



*UMassMemorial
Medical Center*

University of Massachusetts Memorial

Medical Center

Director of Pre-Surgical Evaluation

Worcester, Massachusetts

Position Specification

December, 2016

Summary

University of Massachusetts Memorial Medical Center seeks a Director of Pre-Surgical Evaluation. Reporting to the Senior Director of Perioperative Services, the Director of Pre-Surgical Evaluation (DPSE) will oversee Pre-Surgical Evaluation (PSE) services for the surgical practices at UMass Memorial Medical Center's (UMMMC) three campuses: University Campus; Memorial Campus; and the Hahnemann Campus for ambulatory surgery. UMMC is the hospital partner of the University of Massachusetts Medical School, a top-ranked academic medical center, and the largest provider of healthcare services in Central New England.

The Opportunity

This is a unique opportunity for an advanced practitioner, an NP or PA, to advance his/her career by moving into an administrative leadership position with significant responsibilities and far-reaching impact. The DPSE will oversee the work of a new team practicing in a highly regarded new model of care in perioperative services based on the sophisticated skills of advanced practitioners, including 17 APRNs and a total of 37 FTEs, who are responsible for medical reconciliation, history and physicals, preparedness, assessment and documentation, patient education, and scheduling. This is an exciting and promising time to join UMMC as the medical center is investing in employee development and embracing new processes to ensure coordination and alignment to increase patient safety, quality, patient satisfaction and caregiver engagement to support innovation, education and enhanced value.

UMass Memorial Health Care

Worcester-based UMass Memorial Health Care (UMMHC) is the largest provider of healthcare and the largest employer in central New England. A not-for-profit health system, UMass Memorial was formed in March 1998 when the clinical system of UMass Medical Center merged with Memorial Health Care. Today, the UMass Memorial Medical Center (UMMMC) and the 1,100 physician UMass Memorial Medical Group form the academic hub of UMass Memorial Health Care, the major teaching affiliate of the University of Massachusetts Medical School. <https://www.umassmemorialhealthcare.org/>

Beyond Worcester, UMMHC includes three community based hospitals in central Massachusetts: Health Alliance, located in Fitchburg and Leominster, MA with 150 beds; Marlborough Hospital, located in Marlborough, MA with 79 beds; and Clinton Hospital, located in Clinton, MA with 41 beds.

Approximately 1,700 physicians are members of the active medical staff of the System, which has 12,380 employees in total, including more than 3,000 registered nurses. The System has 1,065 beds and more than \$2.1 billion in net revenue.

UMass Memorial Medical Center

UMass Memorial Medical Center (UMMMC) is an 819-bed, \$1.5B academic medical center committed to improving the health of the people of central New England through excellence in clinical care, service, teaching and research with its academic partner, the University of Massachusetts Medical School. Through this relationship, its clinicians and staff train tomorrow's physicians, advanced practice clinicians professional nurses, and other health care professionals. They also participate in research efforts that provide patients with the latest diagnostic and treatment protocols.

UMass Memorial Medical Center's two acute care inpatient facilities, University Campus and Memorial Campus, are complemented by the Hahnemann Campus, which is used for a wide range of ambulatory

services; the Psychiatric Treatment and Recovery Center, which includes 26 inpatient mental health beds; and three community health centers, also in Worcester. UMMHC also includes the largest community mental health agency in Central Massachusetts, and multiple MRI centers. UMMHC is the clinical partner of the University of Massachusetts Medical School (UMMS); together, UMMHC and UMMS comprise the UMass Academic Health Sciences Center.

The Medical Center offers a full complement of sophisticated technology and support services, providing the region with specialists renowned for their expertise in clinical areas including cardiology, critical care with its eICU support center, orthopedics, cancer, emergency medicine, surgery, women's health, and children's medical services.

UMMMC is accredited by the American College of Surgeons as the only designated Level 1 Trauma Center for adults and Level 2 Trauma Center for children in Central Massachusetts. The University Campus is home to the Duddie Massad Emergency and Trauma Center and Life Flight, New England's first hospital-based air ambulance. The region's only Level III Newborn Intensive Care Unit is located on its Memorial Campus.

UMMMC strives for continuous improvement of the quality and safety of the care it provides, and is proud of the following achievements:

The UMMMC Cancer program was recognized by US New & World Report as High Performing for the past three years in a row. The ACS Commission on Cancer granted the Medical Center a three-year accreditation with commendation, its highest level of approval.

