

POSITION DESCRIPTION

FOR THE POSITION OF SYSTEM MEDICAL DIRECTOR, ADULT SPECIALTY & SURGICAL SERVICES



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	System Medical Director, Adult Specialty and Surgical Services
ORGANIZATION	Lee Health
REPORTS TO	Chief Physician & Operations Executive, Lee Physician Group
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

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- ▲ 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

The responsibility of the System Medical Director of Adult Specialty and Surgical Services is to assure high levels of clinical outcomes, customer service, and productivity in collaboration with the management and leadership teams.

In collaboration with the Chief Physician & Operations Executive, provides medical oversight and direction, functional leadership and accountability for the medical care provided within the assigned areas of responsibility (ambulatory and acute care). The system medical director is responsible for planning, organizing, conducting and directing the approach to care. This includes providing mentoring and leadership to physicians to improve the quality of care, quality of service and meeting the behavioral expectations outlined within the Lee Memorial Health System Physician Compact. In addition, the system medical director works in partnership and serves as a liaison between administrative leadership (ambulatory and acute care) and the physician community (medical staff and employed physicians) to improve performance toward system goals.

Has direct responsibility for implementing quality, strategic, and operational initiatives as directed by the Chief Physician & Operations Executive, the LPG Strategic Plan, and PGC (Physician Governance Committee). Responsible for physicians; associate medical directors; site lead physicians; and advance providers.

Primary Responsibilities & Expectations

- ▲ Acts as the physician and advance provider advocate, in developing partnerships with other LPG Physicians; Advance Providers; Medical Directors; Associate Medical Directors; and Site Lead Physicians to facilitate a collaborative physician environment, community of collegial physicians whom expand the scope of service to include ancillary, outpatient and wellness venues to meet strategic and community need.
- ▲ Ensures that a system for evaluation and accountability is established for physicians and advance providers to adhere to the cultural standards; behavioral standards and quality of care standards as established by the PGC in conjunction with Lee Memorial Health System (LMHS). Develops and leads a team of physicians in decision making, compliance with clinical quality and programs specific to contract requirements, and adherence to corporate and clinical quality policies and procedures.
- ▲ Conducts medical leadership meetings to educate team and oversee clinical quality processes, at least quarterly. Role models and develops strong leadership and management skills in Associate Medical Directors and Site Lead Physicians.
- ▲ Mentors physicians and Advance Providers for the purpose of preparing them for the next level of responsibility. Holds quarterly Associate Medical Director Meetings to provide communication, leadership development and issue identification with physicians. Site Lead Physician meetings as required. Monthly one on one meetings with Associate Medical Directors.
- ▲ Ensures a system and process for reviewing quality of care to patients through the use of credentialing/re-credentialing, patient, peer, and employee satisfaction surveys along with appropriate quality metrics.
- ▲ Is the liaison between the LPG Adult Specialty and Surgical Service Physicians and Advance Providers and administration to ensure a system of prompt communication and resolution of individual physician and patients concerns are addressed.
- ▲ Oversees yearly evaluations of Physicians and Advance Providers. (Ensures that a system is in place to evaluate all physicians within the scope of responsibility.)
- ▲ Ensures the voice of the Advance Providers is heard, relationships are developed and enhanced with physicians, practice managers and staff.
- ▲ Serves as a visionary leader in transforming the delivery and models of care through the institution of best practices, clinical redesign, and change management that result in system-wide value enhancements.

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- ▲ Develops, monitors and oversees the Advance Providers to ensure standards of care, protocols, and clinical outcomes are achieved throughout LPG.
- ▲ Leads the development and growth of the division within a robust and highly successful health care delivery system for the purpose of strategically positioning the organization to grow market share. Actively involved in recruitment; interviewing; onboarding; and retention of physicians and Advance Providers.
- ▲ Leads the process for establishing a clinical group that creates a sense of community and commitment to partnership, standards of performance, and increasing patient referrals among members of the group. Enhances the level of engagement of physicians and advances providers in policy and goal setting. Sets performance standards consistent with LMHS mission and vision; and LPG strategy.
- ▲ Leads the development and implementation of Evidence Based Clinical Protocols and systemized care plans throughout the outpatient setting. Plus, ensures integration of clinical protocols, standardized processes specific to transitions of care, both internal and external to the system.
- ▲ Leads provider engagement to achieve patient-centered, optimal care in a cost-effective manner. Embraces and ensures excellent medical care and fosters a healthier community by providing service and open access to quality healthcare. Develops an outpatient enterprise to the point that it serves patients with significantly more coordinated, efficient and cost-effective care. Ensures cost effective, high quality, comprehensive health services. Assists and leads in the development of clinical standards by driving decisions that are patient-centered, collaborative, evidence based, and focused on both quality and utilization.
- ▲ Promotes the sharing of best practices. Utilizes medical informatics to track clinical and patient outcomes, evidence-based clinical guidelines and service.
- ▲ Assists with Development and reorganization of clinical services consistent with Lean principles. Reduces unnecessary waste, variability, duplication, and/or customization in the use of supplies, medication, and human resources.
- ▲ Understands and assists in management of revenue sources and costs of LPG clinical services. Identifies opportunities to increase revenue and participate in financial modeling these opportunities.
- ▲ Collaboratively works with clinic physician leaders, hospital leaders, and regional leadership. Develops effective working relationship style with individuals at all points on the continuum of care; brings significant strategic leadership experience in a complex medical system. Develops excellent skills in conflict resolution (negotiator, arbitrator, facilitator, consensus builder).

- ▲ Participates in the development of strategic and operating plans for LMHS and LPG. Oversees and develops new strategic programs that align with the future of outpatient health care. Develops and implements improvement initiatives.

CANDIDATE PROFILE

Requirements

- ▲ MD or DO degree with appropriate license in good standing.
- ▲ Board certified in specialty
- ▲ Masters level degree in business or healthcare administration, or service operations management is desirable
- ▲ 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.
- ▲ Excellent leadership, communication, and interpersonal skills.
- ▲ A strong mission driven, and passionate leader.
- ▲ This position is expected to build strong relationships with LHS Medical Staff.
- ▲ Is expected to educate and be a resource to others on the management team of LPG.

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:

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- ▲ 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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