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### **Position Specification: Director, Plant Operations**

Our client is an acute care hospital located in the San Francisco Bay Area that has served the local community for many years and is part of one of the largest and most financially successful hospital organizations in the US. Our client is regarded as one of the local hospitals with the highest quality of care. Our client has been and continues to be highly trusted by the community to provide creative resources for all of the healthcare needs. A notable distinction in the facility is the level of commitment by the management team and staff members to partner with the physicians to provide compassionate, respectful care in a safe and pleasant environment.

Last year the hospital provided care for nearly 6,000 hospitalized patients, 3,000 surgical patients and 21,000 emergency patients. In 2001, it received a three-year accreditation from the Joint Commission on the Accreditation of Healthcare Organizations. Our client is committed to bringing to the community the latest advances in medicine and excellence in patient care, comfort and convenience. Our client recently renovated and expanded the emergency room and it is planning for the opening of the expansion of the new outpatient registration area. The Hospital Campus includes the Hospital and three Medical Office Buildings.

The Healthcare System is one of the strongest performing healthcare stocks in the US and the local hospital is profitable and has enjoyed a substantial earnings growth over the last three years. The Hospital was recently awarded the highest nation-wide honor for outstanding clinical and financial performance by the total system.

### ***The Management***

An overview of top management shows an exceptional blend of technical, operational and business development expertise in the field of specialty care and services. Underlying the management team's skill-set is a passionate, deep-seeded and visionary commitment to excellence, innovation and growth. The level of teamwork and support among the management staff is extraordinarily high and remarkably effective. This group of directors, with their collaborative style and complete commitment to the mission, is the heart of the organization's success.

The style of management and the organizational culture of excellence are deeply rooted in teamwork and mutual support. The commitment of the management team to the mission, which is quality patient care is outstanding and highly effective in keeping the management and staff focused on the big picture. To

complement the management team an individual must be able to blend their individual success into that of the entire team and share in the commitment and the satisfaction of taking care of the healthcare needs of the community.

### ***Position Description***

The Director, Plant Operations will manage and direct the activities and personnel in the Engineering, Bio-Medical Engineering and Environmental Services Departments which includes the day-to-day management of the upkeep of the facility, the day-to-day management of construction projects overseeing contractors, consultants and vendors. The Director, Plant Operations will be responsible for a staff of approximately 17 FTE's. The successful candidate will report to the Chief Executive Officer.

### ***Responsibilities***

The Director, Plant Operations will have direct responsibility for planning, directing operations, fiscal accountability, staffing, communications, staff development, and effective leadership for the Engineering, Bio-Medical Engineering and Environmental Services Departments. In addition, the Director, Plant Operations areas of responsibility are:

1. Ensures that new construction and renovation performed by the department is completed in a cost effective, timely manner, and provides a safe, efficient, well-functioning, pleasant environment for patients, visitors, and staff.
2. Keeps the President and Chief Executive Officer informed and up to date regarding the progress, plans and problems of his or her scope of operations and responsibility.
3. Responsibilities of the day-to-day management of construction projects and of the contractors, vendors and consultants involved with those processes.
4. Participate and/or lead on Construction, Safety and other committees as required.
5. Actively prepares for and participates in JCAHO/State survey activities for the departments of Engineering, Bio-Medical Engineering and Environmental Services.
6. Responsible for managing the monitoring, repairs, and troubleshooting of the electrical distribution system, plumbing, HVAC, energy management systems, internal structures, and power plant.
7. Responsibility for all maintenance and repair on buildings and equipment, including main power plant and emergency back-up life support systems.
8. Inspect work performed by outside contractors to ensure department and hospital standards are being met.
9. Responsible for the internal and external appearance of the Hospital including grounds maintenance.
10. Identifies resources and needs; develops, allocates, administers and evaluates budgets while directing and delegating appropriate aspects of the budget process.
11. Inspect work performed by outside contractors to ensure department and hospital standards are being met.
12. Establish and maintains effective working relationships with his or her staff.
13. Identifies learning needs and provides learning opportunities for development of staff skills.
14. Determining staffing patterns and monitors for compliance and adequacy to provide appropriate levels of service.
15. Ensures completion of all steps of the disciplinary action process (accurately, fairly and consistently).

16. Actively participates in the development and implementation of standards in the departments supervised that are consistent with the Hospitals mission, strategic plan, and values.
17. Oversight of daily operations of the Engineering, Bio-Medical Engineering and Environmental Services Departments to insure that the hospitals requirements in these areas are being met in a consistent and cost effective manner.
18. Continually look for and implement innovative/creative programs to provide quality services while reducing cost.
19. Insuring that projects conform to hospital standards and meet all applicable rules and regulations.
20. Delegates the maintenance and repair on building and equipment, including the main power plant and emergency back-up life support systems.
21. Performs all other duties as required to insure effective operations.
22. Project start-up and Building Project Commissioning.

