



Lifespan

Delivering health with care.®

Leadership Profile

Director of Operations - Urgent Care

Lifespan Physician Group

Providence RI

January 2019

Summary

Lifespan Physician Group in Providence RI is seeking a Director of Operations for urgent care. In conjunction with a Medical Director, this critical leadership position will assume responsibility for building and leading a growing enterprise over the next several years.

Established by Lifespan in 2012, Lifespan Physician Group, Inc. (LPG) is the largest multi-specialty practice in Rhode Island. Currently LPG has over 710 providers and brings various physician groups together to align Lifespan hospitals and their affiliated physicians for the purposes of supporting the academic mission and providing outstanding value-based and innovative care.

Lifespan Physician Group is organized as a 501(c)(3) physician practice and formed to respond to the rapidly changing health care environment that encourages integration and promotes shared risk. It is a physician-led, physician-governed group practice whose purpose is to provide high quality, patient centric care to communities within Rhode Island and elsewhere.

The Opportunity

Reporting to the Vice President Operations of LPG, the Director of Operations directs and oversees the operational and administrative functions of the network of Lifespan urgent care centers. The LPG strategic roadmap outlines a plan to open multiple urgent care centers within the next 2 years. The first clinic will open in June 2019, with a second planned for September 2019. The Director will implement and guide the strategic plan as it relates to urgent care in concert with the overall strategic plan of LPG and Lifespan.

The Director is charged with management and execution of the annual operating plan and developing new business opportunities. S/he will provide robust reporting metrics to achieve targeted goals related to overall performance. These include: financial, quality, patient satisfaction, employee satisfaction and most importantly, efficiency. As a leader, the Director will act and lead as a change agent and liaison, partnering with all Lifespan affiliates and related business partners.

Mentorship and motivation of the urgent care team will be critical to the success of the selected candidate. S/he will work collaboratively to develop a culture that is transparent and non-punitive but also fosters strong accountability and personal commitment to LPG.

The Organization

Lifespan, Rhode Island's first health system, was founded in 1994 by Rhode Island Hospital and The Miriam Hospital. A comprehensive, integrated, academic health system affiliated with The Warren Alpert Medical School of Brown University, Lifespan's present partners also include Rhode Island Hospital's pediatric division, Hasbro Children's Hospital; Bradley Hospital; Newport Hospital; and Gateway Healthcare.

Established by Lifespan in 2012, Lifespan Physician Group, Inc. (LPG) is the largest multi-specialty practice in Rhode Island, with over 710 providers as of January 2019.

As the largest provider of health care services and the largest private employer in Rhode Island, Lifespan is committed to investing in a talented and dedicated workforce and in improving the health of the local economy.

Lifespan makes substantial investments in its workforce, including initiatives that are directly related to developing and retaining the most talented and dedicated employees in health care. Since 1998, the number of employees has increased by 35 percent, adding more than 3,100 competitively paying jobs to the Rhode Island economy. Today, more than 15,000 people work at Lifespan facilities, and more than 80 percent of them say they are proud to work at Lifespan.

Lifespan is also committed to providing job opportunities and advancement opportunities for entry-level employees and values the cultural richness of local neighborhoods and is committed to diversity and inclusion in hiring practices.

Lifespan Mission: Delivering Health with Care

Lifespan employees are expected to embrace Lifespan's mission of "*Delivering health with care*" and successfully role model Lifespan's values of Compassion, Accountability, Respect, and Excellence since these values guide everyday actions with patients, customers and each other.

Lifespan Shared Values

Compassion: Delivering care and comfort with empathy and kindness.

Accountability: Taking ownership of actions and their consequences.

Respect: Placing the highest value on every individual's well-being regardless of personal and professional differences.

Excellence: Always providing safe, high quality, innovative care and service.

Culturally, Lifespan and LPG are committed to excellence, service, and compassionate care giving. Quality and safety are top priorities. In order to fulfill this mission, Lifespan leadership fosters an environment that encourages innovation, embraces diversity, respects life, and values human dignity.

The Position

The Director of Operations will participate in planning and implementation for the urgent care network in concert with Lifespan's strategic plan. S/he will create a shared vision by developing and continuously communicating goals in alignment with Lifespan's mission and collaborate with his/her physician leader to ensure the provision of high quality, efficient urgent care within LPG urgent care centers. The Urgent Care Director of Operations and Medical Director dyad will work closely with a high-performing, collegial team composed of other dyads from LPG.

The Director of Operations is a multifaceted role that includes -

Business Development Activities

1. Participates in planning activities and the development of goals.
2. Works with leadership to identify opportunities to improve the services provided so that patients and referring physicians report an outstanding experience with the services.

Continually assesses operations for opportunities to increase value to referring physicians and patients.

