



JOB DESCRIPTION

This document does not create an employment contract, implied or otherwise, other than an “at-will” employment relationship with Van Buren County Hospital.

An Affiliate of **MERCYONE**

| | |
|---|----------------------------|
| POSITION: Performance Excellence Specialist | STATUS: Non-Exempt |
| DEPARTMENT: Culture | DATE EFFECTIVE: 05/13/2025 |
| DIRECTLY REPORTS TO: Culture Director INDIRECTLY REPORTS TO: CEO | REVISED: |
| SUPERVISES: N/A | SECURITY LEVEL: Medium |

PRIMARY FUNCTION & POSITIONAL PURPOSE

The Performance Excellence Specialist is tasked with creating operational efficiencies throughout the entire organization to produce a consistent, exceptional experience for staff and patients. To achieve this goal the Performance Excellence Specialist must be skilled at mapping current process and utilizing PSDA cycles to create continuous improvement throughout the organization. This position will view processes holistically and will be responsible for helping to facilitate collaboration across departments with the goal of designing process that enhances the patient experience while minimizing staff stress and burnout. They will serve as an active member of the Culture and Engagement committee and focus on integrating lead methodology into our Improve Daily focus area. They will work with each governance committee to best align their work with achieving the overarching goals of the organization. This position will also be responsible for encouraging impact staff to own process improvement and take an active role in both department and hospital wide process initiatives to ensure sustainable outcomes.

POSITIONAL ESSENTIAL FUNCTIONS

Essential functions are those tasks, duties, and responsibilities that comprise the means of accomplishing the job's purpose and objectives. Essential functions are critical or fundamental to the performance of the job. They are the major functions for which the person in the job is held accountable.

1. Direct, plan, and execute cross-functional performance and process improvement projects aimed at enhancing operational efficiency, quality, cost-effectiveness, and overall performance across the organization.
2. Shadow departments and processes to gain a full understanding of improvement opportunities.
3. Develop and maintain detailed project plans, timelines, budgets, and status reports. Ensure timely delivery of project milestones, identify and mitigate risks, and ensure alignment with strategic goals.
4. Collect, analyze, and synthesize complex performance data using appropriate analytical tools and methodologies (e.g., Lean, Six-Sigma, root cause analysis). Translate findings into actionable recommendations to support data-driven decision-making.
5. Implement and promote continuous improvement frameworks throughout the organization. Facilitate kaizen events, value stream mapping and process redesign sessions with key stakeholders.
6. Work collaboratively with operational leaders, impact staff, and cross-departmental teams to identify performance gaps and improvement opportunities. Serve as a liaison to ensure alignment between business units and project goals.
7. Lead change management efforts related to performance excellence projects by developing communication plans, stakeholder engagement strategies, and training initiatives to support successful adoption of new processes and tools.

8. Establish and maintain performance metrics and dashboards to track the effectiveness and impact of improvement efforts. Report outcomes to administrative leadership team and other stakeholders with recommendations for further actions.
9. Coordinate the organization wide huddle board initiative. Monitor participation, goal setting, and communication to ensure consistency and effectiveness across the organization.
10. Support compliance with industry standards and internal policies by integrating regulatory and quality requirements into performance initiatives.
11. Provide coaching and training to teams and individuals on operational excellence methodologies and tools, promoting a culture of continuous improvement and performance accountability.
12. Assist with the development and execution of organizational strategic initiatives by aligning project goals with the enterprise priorities and facilitating the operationalization of strategic plans.
13. Understand PDSA cycles and assist departments through all aspects of the process.
14. Lead Standard of Work (SOW) development across the organization.
15. Work with clinical staff to ensure that personalized care remains a priority and integrates appropriately with process initiatives.
16. Ensure information about process improvement initiatives is widely communicated to staff at all levels.
17. Engage leaders and team members in growth and optimization process and performance assessments, regularly working with managers to identify areas of improvement, prioritize and recommend solutions.
18. In collaboration with leadership and teams, establish metrics, benchmarks, and goals to monitor and evaluate performance improvement initiatives.