### ***Technical Skills***

The following are areas of specific responsibility, and would require direct experience:

*Centrifugal Chillers, Chilled Water Pumps, Cooling Towers, Water Treatment, Water Softeners, High Pressure Steam Boilers, Steam and Condensate Systems, Chiller Water Systems, Heating Water Circulating Systems, Building Automation Systems – Pneumatic, Computer literate with minimal programming experience, Medical Air Compressor Systems, Medical Vacuum Pump Systems, Bulk Medical Gas, Distribution Systems (Oxygen, Nitrous Oxide, Nitrogen), Medical Alarm Systems, Pneumatic Tube System (14 Stations, Large Chilled Water Air Handlers, Filters - Primary and Final Filter Requirement, Air Exchange Requirements and Measurement of required Air Exchange Rates in Sensitive Areas of the hospital such as Surgery, ICU, Delivery (C-Section Rooms), Isolation Rooms ,Endo Rooms, Steam Traps, Sequence of Operations on Air Side Economizers of Air Handlers and Chillers, Variable Frequency Drives, RVAC Control Air Systems and Dryers, Building Pressurization and Fan Tracking Systems, Sequence of Operation of a Variable Air Volume System, Sequence of Operation of a Room, Thermostat, VAV Box and Reheat Coil, Indoor Air Requirement - (Environmental Testing), Medical Gas Distribution Testing and Maintenance, Basic Plumbing Skills... Sweating of Copper Pipes for Repairs or small installations, 480 Volt - 3 Phase Power Distribution and Controls, Emergency Generators, Transfer Switches, Fuel Storage and Treatment, Essential Emergency Electrical Branches of the Critical, Life Safety and Equipment Systems, Electrical Power Distribution Systems, Ground Fault Interrupter Systems on the main Power Distribution Systems, Isolated Power Transformers, Line Isolation Monitors in the OR's and C-Section Rooms, Power Line Conditioners on Primary Power Distribution Systems, Fire Alarm and Detection Systems (DDC... Direct Digital Controls), Energy Management of Electricity, Sprinkler Systems, Fire Pumps and Fire Suppression Systems, Fire Alarm Systems, Dry Power Fire Suppression Systems*

### ***Experience***

The Position requires at least five years management experience in directing plant operations management. Certified Stationary Engineer, Certification EPA, Certified Refrigeration Certification are highly preferred. A minimum two year advanced degree is preferred.

### ***Regulatory Skills***

The Director, Plant Operations will possess the experience and skills to manage the following codes, regulations, etc.: JCAHO, OSHA, EPA, State Hospital Licensure Rules and Regulations, ADA, 1997 NFPA 101, Chapter 12 and 13, NEC, Local Codes and Standards, Elevator Inspection Rules and Permits, State Boiler Rules.

***Personal Style and Character Traits***

*Excellent Communication Skills, both written and oral:* The successful candidate's communication style should be timely diplomatic and direct, but not confrontational. He or she must be able to articulate clear, strategic, tangible goals for the organization, negotiate agreements where each party benefits, and can deliver an honest assessment of the level of achievement of those goals. The traits of an ambassador are highly desired.

*Accountability:* The successful candidate must be able to quickly energize the staff and the organization and to focus them throughout the entire process. He or she should be a self motivated, results oriented team player who leads by example, holds him or herself accountable for performance, takes absolute ownership, and champions all aspects of the program.

*Management:* He or she will possess the skills to ensure the staff is motivated and productive. Likewise, the candidate must be able to recognize performance issues and take action when appropriate.

*Entrepreneurship, sense of urgency:* The successful candidate will possess a high energy level, which allows him or her to react to situations quickly and decisively, possessing self-confidence to be assertive when taking a position, not being afraid to make decisions.

***Compensation***

The compensation plan is based on a competitive base salary commensurate with the experience and the demonstrated accomplishments of the successful candidate, and will reflect the opportunity at the hospital. The successful candidate will participate in the Bonus Plan that yields up to 15% of salary based on the Hospital's and the Department's performance. Most importantly, the he or she will share in the in the Company's success through a stock option package. The Company offers an excellent employee benefits package, consisting of Medical Coverage, a Dental Plan, a Vision Plan, and a 401(k) program with a matching contribution and a Retirement and Savings Plan.