



DaltonBoggs
& ASSOCIATES

**DIRECTOR OF HEALTH INFORMATION
MANAGEMENT**



St. Dominic Hospital

**St. Dominic Hospital
Jackson, Mississippi**

OVERVIEW OF THE ORGANIZATION

St. Dominic Hospital is a 535-bed acute care, faith based, nonprofit hospital owned and operated by the Dominican Sisters of Springfield, Illinois. It serves as a leading community based tertiary referral center for the entire central region of Mississippi. It is the flagship for St. Dominic Health Services which includes several other health and human service companies and components. St. Dominic Hospital (St. Dominic's) was established in 1946 when the Dominican Sisters came to Jackson to assume operation of the Jackson Infirmary. Over the years, St. Dominic's response to the ever-growing health care needs of the people of Mississippi has positioned St. Dominic's as one of the leading not-for-profit hospitals in the Southeast.



St. Dominic's mission means caring for all persons with respect for their personal worth and dignity, embracing their total needs. This mission is accomplished through careful selection of committed, qualified employees who understand this mission. Valuing physical and emotional life and health, St. Dominic's ministry is demonstrated daily as high-tech, scientific skills are blended with loving care for people. As an organization with a faith-based mission, employees take this seriously.

The system offers a wide range of medical/surgical diagnostic, rehabilitative and other services. Services at the main hospital campus include virtually all tertiary services with the exception of burns and transplants. Key service lines at the main campus include cardiovascular services including open-heart surgery, women's services, oncology, general surgery, orthopedics, neurosciences, and ambulatory diagnostics. Additional services include a primary care network of family physicians, and a multi-site (12 locations) urgent care/walk-in clinic network.

St. Dominic Hospital also offers behavioral health services at its North Campus. This features the region's leading private behavioral health facility serving patients 18 years and older. They offer services in a licensed 118-bed inpatient psychiatric and chemical dependency treatment facility as well as numerous outpatient services. They are in the process of building a replacement facility for the psychiatric services service line at this time.

The Mississippi Heart Institute (MHI) at St. Dominic's blends teamwork, technology and tradition in responding to the needs of cardiac patients. St. Dominic's heart program (MHI) is recognized as the leading cardiac provider in the state. Established in 1973, the MHI's skilled team includes cardiologists and cardiac surgeons, along with specially trained nurses and technologists using state of the art technology and equipment. The MHI offers a full complement of services that provide a continuum of care in one location. The MHI was the first private hospital in Central Mississippi to

offer coronary angioplasty, drug eluting stints and Electrophysiology Study capabilities. St. Dominic's is more than a leading Cardiac center – providing leading edge, high quality care in Cancer services, Neurosciences, Women's services, and all major service lines excluding inpatient pediatrics, Burn care, and transplantation services.

St. Catherine's Retirement Village, located just north of Jackson in Madison, Miss., offers gracious retirement living for those who make independence, activity and peace of mind priorities in their lives. Built on 160 acres of rolling green hills and tall pine trees, the Village overlooks a 15-acre stocked lake. Its terra cotta and beige stucco buildings with the piazza courtyard and sparkling fountain are reminiscent of a quaint European village.

St. Catherine's Village provides comfortable living for residents in garden homes and independent living apartments for the mature adult, assisted living apartments for the individual requiring assistance with the activities of daily living, and a skilled nursing center for long-term care.

Campbell Cove, located adjacent to St. Catherine's Village, is a residential Alzheimer's facility designed to meet the unique needs of the individual with early to mid-stage Alzheimer's disease. Campbell Cove provides a freestanding, residentially oriented, personal care setting with minimal institutional characteristics to maximize independence, individuality and remaining strengths.

Below are some key operational statistics:

- Net Patient Revenues in excess of \$380M
- Operational Beds are 408 with ADC of 360
- Case Mix Index runs between 1.57 and 1.61
- Average Length of Stay runs approx. 5.6 days overall

Guided by its mission to care for all persons with respect for their personal worth and dignity, St. Dominic Health Services has reached out to the medically underserved through a primary health clinic called Community Health Services. The clinic is a partnership with the Central Urban Ministry Center and provides primary care to low-income families and homeless individuals whose needs are not being met by mainstream healthcare.

With a dedicated family of caregivers, St. Dominic's over 2,500 employees and over 500 physicians represent St. Dominic's greatest strength. Standing as ready stewards to respond to the overall healthcare needs of the community, St. Dominic's moves into the 21st century with its ministry of healing and Christian hope.

St. Dominic Health Services

<http://www.stdom.com>

OVERVIEW OF THE POSITION

The Director of Health Information Management position is responsible for directing, planning, coordinating and administering the Health Information Management/ Medical Records department of St. Dominic Hospital. This includes record completion, release of information, privacy and confidentiality, indexing, abstracting, coding, research, filing, storage, retrieval, and maintenance, as well as the ongoing development and maintenance of the electronic medical record. This key leader is responsible for development, implementation and oversight of standards, policies and procedures for the protection of healthcare privacy and confidentiality in accordance with HIPAA Standards, state and federal statutes, and other regulatory requirements.

