

POSITION DESCRIPTION

FOR THE POSITION OF CHIEF PHYSICIAN & OPERATIONS EXECUTIVE LEE PHYSICIAN GROUP



Summer 2022

Much of this material contained herein is gained in confidence and as such should be regarded as confidential. Accordingly, it is understood that dissemination of this material should be limited to those individuals in your organization who are directly connected with this specific search or whom a reasonable person would agree have a need to know.

POSITION DESCRIPTION

POSITION	Chief Physician & Operations Executive, Lee Physician Group
ORGANIZATION	Lee Health
REPORTS TO	Chief Clinical Officer, Community Based Care
LOCATION	Fort Myers, FL
WEBSITE	www.leehealth.org

COMPANY OVERVIEW

SYSTEM OVERVIEW

Lee Health is a public, not-for-profit health system headquartered in Fort Myers, Florida that consists of four acute care hospitals: Lee Memorial Hospital (414 beds), HealthPark Medical Center (461 beds), Gulf Coast Medical Center (699 beds) and Cape Coral Hospital (291 beds); two specialty hospitals: Golisano Children's Hospital of Southwest Florida and The Rehabilitation Hospital; and Lee Physician Group (LPG), the organization's large multi-specialty group practice with approximately 891 providers across 95 locations, 3 ambulatory surgery centers, a home health agency, 3 skilled nursing facilities, 11 Federally Qualified Health Centers (FQHC-Las) and 4 urgent care clinics.



With approximately \$2.3B in revenue, a total of 1865 beds, and over 1.5 million patient contacts each year, this makes Lee Health the largest public health system in the state of Florida, receiving no direct tax support. Lee Health enjoys a dominant market share for both inpatient and outpatient services.

Supported by more than 14,000 dedicated employees and 4,500 volunteers and auxiliaries, Lee Health remains the bedrock of its community by offering acute care, emergency care, rehabilitative and diagnostic services, health and wellness education, community outreach and advocacy programs throughout the five-county region. Community is top of mind at Lee Health, and it continues to invest back into its community to improve facilities, add services and extend care to those who need it most - in their own back yard.

In the nearly 100 years since the opening of its first hospital, the dedication to the communities they serve has been at the core of Lee Health's mission, values and strategic planning principles.

In response to rapid and dramatic change that continues to occur in healthcare, Lee Health has continued to grow and expand its geographic reach and service offerings.

Lee Health is a fiscally sound business that is responsive to the community's health needs. The positive operating margin is reinvested into Lee Health for the benefit of the community. It recognizes that the only way they can replace and upgrade property, facilities and equipment, build new facilities and attract and retain skilled professionals is by generating positive operating margins.

Lee Health's guiding principles include:

- ▲ **Mission:** To be a trusted partner, empowering healthier lives through care and compassion.
- ▲ **Vision:** To inspire hope and be a national leader for the advancement of health and healing.
- ▲ **Values:** Principles that guide the important work we do every day and night...
 - **Respect:** We respect you, your life and your health care choices. We respect one another as colleagues, caregivers and people.
 - **Excellence:** We strive for excellence in everything we do. We uphold the highest standards of safety and quality, deliver an exceptional experience to our patients and manage our resources responsibly.
 - **Compassion:** We care for your family like our own. We truly embody “caring people, inspiring health.”
 - **Education:** We support education to continuously improve ourselves, develop an effective workforce and empower healthier lifestyles throughout our community.

SPECIAL RECOGNITION AND DISTINCTIONS

In 2022

- ▲ U.S. News Rates Lee Health Hospitals as High Performing
- ▲ Gulf Coast Medical Center, HealthPark Medical Center and Lee Memorial Hospital Earn Four Stars in CMS Quality Star Ratings
- ▲ Golisano Children's Hospital and Gulf Coast Medical Center's Emergency Departments Earn Prestigious National Award
- ▲ Lee Health Skilled Nursing Unit Earns National Quality Award
- ▲ Health Park Medical Center Straight “A” Streak Continues, Gulf Coast Medical Center Improves to Earn Top “A” Grade
- ▲ Lee Health Hospitals Among the Best of the Best in the U.S.
- ▲ Golisano Children's Hospital Receives Asthma-Friendly Hospital Award from The Florida Asthma Coalition

In 2021

- ▲ Lee Health Earns Top Marks for High-Tech Implementation. CHIME Digital Health Most Wired Recognition
- ▲ Lee Health Featured in *U.S. News & World Report* “Best Hospitals”
- ▲ All Lee Health Skilled Nursing Facilities Garner Highest CMS Star Ratings

- ▲ Lee Health Hospitals Earn Four Stars in CMS Quality Star Ratings
- ▲ Lee Health Hospitals Among the Best of the Best in the U.S.

In 2020

- ▲ Lee Health Hospitals Rated in Top Five Percent in U.S. – Healthgrades
- ▲ Lee Health Hospitals Earn Top Hospital Award for Outstanding Quality and Safety
- ▲ Top of the Class: Four Lee Health Hospitals Earn “A” Grades for Patient Safety – Leapfrog Group
- ▲ Lee Health Hospitals Again Earn Top Marks for Stroke Care – American Heart Association
- ▲ Lee Health’s HealthPark Again Named Among Nation’s Top 50 for Heart Care
- ▲ All Lee Health Skilled Nursing Facilities Garner Highest CMS Star Ratings

Misc.

- ▲ It has the only state approved Level II Trauma Center between Bradenton and Miami.
- ▲ Golisano Children’s Hospital of Southwest Florida is the only comprehensive children’s hospital between Tampa and Miami.
- ▲ Lee Health is one of the most active joint replacement centers in the United States.
- ▲ Lee Health’s Regional Cancer Center is the only comprehensive cancer center of its kind in Southwest Florida.

