad spans of control and limited managerial costs.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Work effectively with the medical staff and provide them with support personnel, equipment, and facilities required to carry out their responsibilities.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Develop, coordinate, implement and monitor processes to ensure the integration of strategic direction and operational goals.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Utilize both structure and process to make decisions, promote integration/collaboration, and achieve results. The Chief Operating Officer will provide strong leadership in the development of quality indicators and will focus on meeting established outcome and service standards.	5	4	3	2	1
	Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8	Have the ability to facilitate organizational change, where needed, to reach the objectives of the region for quality, access and cost of services. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
9	Act as a contributory member of the senior management team. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
10	Ensure compliance with Federal, State and JCAHO regulations and standards. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
11	The Chief Operating Officer role requires an acute care operations view, focusing on quality and cost effective operations. The person will have a service line view, focusing on effectively supporting and integrating service lines into operations. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
12	Maintain day-to-day, ongoing relationships with the organized medical staff in concert with the VP of Medical Affairs, CFO, CNE and the respective management teams. Support care management initiatives to enhance quality care and outcomes. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
13	Promote teamwork and cooperation within and between CHW and Mercy and Mercy Southwest Hospitals and all affiliated entities for the betterment of health care in Kern County. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
14	Identify opportunities, market needs and industry developments while maintaining flexibility and preparedness to proactively respond to shifting threats and opportunities. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
15	Maintain the financial viability and enhance cost effectiveness of the hospitals through review and analysis of financial, statistical and other reports and through preparation of annual budget for operating, capital and cash flow purposes, which provide for operational revenues and expenditures and all other duties as assigned. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1
16	Provide direct supervision to ensure the achievement of community benefit goals and objectives through the regional Department of Special Needs & Community Outreach. Essential Function? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	5	4	3	2	1

Employees in patient care related jobs will need to be competent to perform age specific aspects of the job as identified on the "age specific competency evaluation form".

#### IV. PHYSICAL DEMANDS/WORK ENVIRONMENT

**Key:**

**C** = Constant (76 - 100%)  
**O** = Occasional (26 - 50%)  
**N** = Never (0%)

**F** = Frequent (51 - 76%)  
**S** = Seldom (1 - 25%)  
**E** = Regardless of frequency, this activity is indispensable.  
**M** = This activity is useful and helpful but not absolutely essential.

Basic Skills:	C	F	O	S	N	E	M	Comments:
Reading	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Writing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Math	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Talking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Hearing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Physical Demands	C	F	O	S	N	E	M	Comments:
Sitting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Standing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Stooping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reaching Overhead	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Bending at the Waist	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Bending at the Neck	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pushing or Pulling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting or Carrying	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10 lbs or less	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11 to 25 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
26 to 50 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
51 to 75 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
76 to 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Over 100 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Moving patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## V. EDUCATION, EXPERIENCE & TRAINING

### **Experience:**

Progressive administrative experience for a minimum of ten years with at least five years in a complex or multiple facility hospital organization is required. Experience as a Chief Operating Officer or experience in an equivalent position is preferred.

### **Education:**

Masters degree in Management, Business or health-related field required. Diplomat or Fellow in the American College of Healthcare Executives, and a Nursing or other clinical degree is desired.

### **Licensure/Certification:**

### **Skills and Abilities:**

The ability to quickly be knowledgeable of legal, regulatory, ethical, managerial and organizational requirements, principles and standards for an acute care general hospital in the State of California. Must be able to guide and direct hospital operations to ensure they are functioning in accordance with their respective missions and in the most economic manner feasible. Must have verbal ability to effectively express ideas and views when speaking to groups and others with whom he/she comes in contact.

### **Specialized Training:**

JOB DESCRIPTION SIGNATURE APPROVALS		
Prepared By:		
Signed:		
Date:		
HR Review:	Name:	Date:
Reviewed/Revised:	Name:	Date:

