

Vice President Operations

Southcoast Health System

Fall River, MA

Position Specification



More than medicine.

January 2018

The Opportunity

This newly created position will be responsible for the operation of business lines that are strategically critical components of Southcoast Health, the growing, \$1 billion three-hospital health system located in southeastern Massachusetts. Southcoast is a clinically progressive, dynamic, fast-moving organization with strong leadership, a clear plan for growth over the coming years. Regarding this position, there is clear opportunity for advancement within the Southcoast system.

The Organization

Southcoast Health is the not-for-profit organization created in 1996 as the result of the merger of three Massachusetts hospitals: St. Luke's Hospital in New Bedford, Charlton Memorial Hospital in Fall River, and Tobey Hospital in Wareham. The management team has been nationally recognized for this successful merger that is based on its unique and highly functional team-centered culture. (See www.southcoast.org)

Southcoast Health is one of the largest employers in the region with hospitals in Fall River, New Bedford and Wareham, MA, urgent care centers, cancer centers, rehabilitation, lab and VNA, as well as a number of physician practices throughout the South Coast region and Rhode Island. Southcoast Physicians Group, also part of the system has more than 450 providers.

Patients at all of its three hospital sites receive comprehensive health care and can take full advantage of Southcoast's extensive network of resources. Southcoast Hospitals Group is comprised of the following entities:

- **Charlton Memorial Hospital – Fall River, MA**
Charlton Memorial Hospital provides a full range of inpatient services and is the only hospital in southeastern Massachusetts to offer open heart surgery and elective coronary angioplasty. Charlton provides surgical services such as Urology, Orthopedics, Vascular, Bariatrics and General Surgery. Charlton has a robust Wound Care Center on site which provides an ambulatory clinic and hyperbaric oxygenation. Charlton has 328 inpatient beds in service, including 37 bassinets and a Level II nursery.

In addition to inpatient services, Charlton provides a comprehensive mix of rehabilitative services and outpatient therapies. Charlton also provides diagnostic services at the main campus and throughout neighboring communities in physician offices and other off-site locations. Charlton features a new state-of-the-art Hybrid Operating Room and renovations to the medical/surgical floors are in process.

- **St. Luke's Hospital – New Bedford, MA**
St. Luke's Hospital is a leading health care provider in southeastern Massachusetts, continually growing in scope and technologies to meet the diverse needs of the families of Greater New Bedford. St. Luke's has 421 total beds in service, including 28 infant bassinets and a Level II nursery. Founded in 1884, St. Luke's offers a wide range of inpatient medical and surgical services, with particular expertise in pediatrics, orthopedics, neurosurgery, cardiology and general surgery.
- **Tobey Hospital – Wareham, MA**
Tobey Hospital is Greater Wareham's major health care resource. A community hospital that opened its doors in 1940, Tobey has grown to 74 beds and today offers area

residents expanded medical specialties, state-of-the-art technology and personalized patient care close to home.

At Tobey, the bariatric surgery program is recognized as a Center of Excellence by the American Society for Bariatric Surgery. Tobey's Medical staff includes specialists in oncology, cardiology, rheumatology, endocrinology, orthopedics, vascular surgery and others. Tobey's Makepeace Center for Women & Families has earned an outstanding reputation as a regional provider of obstetrical care. In 2004, Tobey opened a \$10 million, new state-of-the-art surgical wing, which included a new Intensive Care Unit, making today's advanced medical procedures available to area residents.

The Position

Reporting to the Executive VP/Chief Operating Officer of Southcoast Health, the new Vice President of Operations (VP, Operations) position will assume P&L responsibility for the system-wide operation of the following functions within Southcoast:

- Imaging: \$250 million revenue, 288 FTEs, 29 locations
- Laboratory: \$290 million revenue, 265 FTEs, 18 locations
- Pharmacy: \$188 million revenue, 144 FTEs, 9 locations
- Respiratory & Cardiac Testing: \$54 million revenue, 117 FTEs, 19 locations
- Rehabilitation: \$49 million revenue, 166 FTEs, 14 locations
- Approximate Totals: \$830 million revenue, almost 1,000 FTEs, 89 locations

The VP, Operations will be responsible for developing and executing on the strategy and operational plan designed to: 1) provide timely access to clinical services, 2) ensure clinical and operational quality measures are developed and achieved, 3) deliver on financial imperatives, 4) secure and maintain relationships and market presence, 5) create an effective and efficient management infrastructure, and 6) work collaboratively across the health system to insure growth and referral retention.

The VP, Operations is responsible for all aspects of providing ancillary services including: quality reporting and monitoring, provider relations and communication, compliance with regulatory standards and payer reimbursement requirements, management of operational budgets and capital resources. This position will also entail assuming an active community role. Specific responsibilities include:

1. Leadership

Provide leadership by demonstrating good judgment, being an effective communicator, working well with providers and others, building consensus among personnel, providing appropriate guidance and oversight, and being able to motivate individuals.

- Evaluate operations, services, and programs in view of competitive initiatives, the regulatory environment, and market opportunities; and ensure the presence of an effective strategic and operational business plans.
- Responsible for achievement of quality goals, and financial results for assigned areas.
- Partner with physician leaders in each assigned service line, to develop new models of care that meet the requirements of timely access to services, supportive of population health goals and the delivery of quality care.

- Ensure a positive organizational culture is set and maintained while achieving organizational goals; is actively visible in departments, effectively communicates with staff members, and maintains open lines of listening to staff and leadership.

