

**HEALTH SYSTEM ADMINISTRATOR**  
**GS-670-14**  
**PD Number**

**INTRODUCTION:**

This position is located in the Director's Office at Edward Hines, Jr. VA Hospital where the incumbent performs a variety of duties in an extremely complex hospital, which is constantly evolving within a highly complex and competitive geographic area. Hines offers primary, extended and specialty care and serves as a tertiary care referral center (level 7) for our Network. Specialized clinical programs include Blind Rehabilitation, Spinal Cord Injury and Cardiovascular Surgery. The hospital also serves as the VISN 12 southern tier hub for pathology, radiology, radiation therapy, human resource management and fiscal services. While Hines currently operates 489 beds, primary care is the focus of Hines' seven community based outpatient clinics in Oak Park, Manteno, Elgin, Oak Lawn, Aurora, LaSalle, and Joliet. Hines generates over 500,000 outpatient visits per year, has over 2,100 employees and serves as the site for 22 tenant organizations, including the VISN 12 office. Hines, as a single VA facility, represents virtually the entire spectrum of VA healthcare and clinical programs. In addition to those programs already mentioned, a partial list of specialized programs includes: a Spinal Cord Injury Residential Care Facility; AMVETS Reactivation Center; Extended Care Center; Preservation, Amputation, Care and Treatment Program (PACT); Automated Fabrication of Mobility Aids services; Hospice Care; Respite Care; Dual Diagnosis Substance Abuse Program; Post-Traumatic Stress Disorder Program; and a Homeless Chronically Mentally Ill Program. Hines is affiliated with approximately 70 colleges and universities for the purpose of educating technicians, undergraduates and graduate students in 40 different associated health professions. Hines is institutionally affiliated with Loyola University of Chicago, Stritch School of Medicine, and programmatically affiliated with the University of Illinois College of Medicine, Chicago, and the Finch University of Health Sciences/Chicago Medical School. Hines has one of the largest and most diverse research programs in the VA system with approximately 458 projects, 139 investigators, an estimated budget of \$17 million (VA and non-VA), and 150,000 square feet of space.

The hospital has appropriated medical care funds approximating \$250 million annually. The labor-management program includes the Illinois Nurses Association (INA) and the Service Employee International Union (SEIU).

**1. LEVEL OF RESPONSIBILITY:**

The incumbent is a full member of the senior management team and as such, works on a day-to-day basis in partnership with the Hospital Director, Associate Director, Associate Director for Patient Care Services and the Chief of Staff. In this capacity, the incumbent participates fully in policy-making and management decisions affecting the organization.

The Incumbent has full line authority with responsibility for the following activities: Education Service, Environmental Services, Textile Care and Uniform/Linen Exchange, Canteen (oversight), Asset Management which includes Material Management services, mailroom functions, warehouse activities, personal property management and ward distribution services, and Voluntary Services.

The incumbent has primary responsibility for managing and maintaining the Environment of Care program at the Hines VA Hospital, working with all levels of organizational leadership to assure published standards and expected levels of services are maintained to assure a clean, safe, infection-free and appropriate environment are maintained at all times for patients, employees, visitors and volunteers. The incumbent will serve as a top management interface with representatives of the 22 tenant organizations located on the Hines campus.

The Assistant Director participates with the Hospital Director, Associate Director, Chief of Staff and Associate Director for Patient Care Services in the development and implementation of both long and short-range policies and objectives and the successful integration of policies concerning both the administrative and clinical aspects of the health-care delivery system. The overall integrated system must meet all the requirements of regulatory and accreditation entities and be in consonance with the affiliated institutions that work closely with or are significantly affected by the operation of the hospital.

The incumbent works with the assigned Service Chiefs/Service Line Managers in the formulation of budgets for their respective services; works with the Fiscal Service in gathering data from past expenditures; changing priorities in operation of programs, advising management of shortages or ensuring the use of cost-conscious ideas. Incumbent is responsible for the performance of the subordinate staff, and takes actions to reward, promote or recognize staff as warranted by the evaluation of performance. Incumbent promotes labor-management relations by keeping close contact with the Human Resource Officer and actively works with service chiefs in meeting affirmative action goals and enforcing the Equal Employment Opportunity (EEO) Plan. Incumbent is responsible for advising, counseling or instructing subordinate employees in complex administrative matters. Resolves complaints, effects disciplinary actions and approves leave for chiefs of assigned services.

Incumbent is responsible for implementing Central Office policies and regulations and governing administrative aspects of the hospital. In order to affect the policies, incumbent must have skills in management theory, cost-benefit analysis, data gathering and statistical analysis. Incumbent participates with top management in developing and implementing planning initiatives and goals, which may be short-range as well as long-range.

