



80 Cabrillo Hwy  
Suite Q # 2 0 4  
Half Moon Bay  
CA 9 4 0 1 9

www.reilly-search.com  
bob@reilly-search.com  
telephone 650-726-2199  
facsimile 650-712-8028

**Position Description: Program Director, LifeFlight  
Stanford Hospital & Clinics - Lucile Packard Children's Hospital**

Our highly prestigious client, Stanford Hospital & Clinics (SHC) is known worldwide for advanced patient care, particularly for the treatment of rare, complex disorders in areas such as cardiac care, cancer treatment, neurology, neurosurgery and organ transplants. Stanford Hospital includes 611 licensed beds. The clinics offer care in more than 100 specialties, including cancer, neurology, surgery and organ transplantation.

Patients come to Stanford from all over the Western United States and the world, often for specialized procedures unavailable elsewhere. In recognition of excellent care, the hospital and physicians consistently rank among the top in the nation in surveys by consumers and health care professionals. In July, 2002, Stanford was named to the Honor Roll of America's Best Hospitals by U.S. News & World Report.

Founded in 1991, Lucile Packard Children's Hospital (LPCH) is a 256-bed non-profit hospital devoted entirely to the care of babies, children, adolescents and expectant mothers. The state-of-the-art, main facility is located on the Stanford University campus. LPCH is affiliated with the Stanford University Medical Center and many of its doctors also serve as professors at the Stanford University School of Medicine.

**Life Flight**

The Life Flight program began at Stanford in 1984. Life Flight is the rotor-wing element of the Medical Transport Program at Stanford Hospital & Clinics. The team is available for emergencies and critically ill patient transfers from hospitals to Stanford. The team flies in a custom-configured BK-117 that operates under both visual flight rules (VFR) and instrument flight rules (IFR), and a team of a pilot with two registered nurses.

In emergency calls, the configuration on the aircraft is up to two patients from *scene call* flights originating from the 9-1-1 system. These calls can include motor vehicle and bicycle crashes, falls, near-drownings and other medical emergencies. Approximately forty percent of the flights are activated by a 9-1-1 call from the nine counties that make up the greater Bay Area.

For inter-facility transports, moving one patient from one hospital to another, the interior configuration of the helicopter will allow up to four caregivers. This allows Life Flight to utilize specialty-care nurses, doctors and equipment, when required. These transports often involve critically ill patients being moved from intensive care units in smaller hospitals to similar units at Stanford. These patients require specialized care: cardiac, cardiovascular, neurological, orthopedic, high acuity obstetric or pediatric care. They may have pulmonary or multi-organ failure, requiring tertiary-level intensivists. The level of patient monitoring is often increased prior to the flight to enhance patient care and safety during the transport.

The flight nurses have extensive training in caring for critically ill or injured patients in the airborne environment. Using a hospital-developed, proprietary set of protocols, they provide care consistent with Stanford Hospital & Clinics, thereby becoming an effective extension of the Hospital. There are a number of procedures performed by the flight nurses that are beyond the normal scope of practice for registered nurses. Recurrent training and clinical review maintain the competency in these skills. The pilots come to the program with several thousand hours of turbine helicopter experience but then have further training and maintain IFR and airline pilot ratings.

Currently there are approximately three flights per day. During the non-flight time, the flight nurses are available to support the Emergency Department and the medical/surgical Intensive Care Unit. They also assist the program's dispatch.

### **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.

### **Position Description**

The Program Director, Life Flight, is responsible for program safety, day-to-day management, as well as long-term organization and direction of the program. The Program Director develops, directs and evaluates patient transport and dispatch services in collaboration and partnership with service line leadership, the medical directors of clinical programs and other appropriate representatives. In addition, the Program Director facilitates the implementation and evaluation of all aspects of the program: billing, marketing, policy development, outreach education, continuing staff education, marketing and continuous quality improvement. The Program Director represents Stanford Hospital and Clinics (SHC) for specific patient transport projects or activities that involve referring physicians, local hospitals, community agencies, Emergency Medical Services Agencies and regulatory agencies. This individual is responsible for the direct supervision of 16 Transport Nurses (two more are being hired at this time), 10 Communications Specialists, of which one is a lead, 8 Transfer Center Nurses, one is a lead, a Financial Counselor, an Administrative Assistant and one Operations Manager, for a total of 39. Additionally, there is a contracted Air Methods Staff of four pilots and two Mechanics.

### **Reporting Relations**

The Program Director is responsible to and evaluated by the Director of Patient Care Services.

### **Responsibilities**

The Program Director, Life Flight, is responsible for providing leadership and direction in airborne transport and emergency services. This individual will oversee the fiscal, technical and patient care activities of the unit to ensure efficient operations, providing input on the hospital's strategic initiatives and developing tactical strategies for assigned groups of departments and services. The Director directs, plans and organizes all functions and activities within the Program, ensures compliance with regulatory and governing agencies and established Hospital standards, practices, and procedures. The successful candidate will work cooperatively with other Directors and Managers to ensure smooth operation of hospital and department and will work cooperatively with Medical Staff in pursuit of quality of care, financial and operational objectives. The following duties represent the key responsibilities of the position:

#### Management of Safe Transport Operations

- ◇ Ensure policies and training and daily duties are consistent with the promotion of **Safety First**.
- ◇ Directs daily operations of patient transport and dispatch services, promoting the SHC's mission to provide high quality patient care and supporting education and research.
- ◇ Identifies necessary resources and participates in the preparation and management of annual operating budgets.
- ◇ Works with appropriate representatives from other clinical delivery units, finance, utilization review, social services, admitting and medical staff to ensure continuity of care and the effective

integration of all health care services into an efficient, safe and well-organized service delivery system.

