Following are the job description and Curriculum Vitae for David Duda, Riverside Medical Center’s Senior Vice President of Operations, COO, and CNO.

CNO Job Description

RIVERSIDE MEDICAL CENTER

JOB TITLE: Senior Vice President, Chief Operating Officer (COO), Chief Nursing Officer (CNO)

Reports to: President and CEO

PART I: GENERAL JOB DESCRIPTION

Provides leadership, direction, and administration of operations to insure compliance with the established Riverside Health System and Riverside Medical Center Mission, Strategic Plan, and Objectives and the realization of quality, cost-effective health care services. The SVP/COO is responsible for the administration of specific subsidiaries, divisions, processes, departments, and programs as delineated by the President and Chief Executive Officer. The SVP/COO is responsible for Riverside Medical Center and Riverside Health System in the absence of the President/CEO.

The Chief Nursing Officer has responsibility and accountability for administration of Nursing services within Riverside Medical Center. Reporting is to the President and CEO. The CNO exemplifies the Riverside mission, vision, and values through nursing practice and delivery.

Experience/Education Requirements:
- Master’s degree in Business Administration and Nursing.
- Five years of management experience in a healthcare setting.
- Graduate from an approved school of nursing.

License or Certification Requirements:
• Current Illinois RN licensure

PART II: GLOBAL LEADERSHIP STANDARDS

Improving the Process

➢ Champions new initiatives. Experiments and takes risks. Acts as a catalyst of change and stimulates others to change. Paves the way for needed changes. Manages implementation effectively.
➢ Encourages and rewards others for innovative ideas and to look at problems in a new way. Provides consistent support for those who are willing to take risks.
➢ Searches for opportunities to improve and initiates change. Consistently analyzes the market and uses benchmark data to design and implement new or cutting edge programs/processes. Ensures operations meet or exceed outside regulatory/accreditation requirements.
➢ Establishes performance indicators with measures. Uses statistical and quantitative information to manage quality. Analyzes, prioritizes and implements improvement opportunities.
➢ Encourages staff to compare processes and established protocols and identify new methods of doing the work.

Inspiring a Shared Vision

➢ Listens and responds to staff. Seeks feedback through rounding and being visible to staff. Demonstrates sensitivity to others’ moods/diversity and adjusts communication style and content accordingly.
➢ Makes active attempts to influence events to achieve goals. Promotes and sells ideas persuasively, demonstrating a sense of urgency. Sees tasks through regardless of obstacles.
➢ Recruits, trains, supports and promotes people who have a passion for their work and the work of RHC and are capable partners in growing the business. Generates enthusiasm and a sense of involvement among our Riverside team in creating RHC’s services through storytelling.
➢ Respects and appreciates the contributions of a diverse work force. Welcomes ideas, points of view, styles and approaches that are different from his/her own.
➢ Communicates a clear picture of what change is needed, what it means and what its’ benefits are. Provides timely, accurate and candid information on critical business issues to all staff.
➢ Positively and enthusiastically collaborates about the future and the vision of RHC as a system to meet the needs of our patients and customers.
➢ Coordinates people and resources efficiently and effectively so staff know how their work is related to RHC’s goals.

Enabling Others to Act

➢ Provides staff with the safe work environment and necessary tools to excel in their role. Assigns responsibilities. Delegates to and empowers others. Removes obstacles. Allows for and contributes needed resources. Coordinates work efforts when necessary. Monitors progress.
➢ Pushes decisions, responsibility and authority down to the individuals or teams who are serving the customer. Actively demonstrates and promotes teamwork and information
sharing across organizational levels, functional boundaries, and departmental silos. Fosters collaboration and seeks integrative solutions.

- Accurately assesses strengths and developmental needs of staff. Gives specific and timely feedback and helpful coaching. Provides challenging assignments and opportunities for career development. Builds skills and confidence to improve performance. Offers to help and share knowledge with others to improve work flow, work efficiency and effectiveness.
- Strives to create an atmosphere of trust, respect, fairness, dignity and compassion with staff and our customers. Discusses desired outcomes/expectations with customers/staff and includes them in decision making.

