

South Shore Hospital

Service Line Director of Surgical Services

S. Weymouth, MA

Summary

South Shore Hospital (SSH) is looking for an experienced and high performing Director to lead the Surgical Services Service Line which includes the departments of Surgery, Anesthesia and Critical Care as well as provide leadership and direction with the cross-functional teams at South Shore Hospital's tertiary clinical affiliate, Brigham & Women's Hospital (BWH).

Opportunity

The Director will have the unique opportunity to design the road map that will affect the destiny of this new service line. They will have the support and resources to collaborate with clinical and administrative staff both at SSH and BWH. This is a highly visible position that will afford the Director to build multiple relationships with different constituencies at all levels of both organizations.

The Organization

South Shore Hospital is the leading regional provider of acute, outpatient, home health and hospice care to the approximately 725,000 residents of Southeastern Massachusetts. South Shore Hospital is a subsidiary of South Shore Health and Educational Corporation. Both are charitable, not-for-profit, tax-exempt organizations, governed by a volunteer board of directors. South Shore Hospital's home health care division includes South Shore Visiting Nurse Association, Hospice of the South Shore and Home & Health Resources. South Shore Health and Educational Foundation generates philanthropic support for South Shore Hospital and its not-for-profit programs.

South Shore Hospital's main campus is located 16 miles south of Boston, Massachusetts, on a site of approximately 10 acres in South Weymouth, at the intersection of Route 18 (Main Street) and Fogg Road — one mile south of Route 3, the major route between Boston and Cape Cod.

Founded in 1922, South Shore Hospital was as the 20-bed Weymouth Hospital and has been in continuous operation in South Weymouth since then. In 1945, the hospital's name was changed from Weymouth Hospital to South Shore Hospital to reflect its regional scope of care and services.

South Shore Hospital's 888-member medical staff represents all leading medical specialties, from allergists to urologists. The hospital requires all active medical staff members be board-certified within seven years of completion of an approved residency or fellowship program. A total of 94 percent of the hospital's affiliated physicians are board-certified and six percent are board-admissible. South Shore Hospital is the only hospital in Southeastern Massachusetts with employed physician leaders of emergency, obstetrics/gynecology, surgery, internal medicine, pediatrics, critical care medicine, infectious disease and cardiovascular medicine.

South Shore Hospital employs 3,793 people with a \$185M annual payroll. South Shore Hospital's volunteer services department organizes the activities of more than 600 volunteers in the hospital, in private homes and in the community. The hospital has the largest volunteer team in the region. Volunteers are an integral part of the hospital's team, providing support to hospital staff, physicians, patients, families, visitors and community residents. In fiscal year 2009, hospital volunteers contributed more than 80,000 service hours in the community and at the hospital — the equivalent of \$2.0M. South Shore Hospital offers a comprehensive range of health care services to meet diverse community needs, including the following:

- **Emergency care** South Shore Hospital's emergency department is the third busiest in Eastern Massachusetts and the fourth busiest in the Commonwealth, with more than 82,000 patient visits each year.
- **Trauma care** South Shore Hospital is licensed by the Commonwealth of Massachusetts Department of Public Health as a Level II trauma center.
- **Acute care** The hospital provides acute medical, surgical, obstetrical/gynecological (OB/GYN), pediatric, cardiovascular, and cancer care. The hospital's critical care units are staffed by an intensive care physician 24 hours a day.
- **Maternal and newborn care** South Shore Hospital's maternal/newborn program is licensed by the Commonwealth of Massachusetts Department of Public Health as a Level III provider, in recognition of the advanced care we provide to mothers and infants.
- **Pediatric care** South Shore Hospital's 15-bed inpatient pediatric unit features a nursing team expert in caring for children and around-the-clock. The hospital's pediatric emergency service is the only one of its kind in the region, staffed by board-certified pediatric emergency physicians affiliated with both South Shore Hospital and Children's Hospital.
- **Surgical care** South Shore Hospital's surgical team is the region's largest, with 120 board-certified surgeons, 24 board-certified anesthesiologists, 28 certified registered nurse anesthetists, and more than 245 nurses, technicians and other perioperative staff members who perform about 15,000 surgeries each year
- **Cardiovascular care** Cardiovascular complications are a primary reason why patients seek care at South Shore Hospital. The hospital's cardiovascular center — the only one of its kind in the region — are offered in clinical affiliation with Brigham and Women's Hospital.
- **Cancer care** South Shore Hospital's cancer care program is accredited by the American College of Surgeons' Commission on Cancer. Only 25 percent of US hospitals earn Commission on Cancer approval.
- **Medical care** South Shore Hospital has seven inpatient nursing units to care for adults with acute and chronic medical conditions.
- **Outpatient service** The hospital offers multiple outpatient services to meet community needs.
- **Home health services** South Shore Visiting Nurse Association cares for patients with serious illness and complications. The hospital's Medicare-certified Hospice of the South Shore cares for terminally ill patients and their families.
- **Community services** The hospital offers dozens of community education and health programs and screenings for people of all ages.

