



A Member of Trinity Health

**Executive Director - Heart and Vascular Services**

**Location:** Ft. Lauderdale, Florida, 33308

**Category:** Business Administration

**Job Id:** 00258597

**Employment Type:** Full time

**DESCRIPTION:**

Holy Cross Health (HCH) administers oversight of several key healthcare services in Broward and Palm Beach Counties: Holy Cross Hospital, Home Care Services, Holy Cross Medical Group, the Holy Cross HealthPlex and Holy Cross Physician Partners (CIN). HCH is part of Trinity Health, one of the largest and most respected religious health systems in the nation.

Founded in 1955, HCH is a leading acute-care specialty referral hospital in South Florida. It is a full-service, not-for-profit, Catholic hospital sponsored by the Sisters of Mercy. Its primary service lines are Heart & Vascular Care, Cancer Care, Orthopedics, Neuroscience, Women's Services and General Surgery. The organization has remained financially sound in these difficult economic times, operating through a payer mix that is predominantly Medicare and Managed Care.

The Hospital employs approximately 3,000 associates and has 600 physicians on staff with 56 specialists in cardiology. The Holy Cross Medical Group's physician practice employs approximately 180 physicians in offices throughout Broward County, which represents a community of 1.8 million residents. Its primary service area has a population of approximately 800,000. The medical group operates an outpatient diagnostic and surgery center as well as home health. HCH offers inpatient and outpatient medical services along with a heart and vascular center, cancer treatment center, women's health center, intensive rehabilitation unit, and research. Inherent to its business model are the Hospital's core values. Spirituality has an essential role in the way HCH ministers to its patients, serves its community, and envelops the cultural environment from the staff members to the senior management team, embodying the mission of the organization. The organization strives for the highest quality of care delivered with compassion while providing for the spiritual, emotional, social and physical needs of those they serve.

Balanced with its core values are bottom line considerations. HCH is continuously looking to streamline its procedures to enhance effectiveness, operating margins and competitiveness. This successful candidate will join the organization at a pivotal time as significant short- and long-term growth plans are pursued throughout the county. As a critical service line to the hospital, the cardiovascular program represents the greatest revenue and expenses to the organization and is a key business segment for the future of the Hospital.

**REPORTING RELATIONSHIP:**

The Executive Director (ED), Heart and Vascular Services (HVS) will report directly to the SVP & Chief Operating Officer (COO). With high professional visibility in the organization, this executive will manage a significant size staff within the Cardiovascular Service Line.

He/she will be given the flexibility to assess and reorganize the team's infrastructure to achieve optimum productivity. He/she will participate in the selection, training, monitoring, and evaluation of staff and make recommendations for promotions, disciplinary action and termination of team members.

The ED, HVS will collaborate with the cardiovascular physicians for patient treatment and scheduling efficiencies, as well as interface with a cooperative spirit with other service line leaders to provide cardiovascular patients with a seamless integration of overlapping patient care opportunities and ensure a smooth continuum of care. He/she will also work closely with the Chief Nursing Officer in relation to nursing and patient care plans and practices to influence positive procedural outcomes and streamline length of stay volumes. He/she will have a matrix relationship to the President of the Holy Cross Medical Group for medical practice operations.

With the importance of synergy across organizational lines of reporting, this person will be expected to earn the respect and establish a relationship with other key members of the management team, physicians, and staff members. It will be essential for this person to develop a strong rapport throughout the organization.

**BASIC FUNCTION:**

HCH's inpatient and outpatient cardiovascular programs are structured as separate business entities. The ED, HVS is an executive level position that will focus on the continuum of care for CV patients. This leader will provide the clinical and administrative strategic vision for the heart and vascular service line while ensuring that plans align with the tactical programming and implementation.

The successful candidate will develop and maintain a collaborative working relationships with the COO, physicians and peers to ensure that the cardiovascular strategic plan is achieved. He/she will be expected to strive for performance improvement with a goal to optimize outcomes and achieve recognition as a high-quality program. This will include monitoring the service line performance by potentially utilizing a dashboard system or some other professional system to track relevant indicators including volume, profitability, safety/quality outcomes, patient satisfaction, colleague engagement and physician engagement at a minimum.