For additional information, visit www.leehealth.org.

ROLE SUMMARY

Lee Health is actively recruiting for the newly created position of Chief Physician and Operations Executive, Lee Physician Group. This role was established to meet the growing demands and needs of the of Lee Physician Group. LPG currently employs 891 physicians and advanced practice providers and is expected to grow to approximately 1,200 providers in the coming years.

The Chief Physician and Operations Executive will be on the leadership team of LPG and will provide direction and support to the medical staff and assist in fulfilling the mission, plans, and for the provision of high-quality, cost-effective care. This position, in dyad partnership with the Vice President of Operations of LPG, is jointly responsible for overseeing all medical group operations throughout Lee Health, ensuring overall quality of medical care, and managing cost of operations and financial performance. The various medical directors of LPG will report to this position, and this individual will work collaboratively with the medical staff, leadership, operations team, and other leaders throughout the continuum of care, as well as system service areas. This collaboration will help the Chief Physician and Operations Executive to support and implement the strategic goals of the employed medical group through appropriate clinical integration workflows. The CPOE is accountable to achieve appropriate metrics regarding cost and quality performance.

Primary Responsibilities & Expectations

- ▲ Builds alliances across multiple service lines to enhance patient experience, quality of care, and enhance operational and financial strength.
- ▲ Responsible for developing a high performing culture that embraces continuous improvement, physician engagement, quality excellence, a culture of safety, and exceptional patient experience.
- ▲ Identifies and acts on opportunities for positive change; takes calculated and reasonable risks to meet objectives.
- ▲ Systematically identifies the cause of problems and make recommendations.
- ▲ Defines and aligns systems and processes in areas of responsibility with the organization's systems or objectives; works with established systems; uses systems to achieve results.
- ▲ Improves efficiency through planning and organizing; identifies specific action steps and plans; anticipates problems and develops contingency plans.
- ▲ Organizes and leads to facilitate safe and integrated clinical workflows.
- ▲ Provides an effective bridge between Lee Health and management, staff and medical staff to create superior relationships with physicians and to involve physician input with major decisions.
- ▲ Reports to the Chief Clinical Officer, Community Based Care and works as the dyad with the Vice-President of Operations to achieve goals for quality of care, clinical standardization, patient experience, and the cost management/financial performance.
- ▲ Provides leadership to the management team for the implementation of evidence-based practice and clinical standardization. Serves as a resource for problem solving particularly with regard to physician input and performance management.
- ▲ Acts as the resource in dealing with difficult medical staff behavior and/or difficult situations.
- ▲ Creates unity among the medical staff and where appropriate, seeks ways to collaborate and combine operations for greater teamwork.
- ▲ Maintains professional growth and development. Keeps up on changing trends in the healthcare business. Is a leader in providing new learning in all areas of influence.
- ▲ Develops a high-performance culture that embraces operational excellence, a culture of safety, quality excellence, and exceptional patient experience.

- ▲ Promotes positive change, while maintaining high levels of communication among physicians, leaders, and staff, ensuring a cohesive environment, effective working relationships, group professionalism, and high staff morale.

CANDIDATE PROFILE

Requirements

- ▲ MD or DO degree with appropriate license in good standing.
- ▲ Board certified in specialty with a minimum of 10 years of clinical experience.
- ▲ Masters level degree in business or healthcare administration, or service operations management desired.
- ▲ Medical group management experience required.
- ▲ Training or education in formal process improvement methodology (lean management system) desirable.
- ▲ Management of successful relationships within a matrix organization.
- ▲ Experience functioning in a physician/administrator management team environment.
- ▲ Demonstrated ability to manage physician development and disruption situations.
- ▲ Ability to lead and implement quality improvement initiatives.
- ▲ Ability to develop, analyze, and communicate complex financial and operational information.
- ▲ Ability to analyze, design, and implement clinical workflows and structures that achieve organizational performance goals.
- ▲ Experience in overseeing medical group financials, compensation plans, and productivity.
- ▲ Excellent leadership, communication, and interpersonal skills.
- ▲ A strong mission driven, and passionate leader.

ABOUT THE LOCATION



Located in Southwest Florida between the Florida Everglades and the Gulf of Mexico, Lee Memorial is situated near the coast between Fort Myers and Naples.

Nestled alongside the Caloosahatchee River in Southwest Florida, Fort Myers is a midsize metro area. It has retained its small-town heritage though, with a charming downtown lined with shops and restaurants, many of which are dog friendly. Museums, parades, festivals, theaters, parks, historical sites and art galleries pepper the metro area and its social calendar.

Surrounding communities include Sanibel, Captiva, Bonita Springs, and Naples.

Some of the wonderful reasons the Greater Fort Myers area is so popular:

- ▲ The Caloosahatchee River, part of the Intracoastal Waterway, flows through Lee County offering many recreational opportunities as well as fabulous waterfront properties. You can travel by boat from the Gulf of Mexico across Florida to the Atlantic Ocean.
- ▲ Shopping malls, outlet shops, and “super stores” are in abundance in this fast-growing area.
- ▲ Natural wonders and wildlife await you: playful dolphins, mild-mannered manatees, many ecological parks and miles of sandy beaches, seashell treasures, many species of saltwater and freshwater fish, soaring eagles and wading herons... truly paradise!
- ▲ The weather is, of course, one of its assets. From rarely cold January through balmy April and May, hot (yet bearable) August through mild December, you will have endless opportunities to enjoy the great outdoors!

The region’s largest and fastest-growing industries include the retail sector, hotels and motels, restaurants, health care, social assistance services, and construction. Companies such as Hertz, Gartner, and Arthrex have large global and local operations.



Just a few miles away, Fort Myers Beach, Cape Coral and Sanibel Island are popular among boaters, kayakers, sailors and anglers.



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