

PINNACLE III JOB DESCRIPTION

DIRECTOR OF OPERATIONS (FACILITY ADMINISTRATOR)

Job Summary:

The Director of Operations (Facility Administrator) coordinates all activities related to business operations of the Center and accepts responsibility for executing direction provided by Center's Governing Board within the scope of services performed at Center. Exceptional critical thinking, time management, organizational and change management skills are required to be successful. The Administrator is knowledgeable in state, federal, and accreditation organization compliance regulations and oversees successful achievement of same. The Administrator attends to the immediate needs of members of the medical staff, ensuring availability of equipment, instrumentation, and supplies necessary for delivery of safe surgical care. The Administrator mentors and supervises mid-level leadership team members, ensuring available human resources are qualified and competent in the delivery of direct patient care.

Job Relationships:

The Director of Operations (Facility Administrator) reports to the Board of Directors of the managed Center, as well as the assigned Regional VP, Operations. Interactions with PINNACLE III's management team members, SPECIALTY BILLING SOLUTIONS employees, and company vendors are frequent. The Director of Operations supervises the managed Center's Clinical Director, Nurse Manager, nursing staff, surgical technologist staff, orderlies/UAP, Instrument/Endoscope Technician, Materials Coordinator, business office personnel, and oversees the Medical Advisory and QAPI Committees.

Decision-Making Authority:

- ✓ Performs duties independently with minimal supervision operating within established policies and procedures
- ✓ Follows prescribed operating guidelines when making decisions
- ✓ Mistakes or errors in judgement could result in work stoppage, loss of business, poor customer relations, and/or negative financial implications for the company

Job Qualifications:Education

- ✓ Registered Nurse, holding active licensure in state of residence, preferred.
- ✓ Bachelor's degree in nursing, business, and/or health care required.
- ✓ Master's degree in health care administration or nursing administration desired.
- ✓ Certification in Ambulatory Surgery Center (CASC) desired within 18 months of hire.

Work Experience

- ✓ 3-5 years (minimum) of previous management experience in outpatient (ambulatory) surgical industry required.

Knowledge, Skills & Abilities

- ✓ Possesses exceptional interpersonal skills and strong communication skills.
 - Written: Composition, business communication, electronic messages, and concise meeting minutes.
 - Verbal: Informational, educational, mentoring, coherent, influential, persuasive, and public speaking.
 - Non-verbal: Maintains poise and presence of mind; refrains from outbursts or anger.
- ✓ Demonstrates sound judgment as well as strong mental health and physical well-being when exposed to stressful working conditions.
- ✓ Is consistently aware of professional presentation, understands business politics, and protects privileged information.
- ✓ Uses and protects patient records via strict adherence to HIPAA policies and procedures.
- ✓ Collaborates with colleagues, providing support upon request or as appropriate for conditions.
- ✓ Possesses the ability to recite standards of evidence-based practices.
- ✓ Has experiential knowledge in health care industry and anticipated delivery of services.
- ✓ Promotes quality improvement through development and maintenance of processes and standards.
- ✓ Possesses the ability to provide guidance to others in composing and completing process improvement studies to reach more permanent resolutions to problems.
- ✓ Possesses the ability to make quick assessments of situational events with poise and authority. Makes decisions for immediate results while directing others.
- ✓ Possesses strong aptitude for working compatibly with all members of workforce.
- ✓ Demonstrates effective time management skills. Completes assigned responsibilities in a timely manner.
- ✓ Possesses a high level of self-direction. Demonstrates initiative and organizes oneself.
- ✓ Possesses the ability to manage multiple projects.
- ✓ Demonstrates ability to start, sustain, and complete both short- and long-term projects.
- ✓ Possesses the ability to prioritize incoming information and adjust to changing conditions.
- ✓ Possesses strong organizational skills.
- ✓ Possesses the ability to conduct research, analyze data, and exhibit confidence in decisions made.

Primary Duties & Responsibilities:

Financial Oversight

- ✓ Manages fiscal responsibility by monitoring productivity and other key indicators including but not limited to:
 - Product pricing/GPO contracts/Savings Squared reports
 - Current PAR levels and estimated inventory on hand
 - Timely completion of accounts payable process, including reconciliation of purchase orders, packing slips, and invoices, avoiding past due status and other account errors
 - Accounts receivable, hardship applications, write-offs
 - Staffing plan, personnel cost/case, and appropriate scheduling practices
 - Time management reports and appropriate intervention for accurate scheduling
 - Case management for improved operational efficiencies, staff, and supply utilization
 - Staff education on product costs and conservative consumption to control costs

