

Chief People Officer

BHSH System
Michigan

A Position Profile



Letter from the President & CEO	3
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System Overview

Who we are	4
By the numbers	4
One system, four divisions	5
A vibrant team and culture.....	6
Engagement and fulfillment	6
Responding to COVID-19.....	7
Our differences make us stronger	8
Diversity, Equity & Inclusion	8
Our Pledge to Act.....	8
Inclusion Resource Groups	10
Community impact and partnership	11
Sustainability	13
Awards and recognition	14

Executive Leadership	15
-----------------------------------	----

Position Description

Reporting Relationship	16
Essential Functions	16
Experience and Qualifications	17
Personal and Professional Attributes.....	18

Community Information

Why Michigan?.....	19
--------------------	----

About Us

Furst Group	20
-------------------	----



Thank you for your interest in the role of Chief People Officer. This is an exciting time to join our newly formed health system. Effective February 1, 2022, Spectrum Health and Beaumont Health are a combined integrated health system, temporarily called BSHS System, focused on transforming health for our communities and fostering a culture that embraces innovation, integrity and inclusion.

The Chief People Officer will serve on the BSHS System Leadership Team and will play an integral role in inspiring and defining the systemwide transformational and innovative people strategies to bring our new organization together. A vibrant and inclusive culture of trust, transparency and open communication is critical to our success. The Chief People Officer will champion the programs and initiatives that impact the talent, diversity, equity, inclusion and well-being needed to drive our new organization toward our shared goals.

I look forward to connecting with you about this opportunity to share in this significant and exciting future for our new health system and our communities.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina Freese Decker".

Tina Freese Decker
President & CEO
BSHS System (as of February 1, 2022)

Who we are


BHSH System

Formed from two leading health systems in Michigan (Beaumont Health and Spectrum Health), BHSH System is a not-for-profit health system that provides care and coverage with an exceptional team of 64,000+ dedicated people—including over 11,500+ physicians and advanced practice providers offering services in 22 hospitals, 300+ outpatient locations and several post-acute facilities—and Priority Health, a provider-sponsored health plan serving 1.2+ million members across the state of Michigan. Through experience, innovation and collaboration, we will build a system designed to meet the needs of the people we serve through care and coverage that is accessible, affordable, equitable and exceptional.

Our differentiation is that we operate as an integrated health system, providing greater value to our members and communities. We can experiment and innovate with creative solutions by leveraging the learnings from our health plan with the expertise of our clinicians. This collaboration enables people to receive the right care in the right place at the right time and for the right price.

By the numbers

BHSH System



64,000+
Team
Members




22
Hospital
Facilities



300+
Ambulatory/
Outpatient
Locations



11,500+
Affiliated,
Independent and
Employed Physicians
and Advanced
Practice Providers



5,000+
Licensed
Beds



15,000+
Nurses



**\$100
Million**
Health Equity
Funding
(Over 10 years)




**\$100
Million**
Venture
Capital Fund
(Over 10 years)



**1.2+
Million**
Health Plan
Members



7,000+
Employers
Contracted by
Priority Health



97%
Michigan
Primary Care
Doctors
in Network



**\$13
Billion**
Enterprise

One system, four divisions

Our new system brings together three outstanding care delivery organizations and an award-winning health plan:



BHSH Beaumont Health's award-winning teams deliver extraordinary, compassionate care every day, through eight hospitals, 155+ outpatient sites and nearly 5,000 affiliated physicians across three counties in Southeast Michigan.



BHSH Spectrum Health Lakeland delivers exemplary patient experiences and clinical outcomes with a nationally recognized network of three hospitals, an outpatient surgery center, a cancer center, telehealth and 500 physicians across three counties in Southwest Michigan.



BHSH Spectrum Health West Michigan brings together 11 hospitals, three rehabilitation and nursing centers, 120 outpatient sites, telehealth and 4,000 physicians across 13 counties in West Michigan. Their hospitals and teams have received national recognition, with Spectrum Health Helen DeVos Children's Hospital offering expert care in 70+ specialties and programs.



Priority Health is the fastest-growing health plan in Michigan, with 1.2+ million members and counting. Nationally recognized for their quality, customer service, transparency and product innovation, they operate with some of the lowest admin rates in the nation (10 cents of every dollar). Their member retention rate holds steady at an impressive 90%.