ALL EMPLOYEE ESSENTIAL FUNCTIONS

All Employee Essential Functions are those tasks, duties, and responsibilities that are necessary for every VBCH position to accomplish the organization's purpose and objectives. Essential functions are critical or fundamental to the performance of the job. They are the expectations for which every person is held accountable.

- Attendance at work on a regular and reliable basis.
- Maintains patient, hospital and, employee confidentiality in all aspects of the job.
- Meets with supervisor concerning policies and procedures, work assignments, financials and other functional problems. Keeps supervisor informed of department activities and needs.
- Complies with all established policies and procedures of the hospital and of the department, to include the Code of Conduct and the Code of Ethics and Compliance.
- Must be able to safely work in an environment where latex is prevalent.
- Complete annual education requirements. Stays up-to-date with industry matters.
- Attend meetings as appropriate.
- Meets standards of hospital infection control.
- Maintains all applicable regulatory requirements, including licensure requirements when applicable.
- Commits to being diligent about safety policies and practices within the organization and assigned department.
- Accepts additional duties as assigned when they are deemed appropriate by the employee's supervisor

ONE CULTURE BEHAVIORS – ALL EMPLOYEES

All employees of VBCH are expected to display the cultural values and competencies of VBCH. This is an essential function of each employee's job and all positions will be held accountable for demonstrating these behaviors.

1. Be One - I benefit from and strengthen VBCH.

- **Think TEAM, not self.**
 - Have a shared sense of purpose and clear goals and understand that we all make a difference
 - Appreciate diversity, recognize each individual has value and we can accomplish more together.
- **Ask for help. Give help.**
 - Make time for everyone. No one is an interruption. Each person is my reason for being at VBCH.
 - Be honest and open in all relationships, interactions, and in providing care.
- **Communicate like your life depends upon it.**
 - Take time to explain and communicate what to expect.
 - Respectfully and effectively communicate within your department and within the organization.

2. Personalize Care – Your experience. My responsibility.

- **Bring energy and passion every day.**
 - Ensure consistent care by committing 100% to each individual patient, family and staff member.
 - Deliver the best outcome and excellent service through the dedicated effort of every team member.
- **Serve the patient or support someone who does.**
 - Look beyond assigned tasks and job duties and focus on your purpose.
 - Embrace supporting one another as a way of achieving greatness.
- **Invest the time to listen, care and connect.**
 - Treat others as you would like to be treated – with dignity, respect, care and sensitivity to privacy.
 - Reassure the patient and their family that you know the importance of your job in relation to the care.

3. Own It – I own my actions to deliver Key Results.

- **Step up or step aside.**
 - Lead by example; be honest and trustworthy, while always maintaining confidentiality.
 - If unable to meet a request, find someone who can.
- **Take responsibility for your attitude and impact.**
 - Accept personal responsibility to always do the right thing even when no one is looking.
 - Take the time to do things right the first time.
- **Make excellence happen.**
 - Follow through when you tell someone you will do something for them. Make contact with them throughout the process as well as after the task is completed.
 - Realize what we do is a reflection of ourselves and our organizations.

4. Improve Daily - I make improvements every day for those we serve including each other.

- **Have a “get better” mindset.**
 - Strive to be the best at what we do. Seek ways to continually improve patient and employee satisfaction.
 - Seek out opportunities to improve skills for personal and professional growth; supporting common goals of the organization.
- **Be coachable.**
 - Sincerely acknowledge and take corrective action when expectations are not met.
 - Commit to professional and personal development.
- **Seek solutions. No blaming, complaining or defending.**
 - Problem solve with input from each individual. Maintain a positive attitude and focus on solutions by working through challenges and conflict together.
 - Focus on process when seeking solutions, not on people.

