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**EXECUTIVE DIRECTOR - WASHINGTON
PHYSICIANS GROUP**



**The Washington Hospital
Washington Physicians Group
Washington, Pennsylvania**

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OVERVIEW OF THE ORGANIZATION

The Washington Hospital and related subsidiary organizations are an integrated health care delivery system serving the residents of Washington and Greene counties in Pennsylvania and is based in the city of Washington, Pennsylvania. Since 1897, The Washington Hospital has been dedicated to providing the highest quality care to patients in southwestern Pennsylvania. With locations throughout their service area, the mission of Washington Hospital and its staff of more than 350 primary care and specialty physicians is to improve the health and well-being of the community.



The system is anchored by The Washington Hospital, a 260-bed regional referral center located in Washington, Pennsylvania. Washington Hospital is known throughout the region for specialized care in cardiology/cardiovascular surgery, neurology, neurosurgery, oncology, orthopedics, women's health/obstetrics, highly advanced diagnostic testing, and emergency services. In addition to the hospital there are imaging/diagnostic centers, urgent care centers, and primary care and specialty physician practices located throughout the service area. The system also offers a surgery center, occupational health services, a wellness center, as well as home health/hospice services. It is the largest employer in Washington County. See the table below that contains some financial and operating statistics for system:

The Washington Hospital Washington, Pennsylvania		FY 2010
Total Net Revenues	\$	232,756,180
Total Expenses	\$	225,778,362
<i>Net Income</i>	\$	6,977,818
<i>Non Operating Income</i>	\$	4,221,057
<i>Excess Revenue over Expenses</i>	\$	11,198,875
Operational Information		
Licensed Beds		260
Average Daily Census		182
Emergency Room Visits		43,595
Total Admissions		16,112
Paid FTEs		1,767
Births		1,112
Radiology Procedures		126,125
Surgeries		6,294

Washington Physicians Group

Washington Physicians Group (WPG) is a subsidiary corporation of the hospital and includes primary care physicians and specialty physicians in nineteen practice sites throughout the service area. Specialties include family practice, internal medicine, pediatrics, general surgery, obstetrics/gynecology, orthopedics, cardiology gastroenterology, infectious disease, and podiatry. The network is currently organized into two divisions that include primary care and specialty care.

WPG began some years ago as a vehicle to recruit and retain primary care physicians to the market. It has recently evolved into a multi-specialty group practice and has experienced rapid growth especially with regard to specialty physicians. There are plans to add two orthopedic surgeons, two urologists, two psychiatrists, several more primary care physicians, two obstetricians, as well as at least one more general surgeon within the next year. There will certainly be other additions through hires of opportunity as well as acquisitions.

WPG - FY 2011	
Total Sites	19
Physician FTEs	36.55
Mid-Level Providers	15.05
Support Staff	170
Net Collections	\$21.28M
Total Expenses	\$24.7M

At this time WPG utilizes McKesson's practice management system and PMSI's Practice Partner as their electronic medical record. Approximately half of the practices are on the EMR and all sites will be online with the EMR by the end of 2011. WPG is at a point that the network must operate more like a medical group with more standardization and integration. Standardization will include additional centralized policies/procedures, a centralized planning and management infrastructure, billing/collections, and referral process that supports WPG physicians and services. The role of the new Administrator will be to create a synergy and operate as one physician network and manage the group on an on-going basis.

Below are some Web sites that can be accessed for additional information:

The Washington Hospital

<http://www.washingtonhospital.org/>

Washington Physicians Group

<http://www.washingtonphysicians.org/>

OVERVIEW OF THE POSITION

The Executive Director – Washington Physicians Group is responsible for all day-to-day operations and strategic direction for The Washington Hospital's physician practice management services organization (WPG). He/She is responsible for all business and clinical practice which includes: physician contract and compensation management, all practice operations, physician billing/collections, personnel management, preparation of operating and capital budgets, development and monitoring of systems for patient

registration, maintenance of medical records, development of policies and procedures, and strategic oversight of new practice development. This key leader will report to the President of the WPG who is also the Vice President Medical Affairs for The Washington Hospital. In addition, medical leadership will be provided by a part time Medical Director of the WPG. Below are the key duties and responsibilities for the Executive Director.