- Standardization of product line and physician education on new product requests
- Cost per procedure by physician for specified procedures under evaluation
- ✓ Monitors month end business operations reports prepared by billing service and financial statements prepared by accountant.
- ✓ Maintains permanent electronic record of financial reports; provides same to members of Governing Board and others upon request.
- ✓ Prepares statement of explanation for identified variances.
- ✓ Adjusts short-term operational goals to remain within budgetary means.
- ✓ Prepares staffing plan and monitors productivity (e.g., FTE by case). Supports Center's leadership team in proper allocation of personnel adhering to budgeted cost/case.
- ✓ Oversees facility's payroll and benefits processes ensuring budgetary and legal compliance.
- ✓ Prepares annual budget for approval by the Governing Board.
- ✓ Is familiar with managed care contracts, expected reimbursements, and billing/collections practices.
- ✓ Negotiates and obtains agreements from vendors providing supportive services:
 - Accounting
 - Environmental services
 - Linen
 - Fire protection & generator
 - HVAC
 - Pharmacy
 - Sharps & biological waste
 - Others as identified
- ✓ Monitors level of satisfaction with services provided by outsourced vendors. Addresses marginal performance with expectation of immediate and sustained improvement.
- ✓ Demonstrates ability to make decisions based on patient safety, occupational safety and business security. Recognizes decisions are not always motivated by financial reward.

Operational Meetings

- ✓ Plans and prepares annual schedule of Governing Board meetings. Provides timely written notice of same.
 - Prepares meeting agenda and all related materials for presentation.
 - Prepares written summation of meeting discussion, with associated materials; distributes and files documents.
 - Executes identified action items and provides explanation of barriers or progress as necessary.
 - Collects Statement of Interest from new members of Governing Board, when applicable.
- ✓ Plans and prepares Shareholders Meeting under direction of President of Investors. Provides timely written notice of same.
 - Prepares written summation of meeting discussion, with associated materials; distributes and files documents.
 - Executes action items identified, and/or provides necessary support to President of Investors for task completion.
 - Collects Annual Safe Harbor Attestation from investing physician partners.

- ✓ Plans and prepares annual schedule of Medical Advisory meetings. Provides timely written notice of same.
 - Prepares meeting agenda and all related materials for presentation.
 - Prepares written summation of meeting discussion, with associated materials; distributes and files documents.
 - Executes identified action items and provides explanation of barriers or progress as necessary.

Facility Compliance

- ✓ Maintains legal business documents. Files for ease of retrieval or for public display as appropriate.
 - Secretary of State
 - State Licensure
 - Accreditation Organization
 - Banking
 - Tax Returns
 - Other
 - Protects privileged information using secure filing methods
- ✓ Is knowledgeable about terms contained within Operating Agreement, Medical Staff Bylaws, Medical Staff Rules and Regulations, and Center's Employee Handbook to provide necessary operations direction.
 - Reviews/revises documents when necessary.
 - Retains documents in permanent storage for ease of retrieval.
- ✓ Verifies life safety and security of building premises ensuring safe working conditions for the workforce, patients, and guests.
- ✓ Is a sitting participant at Center operations meetings:
 - Staff meetings
 - QAPI Committee
 - Management Team meetings – prepares agenda, material content, and minutes
 - MAC Committee – prepares agenda, material content, and minutes
 - Governing Board – prepares agenda, material content, and minutes
 - Other upon request
- ✓ Evaluates Quality Outcomes Monitoring. Identifies trending and opportunities for improvement.
 - Monitors ongoing QAPI studies performed by personnel.
 - Monitors event reporting, facts, and initiates investigation as needed.
 - Monitors event reporting, data, and performance measures trending.
 - Monitors patient satisfaction surveillance.
 - Reports QAPI to Governing Board.
- ✓ Monitors medical staff credentialing and ongoing peer review (process may be delegated to a credentialing specialist).
 - Maintains agreement with credentials verification organization (CVO).
 - Monitors recruitment of new providers.
 - Intervenes with existing members of medical staff for retention of providers.
 - Presents medical staff files for approval by MAC Committee and Governing Board.

- Intervenes with members of medical staff when conduct which undermines the culture of safety is identified.
- ✓ Prepares applications for Business Operations:
 - State Health authorities (annual)
 - Accreditation (as determined by award)
 - CMS or intermediary for federal reimbursement (CMS 855)
 - General and Professional Liability Insurance (annual)
 - Property Insurance (annual)
 - Workers' Compensation (annual)
 - Directors & Officers Insurance (annual)
 - Others (upon request)

Facility Growth

- ✓ Promotes Center for same store growth and expansion of services.
 - Engages in physician recruitment and retention under the direction of Governing Board.
 - Presents opportunities for expansion of scope of services in local market.
 - Cultivates trust with members of medical staff to sustain mutually respectful relationships.
 - Seeks opportunities to report on Center accomplishments, project advancements, staff promotions, and other activities which call attention to employee contributions to better business practices.
 - Participates in marketing and public relations specific to Center.

