

- 1.01 Chief Executive Officer (CEO)
- 1.02 Chief Financial Officer (CFO)
- 1.03 Chief Operating Officer (COO)
- 1.04a Chief Information Officer (CIO)
- 1.04b Chief Medical Information Officer - MD (CMIO)
- 1.05a Chief Medical Officer (CMO)
- 1.05b Chief Dental Officer (CDO)
- 1.06 Chief Compliance Officer (CCO)
- 1.07 Top Patient Care Position
- 1.08 Chief Nursing Officer (CNO)
- 1.09 Top Administrative Services Position
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- 1.11 Top Ancillary Services Position
- 1.12 Top Health Information Management Position
- 1.13 Top Human Resources Position
- 1.14 Top Legal Services Position
- 1.15 Top Quality Position
- 1.17 Top Clinic Operations Position
- 1.18 Top Pharmacy Position
- 1.19 Top Laboratory Position
- 1.20 Top Public Relations Position
- 1.21 Top Strategic/Long-Term Planning Position
- 1.22 Top Business Development Position
- 1.23 Top Marketing Position
- 1.24 Top Facilities Administrator
- 1.25 Top Patient Financial Services Position
- 1.26 Top Foundation Position

1.01 Chief Executive Officer (CEO)

Provides overall administration of operations of the organization • Develops objectives, strategies, policies, budgets, and operating plans for the organization and oversees their interpretation, implementation and achievement • Creates an organizational hierarchy and assess the performance of individual unit executives • May serve on the Board of Directors.

1.02 Chief Financial Officer (CFO)

Oversees all financial functions of the organization • Reviews and establishes policies and procedures related to the organization's accounting practices, including cost-accounting, budgeting, financial planning and business office functions • Directs all fiscal activities such as budgets, audits, taxes, and reporting to regulatory and governmental agencies.

1.03 Chief Operating Officer (COO)

Responsible for the daily management of the overall operation of the corporation, system or medical center • Guides and directs all professional, patient care, and ancillary functions as well as other staff support functions • Participates in the development and implementation of long-range plans, goals and objectives.

1.04a Chief Information Officer (CIO)

Recommends, implements, and oversees firm-wide technology initiatives such as security, disaster recovery, operations, and business continuity planning • Directs IT systems and services • Typically requires a degree, with 12+ years of broad and deep technology consulting and technology operations management experience.

27 benchmark positions



1.04b Chief Medical Information Officer - MD (CMIO)

Serves as a liaison between the clinical applications team, physicians, and other clinicians to facilitate systems design that supports clinical practices • Analyzes trends in health informatics to develop applications that increase efficiency in patient care • Requires an MD and working knowledge of clinical informatics systems and related database systems.

1.05a Chief Medical Officer (CMO)

Plans, directs, and coordinates all medical and related activities, with the exception of nursing services • Participates in establishing and implementing standards of medical service, and advises on medical and administrative questions and policies • Investigates and implements new medical practices and techniques • Requires an MD.

1.05b Chief Dental Officer (CDO)

Plans, directs, and coordinates all dental and related activities • Participates in establishing and implementing standards of dental service, and advises on dental and administrative questions and policies • Investigates and implements new dental practices and techniques • Licensed dentist.

1.06 Chief Compliance Officer (CCO)

Responsible for the administration, design, implementation, and management of the Corporate Compliance Program, which ensures the proper reimbursement and compliance of all regulatory statutes • Typically requires 10 years experience, training and education as a Certified Procedural Coder (CPC), Accredited Record Technician (ART), Registered Record Administrator (RRA), a bachelor's degree in health or business or RN, and a Masters degree is preferred.

1.07 Top Patient Care Position

Directs and coordinates the activities of patient care divisions or departments (e.g., responsibilities include inpatient nursing units, surgical services, and may also include other areas such as Ambulatory Nursing, Imaging Services, Occupational, Physical or Respiratory Therapy) • Participates with the top management team in formulating, administering and evaluating organizational strategy, policy, and effectiveness • Provides direction for Nursing Service management staff/department heads on the development and maintenance of division/department budgets • Implements and interprets policies and procedures, evaluates staff, plans and directs staff training and orientation.

1.08 Chief Nursing Officer (CNO)

Directs and coordinates the activities of only the nursing division • Part of top management team in formulating, administering and evaluating organizational strategy, policy, and effectiveness • Provides direction for nursing management staff/department head on the development and maintenance of division/department budget • Implements and interprets policies and procedures, evaluates staff, plans and directs staff training and orientation.

**1.09 Top Administrative Services Position
(Chief Administrative Officer)**

Responsible for directing, planning, and coordinating two or more corporate systems/administrative staff functions such as information technology, materials management, purchasing, marketing, public relations, human resources, legal, foundation/development etc. • Typically reports to the CEO or the COO.

1.10 Top Support Services Position

Manages the purchasing activities of the organization • Establishes purchasing policies and departmental procedures • Determines sources of supplies, raw materials, and components, by receiving and analyzing quotations and proposed bids • Negotiates purchasing contracts, monitors vendor quality and maintains necessary records and documentation • Oversees staff who receive store, order and issue purchases • Oversees the sterilization, decontamination, assembly, storage, and distribution of both one time and reusable supplies.