- ◇ Manages human resources effectively for Life Flight transport nurses and communications specialists. Communicates staff and management performance expectations. Provides ongoing and annual performance feedback and evaluation.
- ◇ Creates and maintains a climate for effective communication, problem solving, leadership, staff development and constructive team-oriented work relationships among peers, physicians and health care staff.
- ◇ Ensures the development and maintenance of clinical practice standards and compliance with licensing and regulatory requirements. Coordinates and integrates multi-disciplinary teams of physicians, nursing, financial counseling, social work, dispatch and other health professionals to ensure high quality; patient-oriented, cost effective care.
- ◇ Ensures compliance with all applicable regulations (e.g., JCAHO, Title 212, California Nurse Practice Act, FAA, FCC, EPA, EMTALA, etc.).
- ◇ Works effectively with county EMS services as appropriate for services provided in each county. Represents SHC on local EMS county air ambulance utilization committees.
- ◇ Monitors delivery of aviation services to include operational and maintained activity to ensure optimal safety practices, full regulatory compliance and operational readiness.
- ◇ Reports regularly to the Director of Patient Care Services.
- ◇ Rotates Administrator on Call (AOC) function with the Chief Flight Nurse.
- ◇ Identifies and develops talented personnel seeking advancement/management opportunities.
- ◇ Directs the continuous quality improvement program. Trends the statistical results and implements change to clinical practice or operations when necessary.
- ◇ Directs and over sees program committee's such as Safety, CQI, and education.
- ◇ Responsible for the operation and management of the Transfer Center which is a critical component of the Program. This function interfaces with the hospitals that the Life Flight Program services and it maintains compliance with EMTALA Regulations.

#### Fiscal Management

- ◇ Communicates fiscal expectations/projections to Director of Patient Care Services to plan and implement a capital and operational budget for the program.
- ◇ Monitors budget statements, Labor monitoring report and Payroll distribution reports, provided variance and justifications when necessary.
- ◇ In collaboration with Director of patient care services, develops financial management plan (operational and capital budgets).
- ◇ Develops other clinical, financial and operational plans necessary to improve productivity, increase efficiency and ensure effectiveness of patient care programs.

- ◇ Monitor billing and reimbursement practices to ensure profit maximization.

#### Management of Business Development

- ◇ Plans, develops, implements and evaluates new contracts for transport services based upon criteria developed by the hospital leadership.
- ◇ Assesses implications of proposed or pending legislation or regulations affecting patient transports and represents SHC to outside agencies and organizations.
- ◇ Represents SHC at professional organizations and functions.
- ◇ Develops annual goals and a marketing plan for the region. Assists in organizing opportunities for SHC faculty and staff to provide Outreach Education program and training to community and hospital-based physicians and paramedics throughout California and other areas.
- ◇ Develops strategies for maximizing potential or business opportunities. Plans for the effective implementation and operations of patient transport and dispatch services.
- ◇ Collaborates with medical directors, service line directors, and representatives from finance, health plan services, admitting, utilization review, social services, planning and marketing.

#### **Personal Characteristics**

The Program Director, Life Flight 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 this individual needs to be a team player, be a superb communicator and have the style of a diplomat, i.e., be 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. This individual will have an appropriate sense of urgency to react to situations quickly and decisively.

#### **Opportunity**

The Program Director, Life Flight at SHC is extraordinary; it will provide the successful candidate the opportunity to manage the complete operation of this local, regional and nationally recognized high-profile program. The experience gained from this position will serve to significantly enhance the background skills in Life Flight operations and clinical management. The position is exciting and rewarding. The Life Flight program provides vital services as far North as Redding, South to San Luis Obispo, North to Yosemite, and West to the Pacific Ocean.

Stanford Hospital and Clinics and Lucile Packard Children's Hospital have an outstanding reputation for internal advancement. The hospitals are committed to providing ongoing training for the staff, especially their management team. Because of that commitment to individual development, managers often advance their careers and compensation in this process. As the successful candidate becomes familiar with the position and has demonstrated success, other opportunities inside and outside of the organization, such as public speaking engagements which offers further professional and community exposure to expand their networking and career potential. The successful candidate will achieve extensive clinical and operational management experience.

### **Credentials and Qualifications**

The most important skills that the successful candidate must possess are proven leadership abilities. While the ideal candidate would have a minimum of two years experience in helicopter flight, that requirement is preferred, not mandatory. The primary skill-set requires that the successful candidate possess a minimum of five years of clinical experience in the management of Critical Care or Emergency Units or Flight Operations Management. The flight operations are managed by professional pilots and dispatchers. The learning curve of this side of the program can be learned in the position.

**Required:**

- ◇ Bachelors Degree in Nursing or health related profession
- ◇ Extensive knowledge of hospital operations, especially patient transport services, preferably in an academic hospital setting
- ◇ Knowledge of appropriate professional standards for the multi-disciplinary team.
- ◇ Experience working with third party payors and state funded programs.
- ◇ Ability to pursue multiple goals, analyze complex issues, facilitate change in response to a dynamic environment and communicate effectively at all levels of the organization.
- ◇ Strong business acumen/background and interpersonal and negotiation skills

**Preferred:**

Master's Degree in Nursing (MSNT/MS) or business (MBA)

Previous flight program administration experience.

Minimum of two years experience in helicopter flight nursing.

CMTE (Certified Medical Transport Executive) certification.

### **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.