The Heart and Vascular Center of Excellence is considered a leader in cardiovascular care. UMMMC was the first hospital in Massachusetts to offer branched graft surgery, and has been ranked a Number One hospital in Massachusetts for surviving a heart attack. The Society of Thoracic Surgeons has awarded its highest designation – three stars – for CABG surgeries to the Cardiac Surgery Program.

The UMMMC Musculoskeletal Center of Excellence has been designated as a Blue Distinction Center for Hip and Knee Replacement and for Spine Surgery, and Consumer Reports has designated UMMMC as a top hospital for orthopedics.

US News & World Report hospital rankings reported UMMMC as a top performer in digestive diseases and gastroenterology services for the third year in a row and pulmonary for two of the past three years.

The UMMMC Program in critical care has been ranked number 1 in quality for 28 consecutive quarters in a nationwide network of teleICU supported programs that is composed of 475 ICUs in 300 hospitals, in 40 healthcare systems in 34 states that cares for more than 750,000 critically ill adult patients per year.

Historically, UMMHC and UMMMC have employed a "best of breed" approach for HIT. At present, UMMMC uses Siemens Soarian as its core HIS. In 2014, UMMMC decided to move to a system-wide integrated IT enterprise, and to discontinue a multi-vendor strategy. A task force of physician, clinical, and administrative leaders across the UMMHC evaluated two major HIS vendors, with significant involvement of staff at all levels of the organization. The decision was made to select the EPIC platform.

The Department of Nursing at UMMMM

UMMMC employs a Shared Leadership model for nursing services. In 2013, a group of staff nurses and clinical leaders conducted research on models of care in nationally recognized teaching hospitals, and embraced a contemporary shared leadership model, which is a multidisciplinary approach for all clinical patient care staff. Shared Leadership empowers staff to lead the decision-making process with equity in participation; encourages partnerships between nursing and other ancillary departments; and embraces ownership of practice and decisions related to practice, and supports innovation.

Priorities and goals for the Department of Nursing at UMMMM are established by the Nursing Executive Board (NEB), which coordinates overall nursing practice, nursing policy approval, and the Nursing Quality Plan. The NEB is led by the CNO, and consists of senior nursing leadership (Associate CNOs), plus leaders from the departments of Quality and Safety, Perioperative Services, Case Management, Rehabilitation Services, Ambulatory Services, and the UMMS Graduate School of Nursing.

UMMMC has a long-tenured, highly experienced nursing staff. Overall job satisfaction is high, with 94 percent of nurses reporting moderate to high job satisfaction and the current direct care provider vacancy rate (RN, PCA and MHA) is about 4 percent. UMMMM has also made notable investments to strengthen the nursing learning environment, including the provision of tuition assistance to the Graduate School of Nursing and other programs, training to help nurses earn specialty certification, and expanding opportunities for participation in clinical research and process improvement projects. Nursing participation in idea boards has been strong across the Medical Center, and nurse sensitive HCAHPS scores have continued to improve as a result of several new initiatives including hourly rounding, bedside reporting, and enhanced white boards. Nursing staff members at UMMMM are represented by the Massachusetts Nurses Association, with separate bargaining units at the Memorial and University Campuses.

The Position

The Director of Pre-Surgical Evaluation (DPSE) reports to the Senior Director of Perioperative Services and is responsible for the administration, direction, and coordination for assigned patient care areas. S/he will develop new programs and expand existing services and design and implement new systems to ensure compliance with regulatory standards. S/he serves as a resource to affiliated hospitals and medical staff offices and provides consultation services and program oversight.

In the surgery domain, UMMMM has adopted the Brigham Model to enhance and improve both the patient experience and provider engagement. The foundational principle of the Brigham Model is that care providers work at the top of their licenses and coordinate the continuum of pre-surgical care to reduce wait times and eliminate inefficiency and redundancy.

UMMMC performs approximately 30,000 surgeries a year that range from routine ambulatory procedures to high acuity, trauma, cardiac, transplant and oncology cases. The DPSE will be a tremendous resource for surgeons and nurse practitioners regarding assessments and documentation, and will do critical liaison work with other departments on clarifying, validating, and verifying the process and impact of this new model of care on patients and the UMMMM system.