Modeling the Way

- Creates standards of excellence, builds and monitors commitment and sets an example for others to follow. Personally models RHC's Leadership Commitment.
- Models, acknowledges and rewards behaviors required to achieve RHC's mission.
- Speaks up for what is ethical and right. Confronts and deals with unethical behaviors in others. Consistently demonstrates strong principles. Educates staff on RHC's compliance program. Never lets racial, sexual, age, religious, political, economic or disability stereotypes and biases influence treatment of others.
- Exhibits discretionary (appropriate) effort in completing assigned projects or tasks in a timely and effective manner. Makes deadlines; follows through on promises and commitments.
- Takes responsibility and is accountable for performance. Is dependable; asks for assistance if needed. Seizes the opportunity to teach. Positively recognizes others for their contributions and does not place blame on other departments/areas when expectations are not met.
- Creates an atmosphere of teamwork. Volunteers to assist staff occasionally by "rolling up their sleeves". Promotes positive relationships and helps others to reach goals.
- Is recognized as a subject matter expert in areas of control. Is sought out as a resource.
- Communicates, reinforces and models cultural and climate characteristics needed for individual and organizational success including diversity, empowerment, shared decision making, open communication, experiment and risk-taking, and teamwork.

Encouraging the Heart

- Reaches out to staff and makes them partners in RHC's activities. Fosters a spirit of collaboration across departments and creates a work environment that is safe and healthy. Offers suggestions or ideas on improving existing services or developing new services.
- Conveys confidence in people's competence to do their jobs. Recognizes and rewards good performance. Respects the time and work/life issues of others. Creates an environment that inspires people to excel.
- Encourages and empowers others to achieve, establishing challenging performance standards; creates a feeling of investment; maintains an environment which encourages fun and humor.
- Enthusiastically encourages people to learn and grow from their positive and negative experiences and develop to their full potential.
- Praises, rewards and celebrates successful development efforts as well as specific accomplishments.
- Creative with rewards and recognition and gives them personally. Gives staff tools they
can use to recognize one another.

**Focusing on the Customer**

- Identifies what internal and external customers really value and develops systems to track and improve customer.
- Identifies obstacles to satisfying internal and external customers and finds creative ways to overcome them.
- Generates new ideas, tests them with customers and consistently exceeds their expectations. Seizes opportunities to provide value-added services. Analyzes situations from the customers’ perspective and incorporates a customer-driven approach to the business.
- Encourages on-the-spot satisfaction or resolution of patient/customer concerns. Offers all available options for satisfactory resolution. Ensures customers are fully informed and made to feel they were part of the decision(s) affecting them.

**Participating in Community Service**

- Works on community issues through service clubs, social agency and governmental boards or similar organizations.
- Identifies where the resources or support of RHC can assist with community needs. Leads efforts to match resources with identified needs. Follows through to ensure outcomes are achieved. Continually finds ways to support RHC and its mission, vision and values.
- Actively promotes staff participation in community and professional organizations and events. Speaks well of RHC regardless of audience.
- Volunteers in professional organizations and positively represents RHC to impact legislation, best practices in the profession, and healthcare industry services.

**Assuring Financial Stewardship**

- Prepares and administers an operating and capital budget. Identifies and estimates line items; monitors and controls expenses; reviews, investigates, and takes corrective action when needed. Identifies the operational improvement opportunities and initiates appropriate actions. Complies with timekeeping policies for area.
- Measures, monitors and communicates finance and performance data with benchmark organizations. Initiates action to improve performance based on benchmark results. Makes sure knowledge of resource availability is passed on to others to encourage learning opportunities.
- Creatively works at solving problems by evaluating budgeted and non-budgeted approaches. Considers short and long-term affects of decisions.
- Positively represents Riverside to employees while managing budget, staffing levels based on volume, and summer staffing plan.

**Initiates Professional Development/Goal Setting**

- Creates a plan for personal and professional growth and monitors such plan. Is an active learner and teacher. Demonstrates awareness of personal strengths and weaknesses.
- Seeks feedback and welcomes unsolicited feedback; modifies behaviors in light of feedback.
- Ensures development initiatives align with or exceed RHC’s desired expectations and
PART III: POSITION RESPONSIBILITIES (ESSENTIAL FUNCTIONS)

1. Provides ongoing effective leadership to insure that Riverside Health System and Riverside Medical Center continue to adapt, evolve, and grow to accommodate changes in the healthcare environment.

2. Works cooperatively with the Medical Staff and hospital personnel to insure that the highest quality of health service is being provided to patients.

3. Maintains compliance with regulations governing healthcare providers and the regulations of accrediting bodies by monitoring operations and initiating changes where required.