2. Quality and Efficiency of Care

Establish System-wide quality and safety programs, focusing efforts on outcomes which improve patient satisfaction and the quality and efficiency of care provided in the network.

- Direct and support assigned areas to design and implement operational systems that promote and deliver on quality and patient satisfaction metrics.
- Insure timely reporting and communication of performance.
- Work with providers and clinical departments to develop action plans and workflows to deliver on performance on metrics.
- Provide oversight to address and improve quality concerns and patient experience within assigned service line.
- Work collaboratively with departments to develop analytics, focus on the total cost of care and provide actionable information to clinical departments on a routine basis.

3. Growth/Program Development

Partner with clinical and administrative leaders to develop programs to improve the quality of services and management of patients across the community of providers to transform care and improve the health of the population while making care more affordable.

- Develop care management and utilization management programs to improve clinical and financial outcomes for assigned service line.

4. Effective Operations

Develop, implement and maintain infrastructure within service lines to ensure efficient operations, effective reporting and monitoring of quality and financial results and achievement of goals established by System leadership and through managed care contracts.

- Ensure all policies and procedures are current and reflect best practice. Recommend and implement changes as needed, as well as monitor the effectiveness of new policies and procedures.
- Develop implement and oversee plans to improve services and achieve business metrics.
- Formulate and improve short and long-term goals and objectives.
- Employ lean and six sigma operational improvement activities and other quality improvement principals to daily operations.
- Provide leadership to clinical departments that provide service across the health system.
- Establish positive working relationships, both internally and externally.

5. Finance and Risk Contracting

Collaborate with other leaders to develop, implement and achieve financial targets and provide oversight in the negotiation of risk and value-based contracts.

- Develop and execute on operating and capital budgets for responsible service lines. Ensure compliance to stated financial goals.

- Evaluate opportunities for both expense control and revenue enhancement, including programs embedded in provider organizations and centralized operations.
- Work to improve coding and the documentation of clinical services in order to accurately demonstrate cost of care and optimize reimbursement.

The Candidate

The right candidate for the VP, Operations will be a farsighted leader with at least seven to ten years of experience successfully leading operation and growth of multi-functional, multi-location clinical/ancillary service lines. Experience leading broad scale operations and/or driving change in a health care system is important. Master’s education is highly valued, as is experience with Lean, Six Sigma, or other performance improvement methodologies. S/he must have expertise in data analysis and management and be able to produce analytical assessments to guide program development and direction.

S/he must be project the executive presence and leadership credibility to sponsor and shepherd system-wide projects, and possess a farsighted vision that incorporates long-range strategy with a practical, hands-on understanding of day-to-day operations. A big-picture, system-wide appreciation of the impact of the service lines is essential. Strong financial skills and keen business sense is imperative.

The VP, Operations must have excellent managerial skills, with a willingness to lead by example, coach and mentor others. Superb communication, facilitation, negotiation, and listening skills must be accompanied by the ability to know when and how to influence, persuade, direct and challenge. He or she must have strong relationship and partnership-building skills.

The right candidate must be action-oriented, responsive, and responsible. The VP, Operations must have exceptional people skills, be able to work effectively “across” a system that has a diverse, multicultural workforce, including physicians. Very important is that the right candidate be humble, practical, and unpretentious, committed to outcomes and results and not hampered by inflated ego needs. The VP, Operations must be a visible community presence, poised diplomat, and exceptional communicator. Business-building experience/ability is important.

Critical Success Factors

After one year, success of the new VP, Operations will be determined by:

- Ease of assimilation into the system
- Development of a positive and collaborative relationship with leaders and physicians across the system
- Continued and improved success in all departments, as measured by:
 - Patient satisfaction
 - Staff retention and morale
 - Quality measures
 - Financial performance
 - Innovation and improvement in processes, communication and collaboration
- The successful sponsorship of major projects that will be undertaken in 2018 (e.g., the successful consolidation and upgrade of the breast imaging program)

The Community

Southeastern Massachusetts is located between Rhode Island and Cape Cod. It is within a one-hour drive of Boston and a short, half-hour drive to Providence, RI and Cape Cod, and offers residents an exceptional coastal lifestyle. NYC is less than three hours away. The area is well known for its charming towns located on or near Buzzard's Bay. The area is noted for its excellent public and private schools. The communities of southeastern Massachusetts and Rhode Island are a charming snapshot of New England with its beaches, harbors, and boating. The region's ethnic diversity, town meetings and public squares, all make for an extraordinary quality of life. For more information on the region, please visit the following websites:

www.newbedfordchamber.com

www.fallriverchamber.com

www.wareham.ma.us

www.marion.ma.us

www.rochester.ma.us

For More Information

Referral of potential candidates or networking sources is welcome. Interested parties send resume and cover letter to SouthcoastVPOps2229@ZurickDavis.com. For additional questions please contact **Janet Clifford** or **Jeffrey Zegas** at 781.938.1975. All contact with **ZurickDavis** will remain confidential.

Southcoast Health is firmly committed to providing equal employment opportunity. Southcoast Health does not discriminate in either their hiring practices or their employment practices on the basis of race, color, gender, age, national origin, ethnicity, ancestry, religion, disability, military status, sexual orientation, genetic information or physical characteristics. It is integral to their mission and vision that they provide a work environment that actively provides respect, dignity and equal participation, and facilitates job performance, job satisfaction and excellent patient care.