Physician & Staff Relations

- ✓ Communicates regularly with members of medical staff including, but not limited to:
 - Level of satisfaction with personnel performance, services, and existing equipment and instruments.
 - Patient care clinical outcomes, adverse or sentinel events, grievances, and quality assurance.
 - Additional equipment, instruments or supplies needed for new services/procedures.
 - Block schedule and utilization rate or other OR access concerns.
 - Provides quarterly statistical reports: delays, block utilization, under-booking.
 - Other as identified by medical staff.
- ✓ Assists Center's mid-level leadership team with development of business goals identified by Governing Board or individual departments.
 - Supports leadership team in achievement of stated goals by providing the necessary resources and guidance.
 - Monitors plan of action and timeline for goal achievement.
 - Prepares periodic employee distributions as outlined in Center's employee incentive program (if applicable).
- ✓ Promotes concurrent completion of tasks required to comply with state and federal regulations and accreditation standards.
 - Supports Center's leadership team in development of corrective action and attainment of compliance standards.
 - Supports Center's leadership team and QAPI Committee with annual review of policies, procedures, and processes.

- ✓ Promptly intervenes when conduct observed by any member of the workforce (physician/personnel) which undermines the culture of safety is identified.
 - Addresses conduct that compromises business operations or expected professionalism.
 - Supports and mentors leadership team in counseling of personnel who are not meeting expected performance standards or complying with policy.
 - Verifies required written documentation of employee performance interventions and ensures disciplinary processes are followed.
 - Facilitates communication as necessary or upon request by leadership team when conflict between employees has escalated beyond skill or expertise of the direct supervisor.
 - Advises when to access third party consultant for management of challenging human resource issues.
- ✓ Mentors leadership team to assist in their professional development.
 - Conducts performance appraisals (90 day & annually) promoting professional development, discussing desired achievement and assessing job satisfaction.
 - Mutually identifies future goals and supports leaders with the resources needed to be successful.
 - Observes leaders performing their primary roles and responsibilities and provides feedback.
 - Observes leaders practicing skills in employee relations and extends praise or counsel.
 - Observes leaders interacting with physician providers and supports improvement in public relations.
 - Observes leaders conducting performance appraisals and provides feedback to improve skill and knowledge.
 - Observes leaders conducting an intervention for employee misconduct and provides direction for improving skill and knowledge.
 - Identifies leaders' individual strengths and recognizes readiness for additional responsibilities.
 - Identifies leaders' individual challenges and provides opportunities to practice new skills and overcome limitations.
 - Requires leaders' attendance at outside education to enhance management skills.
- ✓ Supports Center's success via recruitment and selection of competent staff. Promotes staff development to secure employee satisfaction and retention.
- ✓ Obtains input from leadership team, staff members, physicians, and other individuals affected by executive decisions prior to making such decisions to arrive at the best business outcome.
- ✓ Provides Center's leadership team with date, time, and anticipated agenda for site visits and meetings. Adjusts priorities based on needs to minimize disruption to Center operations.
- ✓ Supports business office team in establishing scheduling practices which maximize OR access, compress case management, and improve efficiencies. Prevents cases extending beyond 5 p.m.
- ✓ Manages grievances (patient, surgeon, and staff) as appropriate for the condition, attaining an acceptable resolution or forwarding to higher authority as necessary.

PINNACLE III Value-Based Responsibilities

- ✓ Demonstrates honesty, reliability, trustworthiness, and integrity during performance of all job duties.
- ✓ Treats teammates and customers with dignity and respect.
- ✓ Produces high quality work.
- ✓ Shares knowledge.
- ✓ Maintains a positive attitude.
- ✓ Recognizes the contributions of every team member.

- ✓ Employs a collaborative approach to achieve organizational success.
- ✓ Is honest and forthright in his/her communication with teammates, clients, and business partners.
- ✓ Stays abreast of technological and business advancements and employs them to meet organizational needs.
- ✓ Seeks to continuously learn and improve to enhance organizational success.
- ✓ Is courteous, friendly, helpful, and promptly responds to the varied needs of our clients.
- ✓ Is familiar with the services PINNACLE III and SPECIALTY BILLING SOLUTIONS offer.
- ✓ Takes every opportunity to learn the interrelationships between his/her department and the other departments/divisions in our company.
- ✓ Proactively communicate with members of organization's leadership team regarding compliance concerns.
- ✓ Identifies and communicates areas for process improvement within department to facilitate the achievement of departmental goals.
- ✓ Completes all other duties as assigned. The preceding list of duties is not intended to be restrictive or all inclusive. The fact that certain duties may not be listed does not limit the assignment of additional and/or other duties.