1.11 Top Ancillary Services Position

Responsible for coordinating two or more ancillary services such as respiratory, occupational therapy, physical therapy, medical records, and pharmacy services • Excludes nursing, board and room services.

1.12 Top Health Information Management Position (HIM)

Responsible for the administration of Quality Assurance, Medical Records, and Transcription Departments • Oversees staff and systems that store, analyze, retrieve, and obtain information as needed • Ensures procedures and medical records meet the standards of all regulatory and accrediting agencies.

1.13 Top Human Resources Position

Responsible for the development, implementation and coordination of policies and programs covering employment, compensation, benefits, training, safety, labor relations, employee orientation and other employee services • Directs the development and administration of human resources policies and procedures consistent with regulatory requirements.

1.14 Top Legal Services Position

Serves as the in-house legal counsel, liaison with outside law firms, and may represent the employer in court actions or legal negotiations • Provides legal advice to top management • Reviews and makes recommendations on proposed contracts and complies with all legal requirements.

1.15 Top Quality Position

Provides executive leadership and oversight to Quality and Patient Safety • This may include Quality/Clinical Effectiveness/Performance Improvement, Patient Safety, Risk Management, Compliance, and Regulatory Readiness programs to ensure quality patient care and maximize performance and outcomes • Ensures development and articulation of the vision and strategic direction for organizational and clinical risk management, corporate compliance, internal audit, regulatory survey readiness, quality and performance improvement activities and the implementation of all associated policies, procedures and regulatory requirements • Typically requires a bachelors degree in a healthcare related field and a minimum of 10 years progressive management experience in a health related setting.

1.17 Top Clinic Operations Position

Responsible for the oversight and operation of clinic(s) or out-patient care, such as revenue/budget, business operations and patient care activities of the clinic • Participates with the top management team in formulating, administering and evaluating organizational strategy, policy and procedure • Supervises clinic management and supervisory staff.

1.18 Top Pharmacy Position

Directs all aspects of the pharmacy to ensure proper preparation and distribution of drugs • Directs overall staffing, proper inventory management, quality assurance, IV services, inpatient/outpatient services, and clinical collaboration with nursing and medical personnel regarding pharmaceutical utilization • May direct research activities, satellite pharmacies or additional functioning areas • Typically

requires current registration and pharmacist licensure, an advanced degree, and 4-6 years pharmacy experience plus supervisory experience • Typically supervises 25-40 employees.

1.19 Top Laboratory Position

Provides overall technical and administrative management such as policy development and budgeting for a clinical laboratory operation • Oversees activities of laboratory technical and ancillary staff • Functional areas may include microbiology, histology, pathology, and related support services • Typically requires a master's degree in medical technology • This is the top level laboratory position.

1.20 Top Public Relations Position

Directs and organizes public relations activities to promote and improve public, employee, and stockholder understanding of the organization's objectives and achievements • Develops and administers organization policies and programs regarding public relations and information dispersal • Oversees press releases and acts as chief spokesperson to the media.

1.21 Top Strategic/Long-Term Planning Position

Plans, directs, and implements strategic and long range program planning functions of the organization in order to achieve growth, acquisition, structure through merger, and affiliation with other healthcare providers • Develops feasibility studies for new programs and ventures • Continually informs top management of long-range healthcare trends and recommends appropriate action • Prepares Certificate of Need applications and environmental impact statements for projects • Reviews laws which have an effect on planning and procedures.

1.22 Top Business Development Position

Develops, implements, and identifies business development strategies • Identifies business opportunities, organization weaknesses, and strengths • Oversees organizational development projects, divestitures, mergers, and acquisitions • Coordinates and identifies strategic partnerships or alliances.

1.23 Top Marketing Position

Develops and executes the organization long-term and short-term marketing plan to expand the use of services • Responsible for planning, budgeting, program, and advertising that reflect current market research data • Recommends changing marketing strategy by following trends to management • Evaluates competitive healthcare services, and utilization of facilities and services, community needs and physician preferences.

1.24 Top Facilities Administrator

Directs operations to control and maintain company's or division's physical properties • Manages buildings' operations, maintenance, and janitorial services • Coordinates construction and remodeling projects, lease arrangements, and government requirements regarding zoning, traffic, and hazardous waste.

1.25 Top Patient Financial Services Position

Responsible for all patient financial functions and other revenue sources, as well as administrative functions that contribute to the capture, management, and collection of patient service revenue • Enhances and maintains a properly functioning revenue cycle process through a cross-department organizational structure • Concentrates resources on improving the organization's overall financial performance and successful central business office operations.

1.26 Top Foundation Position

Plans, implements, and administers fund raising programs which generate revenue from individuals, corporations, foundations, organizations, special events, and marketing partnerships • Collaborates with the Foundation Board and organization management to establish plans, and evaluate effectiveness of plans • May oversee planned giving, annual giving, and major gifts programs, special events, donor relations and related research, and funds development • May report to Administrator/CEO or Associate Administrator.