A vibrant team and culture

People are the heart of everything we do. They drive our passion, our innovation, our solutions and our culture. A vibrant culture is essential and can be a differentiator in achieving outstanding outcomes. Research, and our own experience, show that the culture of an organization has a direct impact on quality of care, safety, experience, outcomes and performance. Our system strives to instill and foster a culture that supports the mission and vision and exemplifies the values of the organization; one that is authentic, transparent, future-oriented, inclusive, reliable, innovative, people-centered and purpose-driven.

Our culture is about who we are, and who we want to become. It evolves on a daily basis, based on our mindset, words and actions. While leaders set the tone for the organization, we acknowledge that when it comes to culture, each of us has a role to play.



Engagement and fulfillment

We are focused on our team member engagement and well-being. We are incredibly proud of our team members for their dedication and commitment to serving our community. It is rewarding and challenging to be in health care. We have prioritized many programs and offerings to support our team members' well-being and help them navigate trauma and mental and physical stress. For example, we have offered Care.com, Headspace, virtual support groups, innovative internal grants and other services to help our team members.

Over the past two years in this pandemic, our purpose and culture have guided us as we have navigated times of uncertainty and fear, the need for more innovation and flexibility, immense staffing challenges, significant patient demand, and burnout and trauma. We are striving to prioritize humanity over bureaucracy; increase inclusiveness, belonging and diversity; find joy and meaning in the daily work; address team member wellness and fulfillment; invest in our talent pipeline and skill-building education; empower those closest to the work to engage, partner and innovate; and celebrate the big and small successes. Our team members have been amazing throughout this pandemic. Our communities and our health system are better because of them.

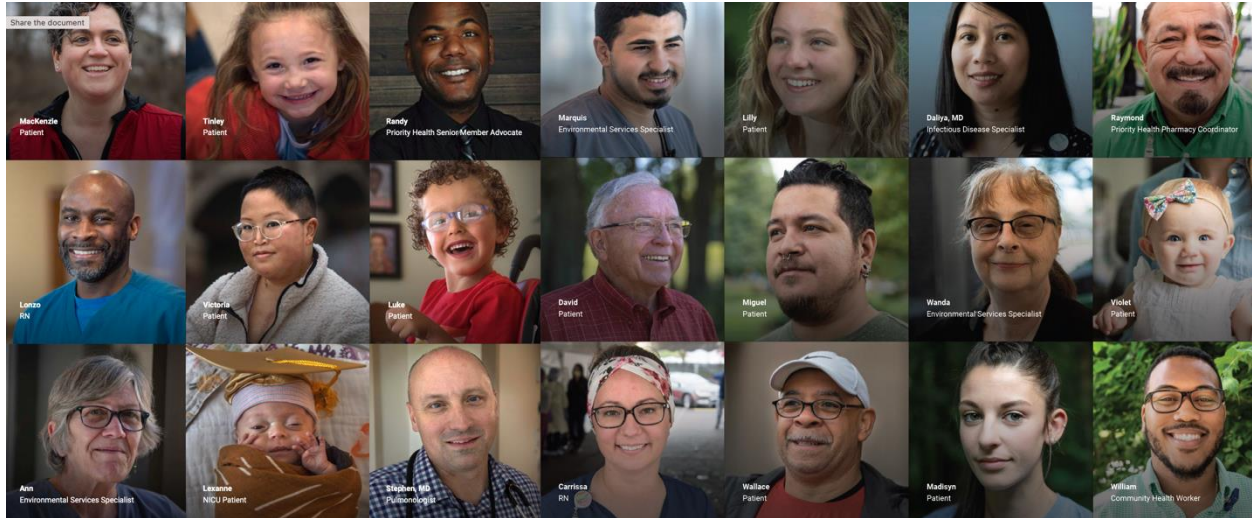
Responding to COVID-19

Throughout the pandemic, our priority has been supporting the health and safety of our teams and communities. We are the safety net for our communities, caring and treating people, responding to significant demand for health care services, piloting new protocols, narrowing disparities, championing workplace safety and educating communities to better understand the nature of the virus and its impacts.