5. Innovate - I imagine and embrace bold new ideas to revolutionize health.

- **Challenge the status quo. Create new possibilities.**

- Look for opportunities to improve the patient, family and staff experience through innovative thinking and process improvement.
- Be an active participant in organization activities and community events.
- **Be proactive and embrace change.**
 - Be receptive to different ideas and responses from fellow coworkers.
 - Be open and willing to change to improve outcomes.
- **Be curious – don't be afraid to fail.**
 - Be willing to go the extra mile and do what is necessary, even if that means to do things differently, to not only meet but exceed expectations.
 - If you or the team fails, grow from the experience and try again

EDUCATION, CERTIFICATION, & EXPERIENCE REQUIREMENTS

1. Training in LEAN/Six Sigma and Project Management. Certificate in LEAN/Six Sigma and/or Project Management required. LEAN/Six Sigma Black Belt certificate preferred.
2. Experience in Organizational Development, Continuous Improvement, Operations, or similar. Experience in a healthcare setting preferred.
3. 5+ years' experience required

WORKING ENVIRONMENT

Note: Reasonable accommodations may be made for individuals with disabilities to perform the essential functions of this position.

| Conditions | Never 0% | Occasionally 1 - 33% | Frequent 45 – 66% | Continuous 67 – 100% |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Indoors | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Computer Operations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Outdoor exposure to extreme cold or extreme heat | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Exposure to wet and/or humid conditions | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Excessive Noise including patient call lights, buzzers and alarms | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Dusty | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Vibration | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Exposure to Latex | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other – please explain | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | | | | |
| Electricity and/or Electric Shock | | | | |
| Toxic or caustic chemicals and fumes | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| High, exposed places | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Moving mechanical parts | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Machinery | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Power or impact tools | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other – please explain | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | | | | |
| Lift/Carry | | | | |
| 1 – 10 lbs | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 11 – 20 lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21 – 50 lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 51 – 75 lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 75+ lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Push/Pull | | | | |
| 1 – 10 lbs | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

| | | | | |
|--|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 11 – 20 lbs | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 21 – 50 lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 51 – 75 lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 75+ lbs | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Movement | | | | |
| Sitting for long periods of time | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Bend/Stoop/Twist | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Crouch/Squat | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Kneel/Crawl | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reach Above the shoulders | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Reach Below the shoulders | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Repetitive Motion (arms, wrists, hands) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Grasping | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Climb Stairs/Ladder | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Uneven Walking Surface | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Even Walking Surface | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Balancing | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Finger usage (feeling for pulse, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Communication (talking and hearing) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Visual Acuity for reading and computer usage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Visual Acuity for drawing measurements | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

EMPLOYEE HEALTH REQUIREMENTS

- Must follow all employee health requirements including, but not limited to, the following:
 - Employee Health screenings every 4 years after hire as required by State Law
 - Yearly flu shots and Covid boosters are recommended but not required.

SIGNATURES

I have read this job description and understand the physical requirements and essential job functions. I am able to perform these essential job functions with/without reasonable accommodations. Required accommodations are explained below:

Employee Signature

Date

Department Head Signature

Date

DISCLAIMERS

Van Buren County Hospital has reviewed this job description to ensure that essential functions and basic duties have been included. It is not intended to be construed as an exhaustive list of all functions, responsibilities, skills and abilities. Additional functions and requirements may be assigned by supervisors as deemed appropriate

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this position. A review of this job description has excluded the marginal functions of the position that are incidental to the performance of fundamental job duties. All duties

and responsibilities are essential job functions. Employees will be required to follow any other job-related instructions and to perform any other job related duties requested by his/her manager. Requirements are representative of the minimum levels of knowledge, skills, and/or abilities. To perform this job successfully, the employee will possess the abilities or aptitudes to perform each duty proficiently. Some requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other employees. All requirements are subject to possible modification to reasonably accommodate individuals with disabilities.

Non-Discrimination Policy: It is the policy of Van Buren County Hospital not to discriminate in its services, programs, or employment on the basis of race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity. Van Buren County Hospital reasonably accommodates those persons with disabilities to allow for the performance of essential job functions or who may require alternative means for access. Any concerns or requests for accommodations should be directed to Matt Tipling, matt.tipling@vbch.org or 319-293-8754.