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**Position Description: Administrative Director of Perioperative Services
Stanford Hospital & Clinics**

The Opportunity

This is a unique opportunity for a seasoned Director of Perioperative Services to significantly broaden and advance their career in a newly created and high profile position at Stanford Hospital and Clinics, the Administrative Director, Perioperative Services. This position has greater responsibilities and is a level above a Director position.

Utilizing the new organizational structure, the Perioperative Services Program will expand significantly over the next several years. New and innovative procedures and treatments will be performed. Ongoing collaboration with the research functions at Stanford to enhance health care will be expanded. The addition of 16 new OR suites is underway. The perioperative service-line makes a significant financial contribution to Stanford Hospital and Clinics, while increasing its national and world-wide reputation as a center of excellence in clinical care.

This is an exciting and challenging opportunity for someone to significantly increase and expand his/her skill-set and experience in one of the top hospitals in the US..

Our Client

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, orthopedics, neurosurgery and organ transplants. Stanford Hospital includes 423 licensed beds. The clinics offer care in more than 100 specialties, including cancer, orthopedics, 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. The Hospital was ranked #14 out of 100, in 2004.

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 Administrative Director of Perioperative Services will plan, organize, direct, evaluate and improve technical and clinical operations with the Perioperative Departments. The successful candidate will develop and communicate strategic and operational plans and policies consistent with the hospital's mission, vision and values. He/she will be responsible for upholding the standards of nursing practice and implementing cost effective programs to ensure that the highest level of safety and quality patient care is being delivered.

Reporting Relationships

The Administrative Director of Perioperative Services reports to the Vice President, Ancillary and Support Services.

Department Overview and Statistics

Main Operating Room

- 21 Suites
- 15,766 Annual Cases (FY 2005)
- 49,201 Annual Hours of Surgery (FY 2005)
- Includes in-patients, out-Patients, and TBA (to be admitted)
- Full Range of Clinical Services
- Level I Trauma Center

- Includes Services to Packard Childrens' Hospital Patients
- **The hospital is opening four new OR suites in the North Campus**

Ambulatory Surgery Center (ASC)

- 12 Suites Plus 1 Treatment Room
- 9,934 Annual Cases (FY 2005)
- 16,241 Annual Hours of Surgery (FY 2005)
- Includes Dedicated Pre-Op and PACU areas
- Clinical Services Include General Surgery, GYN, Orthopedics (Mainly Arthroscopic), ENT, Ophthalmology
- **An additional 12 OR Suites will open next year.**

Main OR + Ambulatory Surgery

- 25,580 Annual Cases
- 65,261 Annual Hours of Surgery

Surgery Admissions Unit (SAU)

- All Main or Adult Patients are Processed through this Unit the Day of Surgery
- Includes Pre-Op Anesthesia Evaluation Program (1-5 days before surgery) for Main OR and Ambulatory Surgery Center Patients
- Phase 2 Recovery for Main OR Out-Pts.

Anesthesia Workroom

- Supports all Main OR and Ambulatory Surgery Center Patients
- Supports Labor and Delivery, CATH LAB, MRI and all Other Medical Center Areas where Patients receive general anesthesia.

Post Anesthesia Care Unit (PACU)

- Cares for Main OR Adult Patients

Perfusion

- Contracted Perfusionists Support all Open-Heart Surgery and ECMO Patients

O.R. Education

- Regional Orientation and Continuing Education
- Post-Graduate O.R. R.N. Training Program

Staffing

- Main OR – 169.15 FTE's
- Surgery Admissions Unit (SAU) – 21.75 FTE's
- Post Anesthesia Care Unit - 20.4 FTE's
- Ambulatory Surgery Center (ASC) – 64.65 FTE's
- ANES – 19.8 FTE's
- Education – 11.3 FTE's
- SPD – 75.3 FTE's
- Total - 382.35

FY 06 Expense and Revenue Budgets

- Salary & Benefits – \$38,791,429
- Supplies/Implants - \$35,987,722
- Supplies/Implants per case - \$35,987,722
- Supplies/Implants per case - \$1,912
- FY 06 Gross Revenue Budget - \$604,667,000
- Current capacity – 100% in the main OR and 85% in the Surgery Center

Note that post expansion of Perioperative Services the number of OR suites will increase to 49 (new OR Suites, 12 – ASC and 4 - OR's (North Campus)).

Essential Functions and Responsibilities

The Administrative 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 Administrative Director directs plans and organizes all functions and activities within assigned areas, 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.
- Ensure satisfactory relationships with medical staff including clear and concise communication regarding Perioperative Services and hospital issues.
- Ensure compliance with regulatory and governing body's issues.
- 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.
- Work with the Vice President, Ancillary and Support Services 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, polices and procedures of assigned departments.
- General supervision of departmental personnel records and verification of documentation of current activity, licensure and certification.
- 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 polices 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.

Qualifications

The incumbent will possess previous proven experience and expertise in a line management position. Master's degree in nursing, health care administration or a related field is required. He or she must be able to understand written and verbal communication in English, and possess a thorough knowledge of preoperative, intraoperative and postoperative care, in addition to sterile processing and materials management.

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, 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.

The successful candidate will 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.

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.