

Position Description: Director, Perioperative Services

Our highly prestigious client, Marin General Hospital (MGH), located in Greenbrae, CA, is the largest acute care hospital in Marin County. The facility has 235-beds and has served the community for over 50 years. MGH provides primary and secondary levels of care in addition to the Marin Cancer Institute and the Marin Heart Institute. The hospital's services include a Level III Trauma Center and a full complement of acute care and ancillary services such as neonatal intensive care, pediatrics, a family birthing center, shared care, home care, adult psychiatric units and a cardiac catheterization laboratory.

Marin General Hospital is affiliated with Sutter Health, one of the nation's leading not-for-profit networks of community-based health care providers. The Sutter Health System is comprised of a network of more than two dozen locally run acute care hospitals as well as physician organizations; medical research facilities; region wide home health, hospice and occupational health networks; and long-term care centers.

Sutter Health provides high-quality care in more than twenty Northern California counties, from the Oregon border to the San Joaquin Valley, and from the Pacific coast to the Sierra foothills and Hawaii. Sutter Health is the regional leader in infant deliveries, neonatology, orthopedics, pediatrics and cancer care services; it's well-known and highly regarded network consists of some of Northern California's most respected physician organizations, physician and nurse training programs, medical research facilities, region-wide home health, hospice and occupational health networks, and long term care centers.

Marin General Hospital makes their own decisions on what their communities need and, at the same time, enjoy the benefits of a network that provides support, a financial safety net, an extensive medical expertise and an exceptional career path for individual management advancement within the system.

Management

An overview of top management of the hospital shows an exceptional blend of clinical, operational and business expertise in the field of acute and 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 style of management and the organizational culture of excellence are deeply rooted in teamwork and mutual support.

The level of teamwork and support among the management staff is extraordinarily high and remarkably effective. This group of Managers and Directors, with their collaborative style and complete commitment

to the mission, is the heart of the department's success. It is readily apparent that the management team consistently emphasizes teamwork, individual achievement and making the job fun.

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.

The Opportunity

The position of Director, Perioperative Services presents a unique opportunity for the right individual. Marin General Hospital is the leader in primary and secondary levels of care in Marin County, one of the most affluent counties in the US. The hospital is profitable, financially sound, respected and an affiliate of Sutter Health, one of the nation's leading not-for-profit networks of community-based health care providers.

The Hospital has undergone significant changes and extraordinary growth in the last several years to meet the challenges of the healthcare environment and it is staged to move to the next level of organizational development and expanded patient services, including a broader surgical scope.

Besides continuing to grow from the expanded needs of the community, the hospital is drawing local patients that have historically gone across the Bay to several larger San Francisco hospitals. It is imperative that the surgical service presented at MGH be regarded as equal to the "best in class" at the city hospitals to secure an increased market-share of those cases. This position offers the right person an opportunity to work in and create an innovative environment. The Director, Perioperative Services will have an opportunity to significantly expand their direct experience and knowledge of the industry and position themselves to meet future career challenges with a broad and noteworthy experience base.

As a part of the Sutter Health System, career advancement opportunities are greatly increased. There are and will continue to be needs for senior level positions at one of a network of more than two dozen locally run acute care hospitals as well as physician organizations; medical research facilities; region wide home health, hospice and occupational health networks; and long-term care centers.

Position Description

The Director of Perioperative Services will report to the Chief Nursing Officer is responsible for the overall operation of the hospital's Operating Room of seven surgical suites, the Post Anesthesia Care Unit's 10/4-suites, the Surgery Center of Marin, the ambulatory surgery center, with its three-bed OR suites and two-endoscopy suites, the sterilization unit, anesthesia, and the staff of RN's, Techs, ancillary techs and orderlies.

This position oversees approximately 100 FTE's through the direct supervision of the Operations Manager of Perioperative Services (with 70 FTE's), the Operations Manager of the surgery center (with 30 FTE's), the Manager of Clinical Support, the Manager of Sterile Processing and a full-time administrative assistant. This position oversees a \$120 MM revenue budget, a \$30 MM operating budget. The OR performs 3,600 procedures per year and the Surgery Center performs approximately 2,400 procedures per year.

The successful candidate will plan, organize, direct, maintain and evaluate patient care and unit activities according to established policies and procedures to provide high quality, individualized patient care; and he or she will maintain the integrity of the service to meet all accreditation and licensure requirements.

Responsibilities

The Director of Perioperative Services is responsible for providing leadership and direction in Perioperative Services. He/she oversees the fiscal, technical and patient care activities of the departments to ensure efficient operations, providing input on hospital's strategic initiatives and developing tactical strategies for assigned group of departments and services. The Director directs plans and organizes all functions and activities within assigned area, ensures compliance with regulatory and governing agencies and established Hospital standards, practices, and procedures. He/she works cooperatively with other Directors and Managers to ensure smooth operation of hospital and department and works cooperatively with Medical Staff in pursuit of quality of care, financial and operational objectives. The following duties represent the key responsibilities of the position:

- Direct and manage administrative and financial functions and patient care activities of assigned departments while staying within budgetary allocations.
- Develop and monitor operational, capital and staffing budgets.
- Encourage effective cost containment practices through management and staff development.
- Oversee that Perioperative Patient Care Services are compliant with the recommended standards of the governing bodies (i.e. AORN, ASPAN, and AAMI).
- Oversee the availability, purchasing and maintenance of equipment and instrumentation required for efficient operations of Perioperative Services.
- Ensures satisfactory relationships with medical staff including clear and concise communication regarding Perioperative Services and hospital issues.
- Chair, or assign the Chair for, Perioperative department and unit staff meetings.
- Ensure compliance with regulatory and governing body's issues.
- Responsible for developing agenda of assigned patient care and hospital committees or work groups.
- Preliminary screening of incident reports and quality improvement forms and ensures follow through.
- Interact and participate with staff of departments to accomplish the goals of the institution as a whole.
- Assign or serve as representative to VHA and Sutter Perioperative Services group.

