



Position Specification

President & CEO
Maryland Patient Safety Center
Elkridge, Maryland

This position specification is intended to provide information about the Maryland Patient Safety Center and the position of President & CEO. It is designed to assist qualified individuals in assessing their interest in this position.

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The Organization

The Maryland Patient Safety Center (MPSC) works with healthcare organizations and providers across the state to improve patient safety and health care quality for all Marylanders. Designated since 2004 by the Maryland Health Care Commission, the MPSC is a private independent 501(c)(3) organization whose mission is Keeping Maryland Healthcare Safe.

The MPSC's vision is to be a model of patient safety innovation and implementation, convening providers, patients and families across the health care continuum to prevent avoidable harm and provide safe and equitable healthcare for all. The Center does this by bringing health care providers together to understand causes of unsafe practices and to put practical, evidence-based improvements in place. To accomplish its mission, the MPSC engages a growing number of health care organizations and providers from around the state through ongoing initiatives, including education and training, safety culture collaboratives, special projects, research, and near miss reporting. As a result of their participation, health care organizations and providers discover and create new ways to deliver safer care in Maryland.

MPSC maintains a relentless pursuit of innovative approaches to eliminate harm within the health care community. In its eighteen-year history, MPSC, its partners, and providers have taken many impressive strides and seen improvements. MPSC has raised awareness among health care professionals about safety strategies that dramatically transform culture. Topics have included leadership issues in clinical information technology, human factors engineering, and training in root cause analysis. Attendance among hospital and nursing home professionals at the Annual MPSC Patient Safety Conference grew from 650 participants in 2005 to nearly 1,500 in 2019 (a bit lower during the pandemic), illustrating the interest in patient safety across Maryland and the value of a centralized coordinating body such as the MPSC.

Background and History

The "Patient Safety Act of 2001," passed by the Maryland General Assembly, set a foundation for the creation of MPSC. The Maryland Health Care Commission, with input from the Department of Health and Mental Hygiene, was charged to study the feasibility of reducing the number of preventable adverse medical events in Maryland. From this study emerged the recommendation to establish the MPSC as a key component of a three-pronged state plan to improve patient safety.

Several subsequent actions set creation of the Center in motion. First, the General Assembly endorsed this concept in 2003 by including a provision in legislation to allow the MPSC to have medical review committee status, thereby making the proceedings, records, and files of MPSC confidential and not discoverable or admissible as evidence in any civil action. Second, the Maryland Hospital Association and Delmarva Foundation were jointly selected as operators of the Center for a three-year period starting in January 2004. In 2007, the Center completed a strategic reorganization, becoming an independent incorporated organization with the Maryland Hospital Association and the Delmarva Foundation continuing to act as primary members of the Center.

Since that time a voluntary Board of Directors has participated in setting a strategic long-term agenda for MPSC. In addition:

- The Internal Revenue Service granted the Maryland Patient Safety Center status as a tax-exempt 501(c)(3) organization.
- The Maryland Health Care Commission has re-designated the Center for multiple additional five-year cycles, currently through 2025.
- MPSC became listed as a Federal Patient Safety Organization.
- MPSC has received local and national recognition for its model and programs.

The Work of the Maryland Patient Safety Center

MPSC carries out its mission in four key ways:

Education and Training

Education is one of the primary strategies the MPSC used to improve the adoption of safer practices in Maryland hospitals and nursing homes. The MPSC’s educational activities have been designed to create awareness of the need for improved patient safety and of the cultural changes required for significant improvement, ensure that health care leaders and professionals have the competencies essential for safety improvement and disseminate patient safety solutions and better practices.

Collaboratives

Since its beginnings, the MPSC’s Safety Collaborative Series has translated energy, knowledge and the will of the health care community into measurable, sustainable, and transferable action. A collaborative is an adoption and improvement model focusing on spreading and adapting best practices across multiple settings and creating changes within organizations that promote the delivery of effective clinical practices. Past collaboratives include the Intensive Care Unit Collaborative and the Emergency Department Collaborative. Recent collaboratives include infection control in long term care (“Clean Collaboratives”) and Maternal Health Equity to reduce disparities in maternal morbidity for Black women in the state.

Special Projects

MPSC engages in any number of special projects tied to its mission: Keeping Maryland Healthcare Safe. Among the projects undertaken: development of a “second victim” peer responder program, statewide consumer opioid education program, development of an organizational patient safety certification program, several programs related to infant and maternal health (including reduction in disparities in the occurrence of severe maternal morbidity) and COVID vaccine hesitancy in communities and health care staff of color.