- Responsible for directing the operations of Washington Physicians Group and related physician billing/collections. Operational responsibilities include planning, developing, securing approval of, implementing and administering departmental policies and procedures designed to ensure all patient care is efficiently and professionally performed.
- Participate in recruitment of new physicians and handle employment contracting and issues.
- Develop and implement physician contracts that are based on industry standards, and are appropriately weighted for productivity and customer service. Manages/maintains contracts and ensures regular analysis on performance of providers to ensure accountability to contracts.
- Evaluate new practice locations, participate in property acquisition decisions, design and develop facilities in an efficient and customer friendly manner.
- Works closely with the senior leadership of The Washington Hospital in strategic partnerships and operational partnerships with regard to physician practice matters.
- Provide strategic direction & develop the most efficient organizational structure for WPG. Maintain very high customer satisfaction and timely access to services, while operating the clinics/physician services in an efficient and financially responsible manner.
- Maintains strong relationships with key support areas within the hospital, including the Legal Department, Human Resources, Finance, and Physician Recruiting, Facilities Mgmt and Information Services.
- Evaluate business opportunities for MSO services, and develop them as needed.
- Maintain information on practice billing/collection/utilization, competitor market share, demographics, etc., in an accessible format and on appropriate computer software.
- In consultation with Senior Leadership, develop short and long-range goals for all physician practice and network services consistent with Washington Hospital needs, goals and objectives.
- Work with the physicians to ensure that their medical practices are managed in a manner that is consistent with their goals, standards and expectations, and with the mission, vision and values of The Washington Hospital.

- Develop, revise and implement policies and procedures for the operations of WPG; ensure that these policies and procedures are consistent with and supportive of the policies and procedures of The Washington Hospital.
- Develop, maintain and monitor functions and systems which include telecommunication services, patient registration, physician fee schedules, service and procedure coding, and utilization services.
- Provide direction & develop the most efficient organizational structure for the practices. Maintain very high customer satisfaction, timely access to services, and see that practices are managed in an efficient and financially responsible manner.
- Routinely reviews ongoing projects to ensure work is accomplished in a timely manner.
- Responsible for oversight of the annual budget preparation for the practices, achievement of statistical, financial, community, cultural and customer service goals and objectives.
- See that monthly, quarterly, and annual goals are met with regard to accounts receivable management, revenue and practice volume targets, and expenses.

Direct reports to the Executive Director are below. As one may expect some support functions such as materials management, finance/accounting/human resources, etc. is provided by the hospital much like a hospital department. There are dedicated full-time staff with the WPG administrative department. Direct reports to the Executive Director are as follows:

- Office Managers/Coordinators (15)
- Manager Central Billing Office
- Administrative Coordinator – Support Services
- Financial Analyst
- Human Resources Generalist
- Administrative Assistant

CANDIDATE QUALIFICATIONS

The section below outlines the qualifications and selection criteria for the ideal candidate for the Executive Director Washington Physicians Group position.

Education, Licensure, & Certifications

- A Bachelor's degree is required and graduate degree (MHA or MBA, etc.) is strongly preferred.