Major Responsibilities: Director, Pre-Surgical Evaluation

- Promotes high reliability practice concepts necessary to meet UMMMHC policies and procedures, required regulatory/recommended standards and practices for excellence in patient care in the clinic environment and associative departments.
- Directs interdisciplinary teams in process improvement needed to increase access and grow surgical programs.
- Maintains evidenced-based/best practices of advanced practitioners and staff in the Department.
- Evaluates service expansion, recommends new programs, and oversees implementation as opportunities present themselves.
- Collaborates with surgical departments/areas to design effective and LEAN patient flow models to enhance the patient experience and staff satisfaction and engagement.
- Works collaboratively with the Medical Director in developing and ensuring that continuing education needs of advanced practice nurses are met. Develops tools and mechanisms in conjunction with Nursing Educators and develops competencies for Nurse Practitioners.
- Oversight for design, implementation and auditing of the new operating systems within the PSE/PACU/Scheduling departments.
- Identifies community needs and trends, and develops and implements quality service programs to meet those needs.
- Provides administrative and financial accountability for planning, directing, staffing, coordinating and controlling functions and activities of all phases of the surgical services departments.
- Plans, develops and implements the strategy for marketing management and development.
- Oversees and manages the operating and capital budgets and ensures that departments operate within the annual budget. Maintains reports and statistics for administrative and regulatory purposes. Recommends purchases for the capital budget process.
- Directs and supervises staff, including performance evaluations, scheduling, orientation, and training. Makes recommendations on employee hires, transfers, promotions, salary changes, and when necessary, discipline, terminations, and similar actions. Resolves grievances and other personnel problems within position responsibilities.
- Understands the importance of a diverse workforce and promotes diversity in all areas including departmental objectives, hiring, promotions, training, and vendor selections.
- Coordinates the assignment of tasks and resolves staffing, technical, and operational problems, with consultation as needed. Evaluates the impact of solutions to ensure goals are achieved.
- Provides effective leadership, direction, and guidance of the staff to promote effective teamwork and motivation, and fosters the effective integration of efforts with system-wide initiatives.
- Serves as a role model and resource for less experienced managers, assisting them to meet the responsibilities of their positions and ensures educational requirements of the staff are met.
- Encourages and supports diverse views and approaches, creating an environment of professionalism, respect, tolerance, civility and acceptance of all employees, patients and visitors.

- Participates in performance improvement initiatives and demonstrates the use of quality improvement and LEAN in daily operations.
- Ensures compliance with regulatory agencies such as Joint Commission, DPH, and CMS.
- Maintains practice excellence needed to promote organizational development of employees.
- Ensures that the department complies with hospital established policies, quality assurance programs, safety, and infection control policies and procedures.
- Develops and maintains established departmental policies, procedures, and objectives.

The Candidate

The best candidates will be eager to lead an energetic and highly qualified group of staff to adopt the Brigham model of Pre-Surgical Evaluation. This practice model will provide clinicians with a greater scope of responsibility to perform patient evaluation that will improve patient and family satisfaction. It will also provide the staff with a more professionally rewarding role in the care of the patient prior to surgery.

Candidates should have:

- Strong knowledge of the surgical care continuum and sound clinical competencies
- Analytic skills necessary to develop, implement and evaluate programs and business plans
- Excellent interpersonal skills to build effect relationships
- Expertise and presence that inspire confidence and respect
- Facility with process improvement methods
- Experience with LEAN techniques

Additional attributes include:

- Communication skills – ability to effectively convey information to the top (Board members, leadership, other management staff) and to the front line in a manner that keeps lines of communication open, learning from the staff, conveying needs and recognizing accomplishments to leaders.
- Crisis management skills – managing urgent staff, patient and family concerns effectively and in a timely manner.
- Financial acumen and the ability to manage a large budget in a rapidly changing environment.
- Effective negotiating skills with internal clients and customers and outside vendors.
- Relationship building skills at all levels in the hospital from executive leadership, staff physicians and physician leaders to directors and managers.
- The ability to inspire and motivate staff and physician colleagues.

Critical Success Factors

Success in the first year of the Director of Pre-Surgical Evaluation’s tenure will be determined by his/her ability to:

- Implement the Brigham Model of pre-surgical care and make preliminary adjustments as necessary.
- Develop staff to be a confident, expert, and cohesive team in the practice of the Brigham Model.

- Increase employee engagement
- Ability to prioritize and lead multiple initiatives over the next 12 months.
- Demonstrate the ability to innovate and create effective, safe and efficient methods to carry out organizational strategy for the new practice model.
- Ability to develop metrics to determine the success and/or issues concerning the transformation to the Brigham model.