We led team meetings specifically to listen to concerns and answer internal questions about COVID-19 and vaccines. We provided our team members with updates and materials, and links to media stories and social posts, to help them share consistent information in multiple languages with our communities. We shared information with our teams about our work with community partners to improve access to and affordability of health services in communities and neighborhoods hardest hit by the pandemic. Additionally, we have conducted research on the impact of COVID-19 on health equity, long-term health issues, mental health and children, and we have done specific blood-based testing.

We will continue to be a resource for our communities regarding prevention, infectious disease and safety, as well as actively listening to and engaging with all stakeholders to understand concerns and answer questions.

System Overview



Our differences make us stronger

Diversity, Equity & Inclusion

We are dedicated to building an inclusive, equitable and diverse workplace, and to providing access to health care and coverage for all. Diversity, Equity & Inclusion (DEI) is about treating people with dignity and respect. It's about belonging. It's about stepping out of comfort zones, suspending judgments and being curious. It's about actively listening to and including different perspectives. We are focused on five areas aimed at eliminating health disparities, and better reflecting the communities we serve:



Cultural Competence



Equity of Care



Workforce Diversity



Community Engagement



Supplier Diversity

Our Pledge to Act

In October 2020, we issued our [Pledge to Act](#), asserting systemic racism is a public health crisis and pledging to take on the challenge to eliminate racism and its impact on health, hope and lives.

As the Pledge states,

We acknowledge that structural racism has harmed the people and communities we serve ... and

we commit to an anti-racist strategy that amplifies and expands existing efforts, while also launching new actions.

New and existing efforts include, but are not limited to:

- *Deepening our existing commitment to the #123forEquity Pledge*
- *Continuing to embrace our role as an Anchor Institution*
- *Conducting rigorous analyses of our structures*
- *Increasing our cultural competency*
- *Systematically and regularly evaluating our strategic priorities and their impact on health equity*
- *Utilizing data-informed strategies*

In addition to our internal Pledge to Act, our commitment to taking demonstrable action against systemic racism and resultant health inequities is reflected in the following pledges and commitments:

- American Hospital Association's #123forEquityPledge (2017)
- PwC's CEO Action for Diversity & Inclusion (2018)
- "Racism is a public health crisis," Health Anchor Network (HAN) (2019)
- Michigan Health & Hospital Association's Pledge to Address Racism and Health Inequities (2020)
- Health Evolution's Health Equity Pledge (2021)
- Impact Purchasing Commitment, Health Anchor Network (HAN) (2021)

The organization's milestone actions taken to promote greater diversity, equity and inclusion include:

- **Increasing health equity funding 40%** for a total commitment of \$100 million, from 2020 to 2030 (applicable at BSHS Spectrum Health Lakeland and BSHS Spectrum Health West Michigan divisions)
- **Instituting an annual Day of Understanding** for all team members on Juneteenth, to talk openly and honestly about the impacts of systemic racism on the system, its teams, patients and communities
- **Forming a system Health Equity Council** that reports metrics and progress to a **System Board Health Equity Committee**
- **Designating Martin Luther King Jr. Day a paid holiday**, beginning in 2021
- **Instituting hiring practices** proven to reduce and eliminate bias, such as panel-based interviews and inclusion advocates
- **Expanding unconscious bias training** and cultural education opportunities for all team members
- **Redesigning talent development programs** with a focus on fostering greater equity
- **Partnering with community organizations and influencers** to create culturally relevant messaging and distribution vehicles for COVID-19 and other community health issues
- **Launching the Center for Better Health** in downtown Benton Harbor, Michigan, to address the unmet health and social needs of the predominantly Black community
- **Launching the GROWTH (Guided Real-World Orientation and Work at The Hospital) internship program** to increase exposure of Black and Latinx youth to the health professions at BSHS Spectrum Health Lakeland

- **Launching medical assistants training program** to increase the number of Black and Latinx medical assistants at BSHS Spectrum Health Lakeland
- **Developing cultural competency frameworks** around workforce, health equity, suppliers and the community at BSHS Beaumont Health
- **Introducing Priority Health Connect**, an online resource that empowers Priority Health plan members to search for free and low-cost community resources by zip code
- **Launching BSHS Spectrum Health West Michigan's Healthier Communities Everyone campaign** to raise awareness of the systemic issues keeping community members from achieving their best health

Inclusion Resource Groups

Our organization has several employee-led inclusion resource groups/networks. They leverage the strength of their diversity to help the organization grow and are most effective when they focus on culture, commerce, career and community. All team members are welcome to participate in these inclusion groups, regardless of demographics. We ask that team members come together with a shared interest to learn, contribute and improve the experience for each other at our organization.