He/she will be responsible for managing the budget for cardiovascular services and will be accountable for driving the growth and profitability of the service line. This individual will develop program specific business and marketing plans, evaluating the competition, market, potential revenue, costs, and operational implications to ensure continued market growth in a highly complex healthcare community with 16 acute care hospitals.

Currently, the Hospital's outpatient cardiovascular services are offered through three catheterization (cath) labs, two Electrophysiology (EPS) labs, one IVR and one neuro IVR lab as well as non-invasive services such as ECHO/EKG and rehab services. Our medical group team consists of 21 cardiologists and 3 CV surgeons with offices in our service area.

This is a dynamic time for the cardiovascular program. The new ED, HVS will represent a key position in the organization. He/she will strive for the highest quality of patient care as the leader of the business unit. He/she will be accountable for direct oversight of business operations, process management, management development, resource utilization, and budgets. In addition, the successful candidate will

lead and manage business prioritization, strategic planning, efficiency improvements, and materials management as it relates to heart and vascular patient care.

Through these efforts and collaborating with the medical staff, this leader will be expected to continue positively impacting the clinical and administrative performance of the unit and drive results to a successful outcome. This position will have critical ramifications on fulfilling HCH's overall business strategies and objectives in regard to quality, productivity and growth. The actions implemented through this executive and his/her team will greatly impact the mission and the achievement of short- and long-term goals and objectives established by this dynamic and complex healthcare organization.

**SPECIFIC RESPONSIBILITIES:**

The specific responsibilities expected of the ED, HVS will include the following:

- Support the mission and core values of HCH and personally model the vision and values to inspire others to action and convey commitment to them.
- Establish, implement, and monitor goals and objectives in addition to policies and procedures for departmental operations, establishing standards of performance related to delivery of quality services and keeping with established performance improvement goals.
- Develop and implement operating and capital budgets for programs and services and monitor progress of the service line towards budgetary goals, making revisions as necessary. Ensure related areas outside direct span of control are incorporated in budgetary planning.
- Drive customer service to meet and/or exceed customer expectations as reflected in the customer service survey and to achieve organizational patient satisfaction targets. Design and implement processes and workflows that provide an efficient, patient and customer-focused, physician friendly environment.
- Provide innovation to business approaches, being proactive to identify new opportunities and strive for improvements, while effectively overcoming barriers impacting performance, managing complexities, and assessing alternatives for optimum outcomes.
- Effectively execute plans and implement change, reflecting strategic agility to evaluate and select best strategies, gather and organize information, perform data analysis, develop timelines, and measure results to make necessary adjustments.
- Develop and oversee performance improvement, establishing and maintaining current tracking system for quality improvement program and all pertinent documentation regarding progress towards goals and objectives.
- Explore and assess partnership opportunities, formulate action plan, and monitor established relationships to best meet business needs.
- Promote excellent internal and public relations, participating in interdepartmental and community education programs and functioning as the cardiovascular spokesperson as necessary.
- Serve on hospital and medical staff committees as invited and act as a liaison to the medical staff to investigate complaints from physicians and initiate appropriate action for satisfactory and sustained resolution.
- Interface with and work across relevant departments to facilitate coordination of processes for the development and implementation of strategic programs offering a continuum of care.
- Engage with marketing, public affairs, and business development leaders to develop and implement plans to promote the service line and create a strong referring physician, payer and patient awareness program to achieve target volumes and market share penetration.