Qualifications – Experience, Training, and Education

Candidates will have a current Massachusetts licensure and certification as Acute Care Nurse Practitioner/Physician's Assistant or be eligible to obtain Massachusetts licensure and certification. Candidates for this leadership role must have a Master's degree in Nursing and/or Master's degree in a health care related field.

Candidates will have at least eight years of related clinical experience, with a minimum of three years of management experience in hospital or healthcare environment. In addition, two years of surgical experience (not restricted to Operating Room experience) Basic Life Support (BLS/CPR) certification is required.

Except for required certification, licensure or registration, an equivalent combination of education and experience which provides proficiency in the areas of responsibility listed in this description may be substituted for the above requirements.

Worcester, Massachusetts

The second largest city in New England, Worcester, Massachusetts, is located in the heart of the Commonwealth of Massachusetts and New England. A five-time recipient of the All-American City Award, Worcester offers its residents the resources and attractions of a metropolis, balanced with the more intimate, livable scale of a mid-sized city.

With a population of more than 181,000 people, Worcester is home to 10 colleges and universities (a half-dozen more in neighboring communities), including the University of Massachusetts Medical School, Worcester Polytechnic Institute, College of the Holy Cross, Clark University, and the Massachusetts College of Pharmacy and Health Sciences.

Thirty-eight percent of all jobs in Worcester are in the education and medical fields. More than thirty-six percent of residents between the ages of 25 and 34 have a bachelor's or post-graduate degree, placing Worcester among the leaders of all New England cities. This concentration of intellectual capital and proximities to excellent medical facilities and teaching hospitals has made Worcester a respected center for research and development in biotechnology and the life sciences. The Biotechnology Research Park, located next to the medical school and the Bioengineering Institute in Gateway Park near Worcester Polytechnic Institute, are centers for biotechnology research in the city.

The Worcester Art Museum, Mechanics Hall (a historic concert hall) and the Hanover Center anchor cultural opportunities within the city. The DCU Center is home to the Worcester Sharks, an American Hockey League franchise of the San Jose Sharks.

Worcester is located one hour away from Boston, Providence, and Hartford, and less than two hours from Cape Cod, the Berkshires, and ski areas in southern Vermont. The Central Massachusetts region includes many cities and towns with suburban and rural neighborhoods. With its affordable housing, relative to the Boston market, quality public and private schools, access to the arts, sports, restaurants, and entertainment, Worcester and the surrounding towns offer residents the best of both large and small city living.

For more information on Worcester, Massachusetts, please visit the following website: <http://www.worcesterma.gov>.

Compensation

The Director of Pre-Surgical Evaluation will receive a compensation package that is competitive and commensurate with the individual's qualifications and ability to contribute. Most significant is the opportunity to join UMMMC at an exciting time of innovation and evolution for the Medical Center in a critical and visible role.

For More Information

We welcome referrals and nominations. Interested parties please send a resume and cover letter to DPSEUMMMC2186@ZurickDavis.com. For additional questions, please contact **Lida Junghans, PhD**, (lida.junghans@zurickdavis.com) or **Jacqueline Rosenthal** at **781.938.1975**. All contact with **ZurickDavis** will remain confidential.

AS AN EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION EMPLOYER, UMMHC RECOGNIZES THE POWER OF A DIVERSE COMMUNITY AND ENCOURAGES APPLICATIONS FROM INDIVIDUALS WITH VARIED EXPERIENCES, PERSPECTIVES AND BACKGROUNDS. ALL QUALIFIED APPLICANTS WILL RECEIVE CONSIDERATION FOR EMPLOYMENT WITHOUT REGARD TO RACE, COLOR, RELIGION, GENDER, SEXUAL ORIENTATION, NATIONAL ORIGIN, AGE, DISABILITY, GENDER IDENTITY AND EXPRESSION, PROTECTED VETERAN STATUS OR OTHER STATUS PROTECTED BY LAW. IF YOU ARE UNABLE TO SUBMIT AN APPLICATION BECAUSE OF INCOMPATIBLE ASSISTIVE TECHNOLOGY OR A DISABILITY, PLEASE CONTACT US AT TalentAcquisition@umassmemorial.org. WE WILL MAKE EVERY EFFORT TO RESPOND TO YOUR REQUEST FOR DISABILITY ASSISTANCE AS SOON AS POSSIBLE.