- At BSHS Spectrum Health Lakeland, BSHS Spectrum Health West Michigan, Priority Health:
 - Asian American Community Engagement (AACE)
 - ADAPTAilities - People Living with Disabilities and Advocates
 - Fusion - Hispanic and Latinx Inclusion Resource Group
 - Healthy Pride - LGBTQIA+ Inclusion Resource Group
 - Spectrum Health African Americans for Resources & Engagement (SHAARE)
 - Spectrum Health Young Professionals (SHYP)
 - Veterans Inclusion Resource Group
 - Women Impacting Spectrum Health (WISH)
- At BSHS Beaumont Health:
 - LGBTQ Employee Resource Group (Beaumont Health)
 - Veteran Employee Resource Network (Beaumont Health)

Community impact and partnership

We have long track records of serving our communities and are committed to investing in our communities for the future. Partnering with local communities makes our organization stronger. As an integrated system, we can help make services more accessible, affordable, equitable and exceptional.

Recent examples of community impact and partnership include:



- In 2020, Spectrum Health provided almost \$542 million in community benefit, through financial assistance programs, community sponsorships, scholarships, non-reimbursed health services and more.
- In 2020, Beaumont Health provided almost \$378 million through community engagement initiatives, health programs, clinical initiatives and health outreach strategies across Southeast Michigan.
- For over 20 years, Spectrum Health has invested millions in community benefit funds, in partnership with local organizations, to address racial and ethnic disparities. It provides care, regardless of the ability to pay, and serves all communities, with a range of community-based services and education programs. In 2020, the organization dedicated an additional 40% to improve health equity, a total commitment of a least \$100 million, from 2020 to 2030.
- In 2020, Beaumont Health served 300,000+ people through community programs, conducted 6,876 community screenings and remote programs, performed over 9,000 clinical visits through school-based health centers, and provided education to 15,000+ medical and health professional students.
- Prior to the pandemic, Beaumont Community Health partnered with Gleaners Community Food Bank of Southeastern Michigan, offering classes to help individuals stretch their food dollars. Beaumont shifted this financial support to assist with food distribution in the Beaumont Health service areas. Beaumont supported food distribution to more than 61,000 homes from March 2020 through September 2020 through this partnership.
- Beaumont Health's Child and Adolescent Health Center program conducted Medicaid outreach to almost 100,000 individuals; had 13,000 participants in health education programs; and completed more than 8,700 visits, including medical, mental health and telehealth.

System Overview

- In 2020, Beaumont Health expanded behavioral health services to five new school-based clinical health centers with funds received from the Michigan Department of Health and Human Services. The program, which is targeted to uninsured, underinsured and Medicaid children and adolescents ages 5-21, provides on-site comprehensive mental health services to support mild to moderate severity of need.
- In 2020, the Beaumont Healthy Schools team distributed 8,500 newsletters on COVID-related health information to schools, teachers, parents and students through the Dearborn Public Schools lunch program. They created monthly “Healthy Dearborn: Fun Healthy Resources” blog posts for elementary, middle and high schools in Dearborn Public Schools, and developed and implemented a survey for Dearborn Public School leadership to understand/address barriers and concerns with COVID-19, specifically unmet needs of families and students and staff burnout. Response rate was around 76% and identified language barriers, technology, access to food and isolation.



- Spectrum Health has lowered the cost of care through innovations like a new pre-surgery program designed by its surgical team that significantly reduced total joint replacement charges for patients undergoing surgery.
- As a leader in price transparency, Spectrum Health was one of the first providers to develop a Cost Estimator, a tool that instantly calculates a member's cost for procedures and pharmaceuticals. To-date, it has reported more than \$11 million in shared savings.
- In addition, Spectrum Health has developed innovative solutions, deployed new resources in response to emergent health crises, pioneered new approaches to care and coverage, and broadened access for those who have historically been underserved, through the generosity of \$500 million provided through philanthropy.
- The Strong Beginnings community partnership for which Spectrum health is the fiduciary has significantly reduced maternal health disparity between African American and white women enrolled in the program and reduced infant mortality by 28%.
- In 2021, Priority Health launched a pilot of a new maternity management program, PriorityMOM™. The goal of this program is not only to walk expectant mothers through their pregnancy, but also to reduce the total cost of maternity care, reduce preterm births and postpartum readmissions, and offer support.
- Created as part of the merger agreement between Priority Health and Total Health Care, the Total Health Care Foundation's first round of grants in 2021 totaled more than \$1.8 million for Southeast Michigan organizations committed to improving the health and

well-being of the individuals they serve by finding solutions to health disparities and social determinants of health.