4. Coordinates and controls the development and implementation of the health systems Management plan.

5. Coordinates and controls the annual budget process for the medical center.

6. Continuously reviews productivity and efficiency of staff and implement changes where necessary.

7. Provides ongoing effective leadership for the overall day to day operations of the medical center.

8. Participates in Senior management activities including: strategic plan development, weekly Senior staff meeting, Senior staff planning retreats, monthly Boards of Director Meetings, various medical staff department meetings & quarterly full medical staff meetings.

9. Maintains community affiliations to support and promote a positive image of Riverside HealthCare in the community.

10. Maintains professional affiliations and enhances professional growth and development to keep up with the latest trends in healthcare.

11. Guides annual goal setting as well as the development, implementation, and monitoring of a strategic plan for Nursing which reflects the organizations current and anticipated strategic priorities.

12. Assures the integration of the findings of current evidence based practice and research into the policies and procedures governing the provision of nursing care.

13. Represents Nursing and participates in Senior management activities including: strategic plan development, weekly Senior staff meetings, Senior staff planning retreats, monthly Boards of Director meetings, various medical staff department meetings.
meetings & quarterly full medical staff meetings.

14. Participates with leaders from governing body management, medical staff and clinical areas. Develops and implements mechanisms for promoting the educational advancement and leadership development of patient care staff members.

15. Advocates and allocates for resources, including fiscal and technology resources, to support patient care and to support the mission and vision.

PART IV: EQUIPMENT COMPETENCIES

Computer
Telephone
Fax machine
Copy machine
Calculator
Pager

PART V: GOALS

Please identify 3 to 5 performance objectives for the coming year. Your objectives should include:

- **Outcome**: the specific outcome desired expressed as an improvement related to time, cost, quality, quantity or satisfaction.

- **Measure**: how success is to be measured - identifying verifiable or observable results that will be used to determine the extent to which you succeeded in achieving the objectives.

- **Completion Date**: target date for completion

PART VI: DEVELOPMENTAL PLAN  (Completed only if rated as Needs Improvement in any section.)

PART VII: MANDATORY COMPETENCIES/REQUIREMENT (Annual)

**Age Specific**: Has knowledge, skills, abilities to work with age groups, understands growth & development needs, communication, comfort, and safety measures of age groups.

**Life Safety**: Has knowledge, skills, abilities to follow life/safety corporate compliance policies.

**Required**: Demonstrated knowledge, skills and abilities to follow life/safety policies and procedures covering the following areas: Fire safety, AIDS & Hepatitis B, Hazardous Materials, Electrical Safety, Preventing TB, Avoiding Back Injuries, and Violence at Work.

CNO CURRICULUM VITAE
David A. Duda

Education


1971 -1975  Bachelor of Science in Nursing, University of Wisconsin, Oshkosh Wisconsin

1969 – 1971  Minor Degree in Biology, University of Wisconsin, Stevens Point, Wisconsin

Professional Experience

July 2008 – Present  Senior Vice President, Chief Operating Office and Chief Nursing Officer, Riverside Medical Center, Kankakee, Illinois

March 1996 – November 2007  Vice President of Patient Care Services, Riverside Medical Center, Kankakee, Illinois

May 1986 -March 1996  Director of Mental Health Unit, Riverside Medical Center, Kankakee, Illinois

July 1982 – May 1986  Unit Leader/Instructor, Department of Psychiatric Nursing, Rush University Medical Center (formerly Rush-Presbyterian-St. Luke’s Medical Center), Chicago, Illinois

January 1981 - July 1981  Assistant Unit Leader, Sheridan Road Hospital, Chicago, Illinois


April 1978 - August 1979  Staff Nurse, Alternative Hospital Outpatient Program, Rush- Presbyterian-St Luke’s Medical Center, Chicago, Illinois


**Memberships**

- American Organization of Nurse Executives
- Illinois Organization of Nurse Leaders
- American College of HealthCare Executives
- American Assembly for Men in Nursing
- Rush University of Nursing Alumni Association

**Publications**


**Consultations**


1984  Consultant Brokaw Hospital, Normal Illinois. Physical Plant Layout for an Acute Psychiatric Unit, Policy and Procedure planning for same.

1984  Consultant, RPSLMC Pediatric Nursing, Adolescent Behavior Management

1984 Consultant, St. Joseph’s Hospital, Springfield, Illinois, Integrating biochemical and behaviors in psychiatric nursing

1984 Consultant, RPSLMC Psychiatric Nursing. Review of Quality Assurance Cues

1983 Consultant, St. Joseph’s Hospital, Pontiac, Michigan. Staff Development; Milieu and Safety Issues.

1983 Consultant, RPSLMC Department of Patient Family Relations, Family’s Reaction to Hospitalization

1982 Consultant, Joint Commission Site Visit Preparation, Loretto Hospital, Chicago, Illinois

1982 Consultant, Department of Medical Nursing, Rush-Presbyterian-St. Luke’s Medical Center, Utilization of Psychiatric Nursing Consult Services.