South Shore Hospital has been recognized for excellence in patient care and safety by receiving the Gold Seal of Approval from the Joint Commission. Additional accomplishments and awards are:

- Achieving Magnet Recognition® from the American Nurses Credentialing Center. South Shore Hospital is one of only seven acute care hospitals in Massachusetts to receive the award — and only the second organization in the state with a home care division.

- Earning accreditation by the Association for the Accreditation of Human Research Protection Programs (AAHRPP) in recognition of our commitment to the highest standards in human research.
- Ranking in the nation's top 25 percent of home care agencies, according to HomeCare Elite, a compilation of the nation's most successful home care providers by Outcome Concept System (OCS).
- First hospital in Massachusetts to earn full, three-year Cycle II accreditation by the Society of Chest Pain Centers.
- Earning Quality Respiratory Care Recognition (QRCR) from the American Association for Respiratory Care.
- Earning certifications from the American Stroke Association, American Diabetes Association and American Association of Cardiovascular and Pulmonary Rehabilitation for the quality of care provided to patients with these conditions.
- Receiving maximum, two-year accreditation by the College of American Pathologists (CAP) for the hospital's respiratory care department and laboratory.
- Continuing our role as a Mentor Hospital by The Institute for Healthcare Improvement. South Shore Hospital is among a select group of hospitals that other health care institutions can turn to for advice and information about best practices. Specifically, the hospital's mentor designation covers three areas that have previously won us accolades: prevention of surgical site infections, central line infections and ventilator-associated pneumonias.
- Blue Shield Re: total hip & knee replacement.

Surgical Services

South Shore Hospital's surgical program is the most comprehensive surgical program in Southeastern Massachusetts. They specialize in the diagnosis, management and treatment of disorders of urology, ear, nose and throat, general thoracic, neurosurgery, plastics and anesthesia. This accomplished medical team utilizes latest technology and advanced treatments including sophisticated surgical and non-surgical procedures.

This interdisciplinary surgical team offers a level of specialized skill and experience not found elsewhere in the region. South Shore Hospital patients benefit from the expertise of compassionate medical and surgical professionals specifically trained to treat surgical ailments. The surgical team includes 192 surgeons, many of whom are fellowship trained in subspecialties such as joint replacement, hand surgery, sports medicine, trauma, surgical oncology, vascular surgery, surgical critical care specialties, thoracic surgery, neurosurgery, ENT, plastic surgery, urology, breast surgery. In addition the team includes:

- Surgeons
- Intensivists
- Certified registered nurse anesthetists (CRNA's)
- Specialty trained perioperative nurses
- Specialty trained technicians
- Physical therapists
- Occupational therapists
- Dedicated support staff

The surgical team utilizes a complete spectrum of sophisticated diagnostic and imaging procedures and technologies.

South Shore Hospital offers rehabilitation, and home care services for a full spectrum of surgical issues. They have invested in the latest diagnostic and treatment technologies for the outpatient programs.

The main operating room suite includes 14 operating rooms and 21 PACU bays. The operating rooms are staffed seven days a week, 365 days a year. There is always a general surgeon in house and significant sub-specialty call is available.

There is an outpatient center with four operating rooms and seven PACU bays adjacent to the main campus. There is a PICIS operating room management IS system. The operating rooms are equipped with the most advanced surgical technology, making it possible for surgeons to offer innovative, computer assisted and minimally invasive procedures.

The Critical Care Department is comprised of three Units, Cardiac Care (CCU), Surgical Care (SICU), and Mixed Intensive Care (MICU), each with eight beds.

The Position

Reporting to the Chief Operating Officer, the Director will be responsible for the operations of the surgical service line, including the Critical Care Units and the Department of Anesthesia. This newly created position will offer an exciting opportunity for a strong leader to build and help grow a robust service line. The Director will work closely with the Chief Medical Officer, Chief Financial Officer, the Senior Vice President of the Physician & Network Development and the Chief of Surgery. This position will also collaborate with the respective service line Division Chiefs and nursing leadership to ensure the successful completion of service line deliverables. In addition, the leader will work with our tertiary clinical affiliate to provide leadership and direction through cross-functional teams that will include the Chief and the Vice President in the Department of Surgery.