- Priority Health has launched a data-driven, full lifecycle approach for addressing social determinants of health and improving health outcomes. The program will enable the insurer to proactively identify social risk among its members, initiate culturally resonant engagement, connect people with critical resources to address their needs, and repeatably measure the impact to refine future programs.
- In 2021, Priority Health opened seven (of 15-20 envisioned) free outdoor fitness courts across Michigan in partnership with the National Fitness Campaign. The goal of this program is to expand free access to high-quality workouts and create equitable access to exercise for communities around the state, transforming public spaces into community fitness hubs.

Sustainability

We recognize that improving health means protecting the environment. Environmental factors such as allergens, air pollution and vehicle emissions contribute to health conditions like asthma, respiratory diseases (COPD and emphysema) and communicable diseases (West Nile virus). To protect and preserve the health and well-being of people in the communities we serve, we have identified our 2025 sustainability goals and committed to being carbon neutral in all facilities by 2040.

Awards and recognition

Our new system brings together the complementary strengths of Beaumont Health and Spectrum Health while honoring each system's commitment to quality, safety and providing exceptional experiences.

Beaumont Health

- Beaumont's commitment to patient- and family-centered care with the goal of contributing to the health and well-being of residents in southeast Michigan and beyond, is demonstrated by NRC Health survey data as the most preferred health system.
- Beaumont is the exclusive teaching site for William Beaumont School of Medicine (Oakland University) and a teaching site for Wayne State University (Beaumont, Dearborn), with osteopathic teaching sites at Beaumont, Farmington Hills and Beaumont, Trenton (Michigan State University).
- Rated in 2020 as the top-performing Accountable Care Organization (ACO) in Michigan (Beaumont Care Partners) by the Centers for Medicare and Medicaid Services.
- Most nationally ranked hospitals in Michigan as published in U.S. News and World Report, 2021-2022, with four Beaumont hospitals ranked in the top 10 in Metro Detroit and all eight sites achieving national "high performing" ratings and Beaumont, Royal Oak ranking in eight specialties with Cardiology and Cardiovascular, Gynecology, and Orthopedics achieving top-ranking.
- Beaumont Health has achieved magnet designations for nursing excellence and high-quality patient care at Beaumont, Royal Oak; Beaumont, Troy; and Beaumont, Grosse Pointe hospitals, with three additional designations expected in early 2022.
- Level 1 adult trauma center designation (Beaumont, Royal Oak), with Level 2 trauma centers at Beaumont, Dearborn; Beaumont, Farmington Hills; Beaumont, Trenton; and Beaumont, Troy.

Spectrum Health

- Three hospitals named to the Fortune/IBM Watson Health 100 Top Hospitals® list in 2021, and three hospitals awarded "straight A's" by Leapfrog Hospital Safety Grade.
- Seven pediatric specialties nationally ranked in 2021 by U.S. News & World Report at Spectrum Health Helen DeVos Children's Hospital.
- Home to Priority Health, the third-largest provider-sponsored health plan in the country and fastest-growing health plan in Michigan.
- Academic and research partners include Van Andel Institute and MSU College of Human Medicine.
- Two high performing Rehab & Nursing Centers (RNC) according to U.S. News & World Report, with Spectrum Health RNC Kalamazoo named one of Newsweek's Best Nursing Homes 2022.
- Level 1 adult trauma center designation (Spectrum Health Butterworth Hospital) and Level 1 pediatric trauma center designation (Spectrum Health Helen DeVos Children's Hospital).

Executive Leadership



Tina Freese Decker, MHA, MSIE, FACHE

President & CEO

Tina Freese Decker is the President & Chief Executive Officer of BSH System. As system President & CEO, she provides executive leadership for 22 hospitals, 300+ outpatient locations, 11,500+ physicians and advanced practice providers, 64,000+ team members, and a health plan, Priority Health, serving 1.2+ million members throughout Michigan.