Some of the functions of this position involve different worksites and requires the analysis of many complex problems. Incumbent evaluates needs of the various worksites and establishes processes to improve delivery of both administrative and clinical services. Included are plans, which provide effective distribution of resources needed to accomplish the mission of the hospital within those resources.

Incumbent is responsible for implementing and completing performance improvement reviews. These reviews will assure that the services provided by the hospital are within the acceptable standards set by the accrediting agencies, which govern the quality of care for the hospital. Incumbent participates in local community, stakeholder activities and news media events; working with groups and social clubs in an effort to solicit voluntary workers for the Hospital and the community based outpatient clinics. Incumbent is called upon to speak at various functions in the absence of the Associate Hospital Director or the Hospital Director. Many of the special events are within the hospital for patients as well as employees.

In the absence of the Associate Director, incumbent may be required to assume his/her duties and responsibilities as directed.

## II. COMPLEXITY OF OPERATING SITUATION:

This position is located at Edward Hines, Jr. VA Hospital. Hines VA Hospital offers primary, extended and specialty care and serves as a tertiary care referral center (level 7) for our Network. Specialized clinical programs include Blind Rehabilitation, Spinal Cord Injury and Cardiovascular Surgery. The hospital also serves as the VISN 12 southern tier hub for pathology, radiology, radiation therapy, human resource management and fiscal services. Hines currently operates 489 beds, manages seven community based outpatient clinics, generates over 500,000 outpatient visits per year, has over 2,100 employees and serves as site for 22 tenant organizations, including the VISN 12 office. Hines, as a single VA facility, represents virtually the entire spectrum of VA healthcare and clinical programs.

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Traditionally, problems posed to the many and varied programs include demands for managing budget, space, personnel, equipment, and facilities. Most have a need for extremely costly equipment, which requires careful planning and considerations of the overall needs of the hospital. Priorities are difficult to make and the incumbent shares responsibility for making final decisions and identifying sources of funding.

Maintenance of high workloads in the face of rapidly rising inflation and budgetary constraints challenges the incumbent's ability to provide adequate FTEE and accompanying resource support to treatment programs. Problems of maintaining an appropriate inpatient environment are magnified greatly. Environmental Management, Facilities Management and Patient Administration services must be provided in collaboration with on-going patient care. The demands are also very strong on a multitude of services, due to the large increases in outpatient visits over the last several years.

## III. SUPERVISORY CONTROLS OVER THE POSITION:

The incumbent receives broad and general supervision by the Hospital Director with wide latitude for use of individual judgment and independent action to make decisions and resolve operational problems as reason dictates. The Hospital Director is always involved in significant policy decisions; however, he/she looks to the incumbent to complete all necessary staff work leading up to the final decision. Incumbent has authority to initiate overall changes in

administrative procedures for his/her services, including an overall responsibility for long range strategic planning for a full range of services.

Incumbent establishes organizational structure and guidelines, performance standards, work review and reporting requirements, and defines the lines of authority and supervisory controls essential to carrying out the mission of the hospital. The incumbent is fully responsible for the selection, termination, evaluation, initiation of promotion and other personnel actions regarding service chiefs in his/her chain of authority. Incumbent is responsible for the following activities: leave approval, performance standards and ratings; providing technical and administrative supervision; hearing/resolving subordinate complaints; taking disciplinary actions; identifying developmental and training needs of employees; and establishing long-term and short-term goals for his/her services.

Incumbent maintains a close liaison with senior managers and with subject-specific leadership. Incumbent conducts and directs special studies and analysis of complex problems relating to manpower requirements, space and equipment utilization, organizational alignment, and other areas of concern to the Hospital Director. Incumbent is expected to develop solutions and resolve problems; following the overall policies and regulations of the Department of Veterans Affairs.

Incumbent maintains a constant surveillance of the hospital's compliance, adhering to standards of the Joint Commission on Accreditation of Health Care Organizations, as well as other accrediting organizations.

#### IV. OTHER CONDITIONS:

Incumbent must have broad in-depth knowledge, as well as special skills in administration and health care system management, which enables him/her to effectively carry out various management aspects of the position. The incumbent's recommendations and actions contribute to the development and maintenance of the functional efficiency of the hospital.

Incumbent must have the ability to analyze competing demands for resources. Incumbent must stay abreast of new and existing technology and administrative concepts and analyze them with the needs of the hospital in mind. Incumbent must have a general knowledge of computer operations and specific knowledge of computer applications with VHA. Must be able to analyze complex problems and present both written and oral recommendations and reports.