Professional Activities.


September 1985 Presenter, Second International Conference of Dissociative Disorders, Chicago, Illinois, “Nursing Care Of Multiple Disorder Patients”

1979 - 1986 Faculty, Rush University College of Nursing, Lecture in Undergraduate and Graduate Nursing Courses. Topics: Adolescence, Violence, Change Theory, Geriatric Nursing, Mania, Medical Surgical Nursing

1985 Presenter, Woodstock Memorial Hospital, Woodstock, Illinois, “Experimental Group for Co-Leaders.”

August, 1984 Presenter, First National Conference of Manic Depressive and Depressive Association “Volunteer Supportive Program.”


October 1982 -1984 Faculty, Rush University, Assertiveness Training for Nurses.


June 1983  Presenter, Department of Medical Nursing Symposium, Structuring, Limit Setting with Patient Care.

March 1983  Presenter, Department of Psychiatric Nursing 6th Annual Symposium, Rush University, Chicago, Illinois, In-Patient Psychiatry: Theaputic Skills For the 80’s, “Violence.”

March 1982  Presenter, Department of Psychiatric Nursing 5th Annual Symposium, Rush University, Chicago, Illinois, Depression, The Epidemic of the 80’s: Intervention Advances. Milieu and Nursing Management of Mania

Committees

2009-Present  Computerized Physician Order Entry (CPOE) Steering Committee; Riverside Medical Center, Kankakee, Illinois

2008 – Present  Finance Committee; Riverside Medical Center, Kankakee, Illinois

2008 – Present  Case Management Steering Committee; Riverside Medical Center, Kankakee, Illinois

2008 – Present  Riverside Health System Board Meeting; Riverside Medical Center, Kankakee, Illinois

2005-Present  Clinical Information Systems Steering Committee(Executive Sponsor); Riverside Medical Center, Kankakee, Illinois

2002-Present  Riverside Medical Center Board Meeting; Riverside Medical Center, Kankakee, Illinois
2001-Present  Salvation Army Program Committee; Riverside Medical Center, Kankakee, Illinois

2001-2006  Victims Assistance Board President; Riverside Medical Center, Kankakee, Illinois

2000-Present  Salvation Army Advisory Board; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Medical Executive Committee; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Joint Conference; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Full Medical Staff; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Quality Improvement Committee; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Internal Medicine Department; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Obstetrics / Gynecology Department; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Pathology Department; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Pediatrics Department; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Physician Workplace Interaction Committee; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Psychiatry Department; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Radiology Department; Riverside Medical Center, Kankakee, Illinois

1987 – Present  Surgery Department; Riverside Medical Center, Kankakee, Illinois

1987–2000  Victims Assistance Board Member; Riverside Medical Center, Kankakee, Illinois
Center, Kankakee, Illinois

1984 – 1986 Rush-Presbyterian-St Luke’s Medical Center, Department of Psychiatric Nursing, Quality Assurance Program, Chairperson

1984 – 1986 Rush University Department of Psychiatric Nursing, Faculty Education Committee

1983 – 1986 Professional Nursing Staff Organization, RPSLMC, Chicago, Illinois, Disaster Committee

1983 – 1985 Rush University, College of Nursing Curriculum Committee

1983 Rush-Presbyterian-St Luke’s Medical Center, Department of Psychiatry, Committee to Plan Utilization of Acquired Psychiatric Unit.

1977 – 1983 Rush-Presbyterian-St Luke’s Medical Center, Policy and Procedure Committee

1982 Department of Psychiatry, Rush-Presbyterian-St Luke’s Medical Center, Committee to Prepare for Joint Commission Site Visit

1982 Rush University, College of Nursing, Department of Psychiatric Mental Health Nursing, 1982 Symposium Planning Committee

1977 Rush-Presbyterian-St Luke’s Medical Center, Chairperson, Committee to Devise Policy and Procedure for the Utilization for Security on Inpatient Access

1977 Rush Presbyterian- St Luke’s Medical Center, Ad Hoc Committee on Phasing out Adolescent Unit and Opening an Acute Medical Psychiatric Unit

Honors Listed in “Who’s Who in American Nursing” by the Society of Nursing Professionals, Washington D.C.