3. Ensures facilities meet the needs of patients and local providers, whether affiliated with Lifespan or not. Develops proposals and plans to ensure that as volume grows the facilities are efficiently utilized and are responsive to patient and referral source needs.

Financial Oversight

1. Management of all annual capital and operating budgets.
2. Ensuring all urgent care centers meet projected growth targets and achieve a profit margin consistent with industry standards.

Operations Management

1. Being wholly responsible for all operational planning, execution and process improvement initiatives at the site and system (LPG) level, especially as it relates to efficiencies and alignment of organizational goals.
2. Creation of business plans, performance metrics, dashboards, and provider reports to enable a data driven and transparent culture are critical to success in this position.

Service Excellence

1. Bringing a servant leader approach to their work.
2. Understanding that the customer's needs must be consistently met and expectations exceeded by LPG urgent care centers.

Relationship Building

1. Cultivating relationships with internal and external customers, assuring that LPG remains a relevant and important part of Lifespan and the Rhode Island community

In addition, the Director of Operations will:

- Review urgent care expenses regularly to identify ways to reduce costs while improving efficiency, resulting in an overall net savings on the approved budget.
- Monitor the delivery of patient services.
- Review provider activity data to forecast and implement necessary changes related to patient load, billing/collecting procedures, patient scheduling practices, policies, and government regulations.
- Work in collaboration with Patient Financial Services to oversee all billing and coding procedures.
- Develop, recommend, implement, and maintain policies and procedures designed to maintain effective and efficient operations and meet the expectations of those served.
- Recruit, supervise, and direct all staff to ensure urgent care operates in an efficient manner and that the patients receive high-quality customer service.

- Develop and implement effective department-specific training programs for all urgent care employees.
- Manage space planning, renovation, and allocation.
- Ensure adherence to all applicable regulations. Develop and monitor systems to ensure compliance and effectively deal with any issues which impact compliance.
- Collaborate with leadership to optimize care for patients who visit the urgent care centers.
- Through collaboration with the Urgent Care Medical Director and the LPG management team, develop plans and proposals to expand outreach.
- Develop and manage implementation of programs to deliver expected results.
- Monitor trends in reimbursement for governmental and non-governmental payers.

The Candidate

Characteristics of the Candidate

The ideal candidate will be a mission driven leader, whose preference is to work within a values based, patient centric provider organization. S/he will be a skilled leader, who is comfortable operating in a flexible and stimulating environment, and whose technical expertise matches their desire to be part of an organization committed to compassionate and healing healthcare.

S/he will possess a bachelors degree in a relevant field, and ideally be Masters prepared. Having 3-5 years urgent care experience will be essential to the success of this position as the candidate must understand the nuance associated with urgent care versus other ambulatory care delivery settings. Although not a requirement, knowledge of medical coding and billing would be advantageous as would understanding state regulations associated with running an urgent care model.

Other personal attributes include:

- The poise and sophistication to operate in the greater Lifespan network, including hospital, LPG and non-network personnel and entities.
- The ability to be an integral part of a high performing, collaborative team.
- The ability to support and partner with senior management, physician leadership, and peers to drive excellence and meet key goals.
- Possessing the personal charisma to motivate and inspire others into action and bringing a “can do” proactive approach to urgent care.
- A high level of Emotional Intelligence. Highly skilled at building relationships and gaining “buy in” through engagement, listening, and possessing a transparent communication style.
- The ability to foster an atmosphere of respect, trust, and aligned commitment to organizational goals.
- The ability to manage conflicting priorities and adapt to changing demands in a new and rapidly growing segment of LPG.
- Being a skilled communicator and facilitator who understands the nuances of serving many masters in a complex and matrixed environment.

- Be comfortable working as part of a team and within a culture that is respectful - but also possess the self-confidence to successfully work alongside a diverse group of people and personalities.

Critical Success Factors

At 12 months, the Director of Operations will:

- Demonstrate his or her abilities to build sustainable, credible relationships across the urgent care organization, LPG, Lifespan and non-affiliated providers at all levels.
- Be viewed by his/her team as a strong, fair and compassionate leader; someone who listens, collaborates and creates opportunities for mentorship and career advancement.
- Assess and benchmark objectives such as throughput time to ensure alignment with organizational strategy and goals.
- Attract and retain talented individuals as part of the urgent care team, including Advanced Practitioners (PA/ NP) and Medical Assistants.
- Meet financial goals through savvy budgeting and billing supervision.

Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate and includes a comprehensive benefits program. Most significant is the opportunity to assume a key leadership role in a thriving organization renowned for its delivery of high quality patient care.

For More Information

We appreciate all referrals. Interested parties please send resume to LSPNUCDirectorofOps2266@ZurickDavis.com. For additional questions, please contact Joanie Barton at **781.938.1975**. All contact with **ZurickDavis** will remain confidential.

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