



## **Leadership Profile**

### **Medical Director - Urgent Care**

#### **Lifespan Physician Group**

Providence, RI

January 2019

## **Summary**

Lifespan Physician Group in Providence, RI is seeking a Medical Director for urgent care. In conjunction with a Director of Operations, 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 Dr. Steven Lampert, the President of LPG, the Medical Director directs and oversees the clinical 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 two years. The first clinic will open in June 2019, with a second planned for September 2019. The Medical 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 Medical Director is charged with overseeing delivery of clinical care at multiple urgent care centers. In close partnership with the Director of Operations, the Medical Director 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 Medical 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 Medical Director 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 ensure the provision of high quality, efficient urgent care within LPG urgent care centers. The Urgent Care Director of Operations and Medical Director will work closely with a high-performing, collegial team composed of other dyads from LPG.

### **The Medical Director responsibilities include:**

#### **Business Development Activities**

- Participates in planning activities and the development of goals.
- 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.

- 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.

#### Service Excellence

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

#### Relationship Building

- 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 Medical Director will:**

- Serve as a spokesperson for urgent care and maintain relationships with primary care and other providers in the greater community.
- Work with the Director of Urgent Care Operations to ensure adequate staffing, appropriate training and required resources to achieve accessibility goals and efficiency.
- Supervise and direct all medical treatment activities and recommend changes to better utilize facilities, services and staff.
- Ensure staff are up to date on changes in clinical, employee and business practices and policies.
- Monitor budget and coordinate clinical activities with operations, billing and financial management.
- Implement clinical safety policies and practices. Assure compliance with licensing certification and accrediting bodies.
- Develop, implement and revise policies, procedures and protocols affecting medical practice and quality of care. Ensure compliance with clinical policies and procedures including the proper usage of EMR, billing and administrative systems.
- Conduct clinical staff appraisals, set individual improvement goals and develop training plans together with clinical staff to achieve targeted goals.
- Develop clinical content for training of clinical staff including nurse practitioners, physician assistants, radiology technicians and medical assistants.
- Oversee development of radiology and lab procedures. Assure compliance with COLA/CLIA and radiology requirements.
- Monitor level of care using statistical models and chart review and provide unsolicited medical judgment where appropriate.

## **The Candidate**

### Characteristics of the Candidate

The ideal candidate will be a mission driven physician leader, whose preference is to work within a values based, patient centric provider organization. S/he will be 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 medical degree from accredited university and board certification in internal medicine, family practice, emergency medicine or another ABMS recognized specialty.

A valid license to practice medicine in the State of Rhode Island will be required. Initially this position will include about 70% direct patient care, decreasing to 50% as the network reaches multiple locations.

Five years of medical experience post-residency required. Prior experience within an urgent care or emergency department setting preferred.

### **Other personal attributes include:**

- The ability to be an integral part of a high performing, collaborative management team.
- Strong interpersonal skills with the ability to lead the urgent care team to superior levels of service.
- The ability to supervise, train and evaluate new and current provider staff.
- Excellent interpersonal and communication skills. Ability to communicate effectively with providers, staff, management, patients and companies.
- Progressive thinking for budget training and quality issues.
- The poise and sophistication to operate in the greater Lifespan network, including hospital, LPG and non-network personnel and entities.
- 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.
- 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 Medical Director 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, but especially with physicians and other providers.
- 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.

## **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 and cover letter to [LSPNUCMedDir2267@zurickdavis.com](mailto:LSPNUCMedDir2267@zurickdavis.com). For additional questions please contact **Nancy Mundel** ([Nancy.Mundel@ZurickDavis.com](mailto:Nancy.Mundel@ZurickDavis.com)) at 617.823.9881. All contact with our office will remain confidential.

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