Known for her vision and drive, Tina is passionate about tackling the health field's greatest challenges and building a health system that truly meets the needs of the people it serves by delivering care and coverage that is accessible, affordable, equitable and exceptional. She devotes significant time and energy to local, state and national strategic alliances, leading by example as she shares her perspectives and expertise to improve health, and is committed to celebrating and reinforcing inclusion, equity and diversity for BSH System team members, patients, families and health plan members.

Background

Prior to her current role, Tina served as President & CEO of Spectrum Health System—which came together with Beaumont Health to form BSH System in 2022. As President & CEO, Tina successfully implemented a new mission, vision and values for Spectrum Health. In previous roles within the system, including Chief Operating Officer, Chief Strategy Officer and President of Spectrum Health Hospital Group, she drove significant, transformational change necessary for Spectrum Health to improve health and access. She began her career at Spectrum Health in 2002 as an administrative fellow.

Education

Tina earned a Bachelor of Science in finance from [Iowa State University](#) and graduated with a Master of Health Administration and Master of Industrial Engineering from the [University of Iowa](#).

Affiliations and Awards

In addition to the [American Hospital Association](#), Tina serves on the boards of [Business Leaders for Michigan](#), [The Economic Club of Grand Rapids](#) and the [Gerald R. Ford Foundation](#). She is currently board chair of the [Michigan Health & Hospital Association](#) and [The Right Place](#). Her recent accolades include Crain's Detroit Business' [100 Most Influential Women in Michigan](#), Modern Healthcare's [Top 25 Women Leaders in Healthcare](#) and [Grand Rapids Business Journal's](#) 50 Most Influential Women in West Michigan.

System Leadership Team

Working in partnership with Tina is a strong, talented system leadership team. Experts in their respective fields, they are invested in making health care and coverage better for all communities. Each executive represents a critical component of the integrated health system and is dedicated to achieving its mission and vision. They also are committed to building an organizational culture focused on a strong sense of belonging and mutual respect.

Position Description

As a member of the system leadership team, the Chief People Officer (CPO) will inspire and define the systemwide transformational and innovative people strategies to drive the organization toward its mission and bold vision. This executive lives the organization's values and provides the dynamic leadership necessary to cultivate a vibrant culture. They champion the critical programs and initiatives that impact the talent, diversity, equity, inclusion and well-being needed to improve health, inspire hope and save lives. In addition, they ensure human resource professionals and team member activities are aligned across the system, and equip leaders to aid and inspire people throughout the organization. The CPO serves as a highly trusted advisor to the President & CEO, as well as the entire leadership team, on all people strategies.

Reporting Relationship

The CPO reports to the President and Chief Executive Officer.

Essential Functions – Roles and Responsibilities

- Set the Human Resources strategy and drive transformation to become a customer-centric organization with top-tier talent, to enable an enhanced and personalized experience that ultimately positions the system as an employer of choice, attracting and retaining a diverse and engaged team of experts.
- Advise the CEO and other system executives regarding talent matters, create enterprise-wide alignment around a common vision, and strengthen the systemwide culture to accomplish the system's strategic goals.
- Contribute as a valued member of the system leadership team, particularly in the strategic planning process, to ensure the success and growth of the system.
- Lead the effort to shape the organization's culture toward innovation and transformation. Champion a diverse, equitable and inclusive culture and values. Inspire team members to be their best.
- Ensure the best organization design, structure, people, processes and culture are in place to support team and team member wellness, in order to sustain growth and high performance. Drive talent development through the design and implementation of integrated workforce strategies.
- Provide effective change management capabilities, and model exceptional, influential leadership to support the organization through transitions and transformations.
- Maintain current knowledge on contemporary issues in the Human Resources field, and serve as an active member on top industry-recognized associations, learning and bringing back innovative, industry-best solutions while serving as an advocate for the system.