Incident Reporting System

MPSC continually collects data on actual events that have implications for safety of care practices and uses these data to identify high-risk aspects of care prone to errors.

THE POSITION

The President & CEO has responsibility for leading the activities and meeting the goals and objectives described below. They are a collaborative partner with the Maryland Hospital Association and serve at the pleasure of the MPSC Board of Directors.

Goals and Objectives

- **Develop and implement MPSC’s strategic agenda.** The President & CEO is responsible for all aspects of achieving the organization’s Mission, Vision, and Goals under the Strategic Plan, as approved by the Board of Directors. The Strategic Plan will change and mature over time; currently it comprises:
 - Mission: Keeping Maryland Healthcare Safe
 - Vision: A model of patient safety innovation and implementation, convening providers, patients and families across the healthcare continuum to prevent avoidable harm and provide safe and equitable healthcare for all
 - Goals:
 - Achieve zero preventable harm across all levels of healthcare.
 - A shared culture of safety, compassion, and respect among all providers.
 - An enhanced patient experience with the involvement of patients and families in all aspects of their care.
 - Support for caregivers to ensure resiliency and prevent burnout.
- **Shape and guide the work of the MPSC Board.** Just like other Boards of Directors, those who serve on MPSC’s Board are very busy and dedicated people. It is the responsibility of the President & CEO to work with the Chair, the Board Executive Committee and with the full Board on a regular basis to create a strong relationship and to plan and manage the work of the Board in an advanced and timely manner.
- **Work collaboratively with multiple stakeholders.** The MPSC is unique in that it is an organization made up of many different stakeholders and perspectives. The President & CEO must manage those relationships diplomatically, while at the same time, focusing on the objectives and best interests of MPSC and the state. Conduct outreach to external partners and stakeholders, both to draw them into MPSC activities and to identify opportunities for shared initiatives and partnerships.
- **Seek independent sources of funding to maintain budget.** In the past, MPSC had been highly dependent for funding on the Health Services Cost Review Commission. The Commission decided to eliminate its funding commitment over time. Currently the Center is funded through membership fees, program sales, various grants and an annual State subsidy provided through statute by the Maryland legislature. Maintaining and enhancing this funding is a critical role for the President & CEO.
- **Lead and manage the MPSC organization and staff.** The President & CEO must

shape the MPSC staff into a cohesive, highly functioning team. The President & CEO is responsible for the management and planning of activities including budget and human resources issues.

- **Manage subcontractors and grants.** Many of the activities carried out by the organization are executed by subcontractors. The President & CEO is responsible for providing direction, structure, and oversight in the implementation of the subcontractor activities.
- **Explore and develop potential new business lines.** The MPSC is continually considering potential new business opportunities. The President & CEO will be responsible for overseeing business plan development and rollout of potential new business areas.
- **Develop strong working relationships with State agencies and representatives.** As a vital resource for Maryland healthcare, MPSC must have a strong working relationship with the Maryland Department of Health, the Maryland Health Care Commission and the State Legislature.
- **Serve as an advocate in legislative arenas.** MPSC has grown increasingly active in Annapolis, and it is the role of the President & CEO to represent the organization in support of legislation that will advance patient safety in the state.

Critical Qualifications

- Visionary leader in quality and patient safety improvement
- Strategic business planner
- Excellent manager
- Active participant in state and regional patient safety initiatives
- Situational awareness
- Political astuteness
- Spokesperson/public face of the organization

Additional Qualifications

Education

- Professional Health Care degree with masters or doctoral degree preferred.

Experience and Skills

- At least ten years' experience of management experience working in health care-related organizations.
- Track record of leading change in quality and patient safety.

- Experience working with and guiding the activities of a Board of Directors. Strong interpersonal communication skills.
- Strong collaborative skills.
- Ability to convene, motivate and synthesize the output of teams.
- Confident Public speaker.

Personal Characteristics

- Strong, confident leader, without arrogance.
- Values driven. Able to discern the “right thing to do.”
- A passion for safety, quality, health care and health.
- Highly collaborative. Able to enable and motivate effective teams.
- A consensus builder among all stakeholders.
- A self-starter, implementer, doer.
- Strategic. An effective anticipator of upcoming issues and crises.
- An effective communicator and an accurate listener. A quick learner.
- Articulate.
- Excellent presentation skills with large and small groups.
- Proven persuasive writing skills for both professional and public consumption.
- Excellent social skills.
- An effective relationship builder with officials and office holders.
- A sense of humor.

PROCEDURE FOR CANDIDACY

Please direct all resumes or nominations to Meghan McClelland at:
mmclelland@mhaonline.org