This leader will develop and retain an inclusive team who shows respect to each other, takes pride in their work and serves the community. He/she will see to it that the level of service in the department exceeds expectations and sets the standard in the health care industry. The Director will be an advocate for continuous process improvement to ensure excellent quality outcomes and patient satisfaction scores. The incumbent will work to assure solid financial performance through accountability, integrity and the resourcefulness to provide the necessary means to achieve the service line goals.

This Director with the Chief of Surgery will be responsible for building a trusting partnership with the Division Chiefs and nursing leadership within the service line. This leader will direct the coordination of the service line development plan, which includes increasing volumes, patient flow, process of care, and space utilization across the line. He/she will be responsible for “break through goals”. This project will include the organizational development for the program as well as the recruitment and alignment of physicians.

In addition, the Director:

- Works collaboratively to effectively analyze and manage physician relationships and referral patterns to maximize the growth opportunity of the surgical service line

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- Works with the Chief and Chief Medical Officer to maintain an environment committed to the highest standards of quality care, patient safety and customer service by identifying and implementing innovative approaches to improving care
- Develops a quarterly reporting mechanism inclusive of operations, financial, and growth metrics
- Is responsible for the development of the surgical service line budgets with the Chief of Surgery
- Is responsible for the development of the surgical growth targets with the Chief of Surgery
- Is responsible for the development of operational metrics (quality and safety goals, etc.) with the Chief of Surgery
- Participates in hospital operations committees
- Is responsible for hospital resources related to the surgical service line delivery
- Collaborates with Chiefs and nursing leadership, especially on program planning, budgeting, recruitment, office and space allocation as well as quality and volume metrics
- Manages the capital planning relative to the surgical service line, in collaboration with each clinical Vice President and Chief
- Participates in recruitment of physicians and key leaders within the service line
- Oversees surgical device utilization planning and product approval process (OR, interventional and imaging)
- Oversees vendor relationships
- Facilitates problem solving/solutions for the day-to-day operational challenges
- Will be a member of appropriate SSH groups focused on Strategy Development including program growth, network strategy and outreach
- Facilitates the development of the surgical service line strategic plans every other year
- Works closely with the Chief of Surgery to mentor physicians over time on financial, budget analysis and management skills
- Works with our tertiary clinical affiliate to coordinate activities, including residencies (surgical and anesthesia) and program expansion
- Manages relationship with the Department of Anesthesia related to operating room management
- Is responsible for developing a multidisciplinary surgical ICU team in collaboration with the Departments of Critical Care and Anesthesia
- Ensures proper reporting of statistics and financial infrastructure
- Leads Patient Satisfaction initiatives and participate in the Patient Family Advisory Council (PFAC) efforts

The Candidate

The ideal candidate has a Bachelors degree in Business or related discipline with five to seven years of progressively responsible management experience in health care organizations.

In addition, the candidate will have:

- Excellent communication and critical thinking skills
- The ability to work with people at different levels of understanding and to motivate them to change/focus to ensure department success
- The ability to work effectively with cross functional groups and participate in the problem solving process
- Strong initiative to learn and teach and be a self-motivated professional

- Demonstrated knowledge of business planning methods, marketing concepts, research and data collection processes, as well as strong project management skills
- A solid understanding of financial and budget analysis, requiring software proficiency skills
- Judgment, maturity and integrity and be a skillful, straightforward and transparent communicator

Critical Success Factors

- Build a cohesive management process for Anesthesia, Nursing and Surgery
- Have a plan underway to grow profitable services within the Line
- Develop good relationships with all the managers within six months
- Become the point person for issues within the service line
- Be viewed as a leader
- Help the management team achieve the next level in providing services

The Community

Weymouth, Massachusetts is a community of about 55,000 people, just minutes south of Boston. The town is part of a larger region known as the South Shore. Throughout the South Shore, historic sites abound, while miles of coastline offer natural beauty. Weymouth and its neighboring communities offer a variety of comfortable and pleasant neighborhoods and strong public and private schools. Rapid transit offers easy links to Boston and its cultural and educational institutions. For vacations or day trips, Cape Cod is less than one hour to the south, and the White Mountains are less than two hours north. More information on Weymouth and other South Shore communities may be found at www.southshorechamber.org.

For More Information

We appreciate and value all referrals. Interested parties send resume and cover letter to SSHDirSurgicalServices2011@ZurickDavis.com. For additional questions please contact **Beth Ross** or **Myranne Janoff** at 781.938.1975. Contact with our office will remain confidential.

South Shore Hospital is committed to a program of positive action to ensure equal opportunity without unlawful discrimination in regard to terms and conditions of employment. Through its efforts, South Shore Hospital strives to maximize employment and career advancement opportunities for all qualified employees and applicants.