Experience and Qualifications

- Ten to 15 years of relevant leadership experience in a large, complex organization, with a proven track record in human capital strategy, culture development and employee relations—preferably with union experience
- Strong leadership skills to lead groups of senior team members, in addition to the ability to collaborate with the CEO and other C-Suite executives
- Ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results
- Comfort with ambiguity and uncertainty; adapts nimbly and leads others through complex situations
- A risk-taker who seeks data and input to foresee possible threats or unintended consequences from decisions
- High degree of integrity and forethought in approach to making decisions; the ability to act in transparent and consistent manner while considering what is best for the health system
- Ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; viewed as a strong developer of others
- Ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards that commands respect from followers
- Self-reflective and aware of own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement; open to feedback and self-improvement.
- Connects with and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively
- Ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages all to the greater purpose of the organization
- Excellent communication skills and ability to inspire others and build consensus toward a shared vision
- Bachelor's degree or equivalent (required); Master's degree (preferred)
- All team members must be compliant with our COVID-19 vaccination requirement upon the first day of work unless a religious or medical exemption has been approved.

Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills and a professional appearance and presentation.

Specifically, the following knowledge, skills and abilities will be required to be successful in this position:

- Honesty and integrity
- An appreciation for cultivating a culture that is inclusive and reflects the mission, vision, values and priorities
- Strong people management and leadership skills; ability to communicate and work well with people at all levels
- Initiative, self-confidence, good judgment and the ability to make decisions in a timely fashion
- Strategic vision and thinking; ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands
- Strong business acumen, intelligence and capacity; ability to think strategically and implement tactically
- Strong work ethic
- Open leadership style; actively seeks out and supports collaborative thinking and problem solving with others in the organization; does not view collaborative dialogue around decisions as a personal attack on abilities
- Ability to understand major objectives and break them down into meaningful action steps

The ideal candidate will be:

- A highly ethical team player
- An innovative, visionary leader with self-awareness, mature confidence, commitment to diversity, as well as a collaborative and transparent approach to lead the organization.
- An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary
- Highly engaged, energetic, focused, and execution oriented.
- Willing and able to roll up sleeves and do hands-on work one minute and discuss strategic positioning and the “big picture” the next
- Achievement-oriented; motivated beyond personal interests
- A proactive problem solver who approaches work from a “return on investment” perspective
- Knowledgeable of how decisions impact all aspects of the business; approaches their work as an interconnected system

Community Information

The Chief People Officer position will require residence in Michigan. It is key that the selected candidate be able to travel throughout Michigan as needed to ensure execution of all activities.

Our footprint extends throughout the state of Michigan—providing our communities with exceptional health care and coverage. We include some of the nation's top-ranked medical centers of excellence—with clinical facilities and expertise and research and academic institutions that have attracted renowned medical professionals from around the globe. At the same time, we represent one of the state's largest rural health networks. And our health plan, Priority Health, with offices in Grand Rapids, Holland, Kalamazoo, Traverse City and Southfield, currently serves over 1.2 million members across Michigan.

Why Michigan?

Michigan provides economic advantages to businesses and workers alike, with its diverse and abundant workforce, vibrant communities, low cost of living and global connections. Located within 500 miles of 50% of the U.S. population, its comparatively low tax rates and affordable real estate contribute to a cost of living that is 10% lower than the national average. Home to the innovative thinking and strong work ethic that put the world on wheels, it is the epicenter for the automotive industry and a growing magnet for health care and life sciences companies.

A top travel destination as well as a sought-after place to live and work, Michigan boasts over 3,000 miles of freshwater coastline, 11,000+ inland lakes, golden beaches, an abundance of fresh produce straight from the farm, glorious sunrises and sunsets, and endless opportunities for recreation. Sink your feet in the sand of [Sleeping Bear Dunes National Lakeshore](#), and explore new heights on the sandstone cliffs of [Pictured Rocks National Lakeshore](#). Enjoy biking, camping, fishing, hiking, hunting, off-roading, skiing, wildlife spotting, wind surfing and more at 103 Michigan state parks and recreation areas, thousands of miles of trails through 19 million acres of forests, and 111 managed wildlife areas. Take in a live performance from world-renowned ballet, opera, symphony and theater companies, and experience the excitement of local, NCAA and professional sporting events.

Visit these links for more info: [Experience Grand Rapids](#), [Michigan Economic Development Corporation](#), [Pure Michigan](#), [Visit Detroit](#).

Furst Group

Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the CPO for BSHS System.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this position, please call (800) 642-9940 or contact:



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