- MGMA Membership and/or ACMPE Certification preferred

Experience

- Five years of senior management experience in a physician practice setting with at least ten years healthcare experience. Ideally, there would be experience in the hospital owned practice setting as well.
- Candidates should have experience in building/leading a strong team of managers.
- Requires a thorough understanding of medical practice management, Joint Commission standards, how private and hospital owned physician practices operate, legal aspects of physician contracting (Stark, compliance, private inurement, fraud & abuse, etc.)
- Extensive experience with physician incentive compensation plans and negotiation of physician contracts. Ideally, this would include more than one specialty.
- Demonstrated leadership in a practice management environment with strong financial and reimbursement experience.
- Should have mastery of how to efficiently run a multi-site primary care and specialty care network, with the ability to evaluate existing operations and develop a comprehensive business plan for the system, which addresses all aspects of the operation (systems, staffing, contracts, financial performance, and operations).
- Significant skill in communicating with and relating to physicians, including the ability to establish a productive and cohesive partnership with physicians.
- Understanding of the driving forces in the marketplace impacting primary care and specialty physicians. One who genuinely likes and enjoys working with physicians.
- Knowledge and understanding of medical practice development, group practice operations, physician joint venturing, managed care and network development.
- A record of outstanding achievement in business management practices including fiscal management/cost control, marketing and practice development, strategic planning and human resource management.
- Intimate knowledge of the day-to-day operations of a physician practice management. Key areas include improving physician practice productivity, establishing productivity standards, physician billing and collections, managed care contracting, physician relations, scheduling and referral tracking management.
- Experience in a hospital system or a complex hospital environment would also be considered preferable.

Personal Characteristics

- Relates well to people at all levels in the organization and develops strong positive relationships based on trust.

- Someone who is energetic, genuine, enjoys working with people at all levels of the organization, and has a good sense of humor.
- Has a strong customer focus and operates with a positive “can-do” philosophy.
- Someone who has the highest level of honesty and integrity.
- Someone who values the mid-level manager and is energized by educating, inspiring and/or mentoring those managers.
- The successful candidate will have a hands-on management style with a zest for day-to-day operations. He/she will also be ‘results oriented’ in his/her approach to problem solving.
- Someone who is ‘down to earth’ and has an approachable style that can work effectively with employees at all levels.
- Strong communication skills are necessary, particularly verbal and listening communication skills; candidates must be articulate and able to provide fresh, creative ideas and solutions.
- A passion for customer service and a commitment to service excellence.
- Strong organizational skills and a commitment to accurate and timely data; good follow through and responsiveness.
- Someone who is energized by working with physicians and other individuals that provide care in the ambulatory care setting.

GOALS & OBJECTIVES

During the first 12 to 24 months of his/her tenure, the Executive Director will be expected to achieve the following:

- Earn the trust and respect of the departmental employees, the senior leadership team, the managers/directors, and physicians within The Washington Hospital and Washington Physicians Group. Establish a reputation as a resource for physician employment and practice management matters by all within the organization.
- Establish credibility and solidify working relationships with staff, management, administration and physicians by being visible, aware and proactive.
- Work closely with the physicians to build a trusting relationship; be viewed as responsive and become accepted by them. See that positive relations are maintained between the physicians and the Hospital.
- Gain a solid understanding of the culture and operational strategies of The Washington Hospital. Ensure that these are evident in the culture and operational strategies within the physician division. Additionally, continue to develop the management infrastructure of the network that promotes consistency and standardization.
- Perform an assessment of each practice site for opportunities for efficiency and improved productivity. See that the practices are growing and financial performance is improved. Ensure that all practices and specialty groups attain or are moving to a profit status.
- Increase physician practice market share by implementing a marketing program aimed at patients both for primary care as well as specialty referrals. See that initiatives are in place to build awareness of the Washington Physician Group “brand” and that the perception is one of excellence of quality of care.
- Develop a balanced scorecard and other reporting systems for all practices and physicians that is consistent, credible, and promotes growth and profitability. Establish realistic cash collection and productivity goals by specialty and see that they are in place.
- Develop a standardized system for the analysis of new practice acquisitions. See that will indicate the probability of financial profitability based on variables such as fixed costs, patient/procedure volumes, and time to breakeven.
- Develop physician compensation plans that promote quality, customer satisfaction, productivity and cost effectiveness.
- Develop physician contracts and compensation plans that attract and retain physicians. Ideally these would include components that would encourage longevity of tenure.
- See that a system is in place to facilitate a simple process for patient referrals within the system.