- Lead vendor contracting negotiations in collaboration with materials management and contracting representatives.
- Manage from a servant leader perspective, developing and evaluating staff, setting clear and challenging performance expectations, measuring performance, providing support, championing positive results, and encouraging open communication.
- Ensure subordinates are knowledgeable of and comply with applicable and current compliance policies and procedures, laws, and regulatory developments.
- Establish and ensure appropriate staffing practices, approving and monitoring staff scheduling for effective coverage.
- Delegate and empower people to take initiative, encouraging and rewarding for out-of-the-box thinking and boundary breaking with sound approaches.
- Conduct regular departmental rounds to engage with team members and encourage change when necessary to improve services and ensure compliance with established standards and procedures. Provide guidance with consultation to staff in problem solving and addressing resistance to change.
- Motivate and inspire the team along with self to participate in continuous professional growth programs, participating in seminars and professional affiliations as well as maintaining current knowledge of legal and economic issues impacting the unit.

#### **EXPERIENCE/SKILLS:**

- Passionate spirit towards patient satisfaction and quality results, serving as an inspirational and visionary leader and mentor within cardiology and to other areas for clinical and quality consciousness.
- Solid understanding of the clinical component of the service line to relate to physician issues and a customer service mindset with a natural propensity to be supportive to the physicians in a complementary and constructive manner.
- In-depth knowledge of cardiology developments and standards of care along with a deep appreciation for the issues facing the healthcare industry and the implication of these issues for the provision of the cardiology service line.
- Ability to anticipate and effectively address trends and issues that pose potentially difficult economic and/or operational impact to the service line, in the near and/or long-term future and recommend changes in practice based on research and evidence.
- Strong commitment and desire to remain completely current on new cardiology services that are key to clinical, operational, marketing, and fiscal developments to ensure best practices.
- Outstanding leadership qualities with the ability to motivate and influence others to achieve objectives and a comfort level in collaborating with physicians, administrative peers, and management as appropriate.
- Excellent management skills associated with budgeting, scheduling, and planning and familiar with computerized management reports and analytical techniques necessary to the financial management of cardiology services.
- Ability to lead change and innovation while promoting positive working relationships and creating mutual respect within the cardiology service line among physicians, nurses, and staff as well as other interdisciplinary relationships.
- Capable of building a cohesive team, appropriately rewarding and recognizing performance and serving as a strong proponent of professional development for team members, placing a significant emphasis on education and training, including career growth.

- Participatory management style advocating interactive planning, permitting and encouraging team members to act autonomously for professional growth while incorporating teaching in all aspects of the business.
- Charismatic and sincere spokesperson representing the outpatient cardiology team to senior management, demonstrating a sincere commitment, respect and belief in the CV services as an integral component to the services provided by HCH.
- Team-oriented with superior verbal and written communication skills and a reputation for establishing strong interpersonal relations with the professional staff, medical colleagues, referring physicians, and administration.
- Thorough knowledge of legal, regulatory, and ethical requirements with a deep commitment to the principle of superior standard of care.
- Proven history of activity in professional organizations and a willingness to establish a strong presence and alliances in the local community.
- High tolerance for change as the organization continuously transitions and expands with the flexibility to learn and grow professionally taking on broader and greater responsibilities.

**PERSONAL CHARACTERISTICS/SKILLS:**

The ideal candidate will be a team player encouraging shared decision making. He/she will have exceptional analytical and problem-solving skills with assessment techniques indicating an instinctive and pragmatic nature to examine, question, evaluate, report and act upon findings to actively curtail potential issues and/or optimize business results.

**Trinity Health's Commitment to Diversity and Inclusion**

Trinity Health employs about 133,000 colleagues at dozens of hospitals and hundreds of health centers in 22 states. Because we serve diverse populations, our colleagues are trained to recognize the cultural beliefs, values, traditions, language preferences, and health practices of the communities that we serve and to apply that knowledge to produce positive health outcomes. We also recognize that each of us has a different way of thinking and perceiving our world and that these differences often lead to innovative solutions.

Trinity Health's dedication to diversity includes a unified workforce (through training and education, recruitment, retention and development), commitment and accountability, communication, community partnerships, and supplier diversity.

<https://www.holy-cross.com/>

<https://jobs.trinity-health.org/holycrossfl/job/00258597/Executive-Director-Heart-and-Vascular-Services>