The Director of HIM shall develop, maintain and implement short and long term goals for the department. The Director is responsible for maintaining current expertise in applicable state, federal, JCAHO regulations as well as professional standards for HIM, and provides recommendations to hospital administration and medical staff regarding these issues. There are 35 FTEs in the department and this individual will report to the Vice President of Finance.

St. Dominic Hospital utilizes McKesson's software for their clinical and financial systems. At this time they use McKesson's electronic medical record. Currently the department uses McKesson's software for chart tracking, correspondence management and physician deficiency management. At this time the transcription function is outsourced.

Below are the direct reports Director:

- Operations/Work Room Manager
- Coding Manager
- Quality Manager

The new Director of Health Information Management will be responsible for the following:

- Selects, trains, motivates, supervises, and evaluates HIM staff to ensure maximum utilization of individual and group capabilities, while providing optimal service to both internal and external customers.
- Develops, implements, and monitors annual goals, objectives, department policies, and procedures for HIM/Medical Records in order to ensure that medical records are maintained for patient care, legal and financial reasons.
- Administers and monitors annual operating and capital budgets to ensure that HIM has the necessary funds to carry out the goals and objectives that have been set for the department.

- Identifies and analyzes the design of jobs, work processes, work flows, etc for HIM and implements appropriate changes to improve effectiveness, efficiency, and productivity to support the overall goals of St. Dominic's.
- Stays abreast of the latest developments, advancements and trends in the HIM/Medical Records field by attending seminars and workshops, reading professional journals and maintaining a RHIA certification and integrates his/her knowledge as appropriate into the job. Ensures that assigned employees receive opportunities to further their knowledge so that all employees are well educated in their field.
- Maintains a positive working relationship with campus-wide representatives in working toward the medical, administrative and information technology goals of St. Dominic's.
- Serves on standing and ad hoc medical and administrative committees, and serves as a resource to other hospital departments to resolve problems that arise within both within and outside the HIM department.
- Ensures that all HIM components of the Revenue Cycle are working cooperatively and participative with the other components of the Revenue Cycle.
- Ensures that employees in Medical Records understand how they can individually provide good customer service to patients, vendors, Medical Staff, and other employees. Monitors employee progress to ensure expectations are being met.
- Develops various statistical reports for HIM, Medical Staff, and Administration.
- Maintains a knowledge of applicable rules, regulations, policies, laws, and guidelines, that impact or govern the HIM/Medical Records department. Develops effective internal controls that promote adherence to applicable state/federal laws, and the program requirements of accreditation agencies and federal, state, and private health plans. Seeks advice and guidance as necessary to ensure proper understanding.
- Manages the physician suspension process for incomplete medical records.
- Serves as Chairperson of the Forms Committee and will participate and assist in the leadership of the Medical Records Utilization Review medical staff committee and assists in the documentation improvement program.
- Serves as project lead for implementation of ICD(10).
- Supports the hospital Christian mission and philosophy.
- Performs other duties as assigned or requested.

CANDIDATE QUALIFICATIONS

The section below outlines the qualifications and selection criteria for the ideal candidate for the Director of Health Information Management position.

Education, Licensure, & Certifications

- Bachelor's Degree in a Medical Records Science/Administration or related field.
- Must hold the certification as a Registered Health Information Administrator (RHIA) or RHIT if Bachelors is in a different discipline.
- Graduate degree (Medical Records Administration, MHA/MBA, or related) is preferred.

Experience/Skills

- Solid financial skills and experience effectively managing resources.
- Candidate must have a minimum of ten years' experience in medical records with at least seven years management experience as a Director in medical records at a complex, competitive acute care hospital setting.
- Experience in an environment where electronic patient records are utilized. Experience in working with CPOE would be preferred.
- This person should be energized by and have a passion for Health Information Management and the future of the industry in the electronic environment.
- The ideal candidate will have an appreciation for the entire revenue cycle and where HIM fits into that.
- Someone with experience working in an organization where customer service is a strong component of the operational culture is a must.

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.

GOALS & OBJECTIVES

During the first 12 to 24 months of his/her tenure, the Director of Health Information Management 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 St. Dominic Hospital. Establish a reputation as a resource for Health Information matters by all within the organization.
- Establish credibility and solidify working relationships with staff, management, administration and physicians by being visible, aware and proactive. Ensure that information provided to physicians is viewed as credible and accurate.
- Work closely with the staff in the department to build a trusting relationship; be viewed as responsive and become accepted by them.
- Gain a solid understanding of the culture and operational strategies of St. Dominic Hospital. Ensure that these are evident in the culture and operational strategies within the department.
- Conduct an analysis of the structure and staffing make-up of the department. Organize the department to most effectively meet the needs of the hospital
- See that programs are in place to further reduce discharged but not final billed charts that are over 9 days. The goal is to be at or under 5 days.
- See that regular and accurate audit process is done with regard to coding accuracy. See that accuracy is at or above 98 percent on a regular basis.
- See that the conversion process from ICD-9 to ICD-10 procedure coding system is progressing according to plan and is within compliance. See that all involved with this process are held accountable to the timeline.
- Be an active participant in the management of the RAC process.

- Become an active participant in improving the Case/Resource Management process within St. Dominic's.

For consideration please contact or submit resumes to:

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