- Participate as assigned to Sutter's Purchasing/Materials Management Group.
- Work with Chief Nursing Officer to establish and conform to Operating Budget.
- Responsible for overseeing both short and long term planning in all aspects of management, including personnel.
- Responsible for ensuring completion of personnel evaluations, job descriptions, policies and procedures of assigned departments.
- General supervision of departmental personnel records and verification of documentation of current activity, licensure and certification.
- Keeps appropriate hospital staff informed of changes in department functioning within budgetary allocations.
- Monitor departmental operations to ensure functioning within budgetary allocations.
- Consistently combine ethical judgment and technical skills within policy and legal guidelines of the hospital.
- Provide counsel and guidance to staff on personnel related problems.
- Objectively evaluate the attitude, morale and interpersonal relationships of staff and promote methods to improve these areas when needed.
- Ensure as needed review of all manuals and policies and procedures is done.
- Ensure timely preparation and evaluation of reports, payroll records and other statistical data as required.
- Ensure prompt investigation of complaints regarding service by department and take appropriate actions.
- Ensure strict confidentiality guidelines are adhered to and remedial actions taken with regard to such violation.
- Willingly accept responsibility for special projects as assigned.
- Maintain professional growth.
- Participate in administrative and other meetings as required.
- Ensure open format, scheduled department staff meetings, and encourage staff participation.
- Effectively provide direction and policy interpretation to staff and other department members in overseeing their areas of responsibility; address special operation concerns and administrative.

Personal Characteristics

The Director, Perioperative Services needs to possess the patience, self-confidence and communication skills necessary to work with the clinical and administrative staff and the Physicians.

First and foremost he/she needs to be a team player, be a superb communicator, and have the style of a diplomat, i.e., able to work in harmony with other operational entities and to negotiate agreements so each

party benefits. It is imperative that he/she be skilled in bringing together the staff functions in a spirit of harmony and with a single-minded purpose.

A hands-on leader, who can develop a strategic vision of the department and has the expertise to develop values and goals for a diverse group of constituents, will be successful. The successful candidate will have a proven record of accomplishment of strong leadership skills to ensure that the improvement process within the department continues, that priorities are established, and the goals are met.

He/she needs to be a person who possesses a strong work ethic, rejects setbacks, and values accomplishments highly. An action-oriented personality that deals with specifics within a broad conceptual framework will be most effective in this position. He/she will have an appropriate sense of urgency to allow him/her to react to situations quickly and decisively.

Experience Required

Previous proven experience and expertise in line management position (minimum of 5 years). Master's degree in health care administration, clinical management or related field is highly preferred. The successful candidate must possess a current CA Register Nurse Licensure*. He or she must be able to understand written and verbal communication in English, as well as possessing a thorough knowledge of preoperative, intraoperative and postoperative care; in addition to sterile processing and materials management.

Compensation

The compensation plan is based on a competitive base salary commensurate with the experience and the demonstrated accomplishments of the successful candidate. It will reflect the opportunity at the hospital. The hospital has an excellent employee benefits package, consisting of medical coverage, a dental plan, life insurance, Defined Benefit Retirement Plan and a 403 b program with employer matching.

About Marin County

The combination of mountains, sea, and climate in Marin County has made the county a recreation spot for the entire Bay Area. Marin County has many state, county and city operated parks and recreational facilities including: China Camp State Park, Mt. Tamalpais State Park, Point Reyes National Seashore, and the Golden Gate National Recreation Area. Marin County is linked to San Francisco by the Golden Gate Bridge and to the East Bay by the Richmond-San Rafael Bridge. It is bordered on the north and northeast by Sonoma County and on the west by the Pacific Ocean.

Although Marin is usually thought of as a suburban residential and recreational area, ranching and dairying are major features of the rural areas of West Marin. Industry in the county includes movie and video production, computer software, communications equipment, printing, and the manufacture of plastic products, ceramics, candles, and cheese.

Marin County children are educated in 19 school districts whose enrollments range from 12 students to 7,000 students. Fifteen of the school districts are elementary districts (K - 8); 2 are unified districts (K - 12); and 2 are high school districts (Grades 9 - 12). The Marin Community College has two campuses; Kentfield and Novato. There are several private schools, including Dominican University in San Rafael.

Marin enjoys a temperate, marine climate all year round. Moderate winters with periods of rain, and warm, dry summers with fog along the Pacific coast, especially in the Golden Gate area. A light coat or jacket is recommended for evenings all seasons.