Executive Director, Laboratory and Pathology Service Line

Southcoast Health System
Fall River, MA

Position Specification

August 2015
The Opportunity

This is an opportunity for a dynamic, highly capable Executive Director (ED) to lead the nine-location, $250 million Laboratory and Pathology Service Line of a robust and thriving, financially stable $1 Billion integrated health system. The Service Line is undergoing a major physical renovation at present, is implementing a new EPIC system this fall, and features a growing Outreach program. Southcoast enjoys a talented and dedicated senior management team, and this ED will have the opportunity to mentor and develop a young and talented management group. The culture of the organization is highly progressive, fast-paced, enjoys good morale, and is committed to quality and growth.

The Organization

Southcoast Health System is the not-for-profit organization created in 1996 as the result of the merger of three Massachusetts hospitals: St. Luke’s Health Care System in New Bedford, Charlton Health System in Fall River, and Tobey Health Systems in Wareham. The management team has been nationally recognized for this successful merger that is based on its unique and highly functional team-centered culture. Under a single license, the “Hospitals Group,” which is the business line for the three acute care hospitals, provides a full range of primary and secondary services, as well as selected tertiary services such as open heart surgery. The hospitals have 833 licensed beds, including 32 rehabilitation, 32 psychiatric and 68 critical care beds. See www.southcoast.org.

The system serves a diverse community in southeastern Massachusetts and neighboring communities in Rhode Island. Southcoast Health System also includes outpatient rehabilitation and therapy centers, home healthcare, a women’s center, two outpatient oncology centers, and multiple physician practice locations. Southcoast is in the midst of implementing a fully integrated medical health record, called EPIC, where all entities and locations will be operational by October 1, 2015.

Each hospital retains its own identity, yet all three share one mission: “To care for and improve the health, and to promote the wellness, of the individuals and communities we serve.”

Patients at all of its three hospital sites receive comprehensive health care and can take full advantage of Southcoast’s extensive network of resources. Individualized care is administered by some of the best-trained physicians, nurses and health care professionals in New England. Their integrated, regional system enables them to provide the best possible health care, whenever it is needed. Southcoast Hospitals Group is comprised of the following entities:

- **Charlton Memorial Hospital – Fall River, MA**
  Charlton Memorial Hospital provides a full range of inpatient services, including the only hospital in southeastern Massachusetts to offer open heart surgery and elective coronary angioplasty. Charlton provides surgical services such as Urology, Orthopedics, Vascular, Bariatrics and General Surgery. Charlton has a robust Wound Care Center on site which provides an ambulatory clinic and hyperbaric oxygenation. Charlton has 328 inpatient beds in service, including 37 bassinets and a Level II nursery.

  In addition to inpatient services, Charlton provides a comprehensive mix of rehabilitative services and outpatient therapies. Charlton also provides diagnostic services at the main campus and throughout neighboring communities in physicians’ offices and other off-site
locations. Charlton features a new state-of-the-art Hybrid Operating Room and renovations to the medical/surgical floors are in process.

- **St. Luke’s Hospital – New Bedford, MA**
  St. Luke’s Hospital is a leading health care provider in southeastern Massachusetts, continually growing in scope and technologies to meet the diverse needs of the families of Greater New Bedford. St. Luke’s has 421 total beds in service, including 28 infant bassinets and a Level II nursery. Founded in 1884, St. Luke’s offers a wide range of inpatient medical and surgical services, with particular expertise in pediatrics, orthopedics, neurosurgery, cardiology and general surgery. St. Luke’s recently completed an extensive $14 million renovation to the Family Center Units, including labor and delivery, postpartum and the nurseries.

- **Tobey Hospital – Wareham, MA**
  Tobey Hospital is Greater Wareham’s major health care resource. A community hospital that opened its doors in 1940, Tobey has grown in size to 74 beds and today offers area residents expanded medical specialties, state-of-the-art technology and personalized patient care close to home.

  At Tobey, the bariatric surgery program is recognized as a Center of Excellence by the American Society for Bariatric Surgery. Tobey’s Medical staff includes specialists in oncology, cardiology, rheumatology, endocrinology, orthopedics, vascular surgery and others. Patients no longer have to travel long distances for these services. Tobey’s Makepeace Center for Women & Families has earned an outstanding reputation as a regional provider of obstetrical care. In 2004 Tobey opened a $10 million, new state-of-the-art surgical wing, which included a new Intensive Care Unit, making today’s advanced medical procedures available to area residents.

**The Laboratory and Pathology Service Line**

Laboratory and Pathology services at Southcoast Hospitals Group are comprised of three hospital-based facilities and an off-site pathology laboratory. The St. Luke’s Hospital currently serves as the core laboratory for microbiology, molecular diagnostics, esoteric chemistry and hematology testing.

In Fiscal Year 2015, the Southcoast laboratories are projected to perform over three million billable tests with 270 FTE’s. With this anticipated volume, laboratory services are projected to generate $250 million in gross revenue for the Health System.

Southcoast operates a busy outreach laboratory practice spanning all hospital markets. Client types include private physician offices, large physician practice groups, patient service centers (PSC’s), skilled nursing facilities, dialysis centers, women’s health centers, and others. They operate more than 16 blood collection locations (blood is collected at PSC’s, physician offices, medical walk-in facilities, and health centers) which serves approximately 500 to 670 patients per day. The laboratory processes a total of 1,600 outreach requisitions per day. Total outreach volume projected for 2015 is one million billable tests with total net revenue (income) of $18 million. Outreach test volume constitutes 37% the total lab test volume, system-wide. The Southcoast outreach program is fiscally successful and of significant value to the system.
The Position

Reporting to the Chief Operating Officer for the hospitals, and in collaboration with the Laboratory Medical Director/Chief of Pathology the Executive Director of the Laboratory and Pathology Service Line is responsible for directing and supervising Laboratory personnel at all laboratory sites working through and in cooperation with Managers, Team Leaders and other supervisory personnel. Total employment is about 375. Working closely with the Medical Directors from various sites, the Executive Director plans, organizes and directs all activities of the Laboratory to ensure effective and efficient services are consistent with corporate goals and regulatory standards.

The Executive Director will manage in accordance with CLIA and CAP regulations. This is a solid business leadership position incorporating: strategic planning, lab operations, sales, team building, mentoring and staff development and bottom-line financial accountability. This position must drive profitable lab growth and expansion by not only building upon existing business but also developing new business.

The Candidate

The ideal candidate for this position will be a seasoned healthcare professional with a broad set of leadership skills in the healthcare laboratory industry. He or she will have a Master’s Degree in Medical Laboratory Science, Health Care Administration, Business Administration or other related fields. ASCP or NCA certification is required. Experience as a hospital-based laboratory director with responsibility for a large outreach program is required. Hospital work must include significant hands-on experience with all applicable regulatory agencies (CAP, AABB, CLIA, FDA, etc.) as well as fiscal, personnel and project management experience. Past oversight of multiple locations is important.

The successful candidate will possess the following personal attributes:

- An ability to respect the long service commitment of employees with an ability to make change via an inclusive process.
- Ability to mentor and motivate laboratory leadership team, creating a culture of customer service and accountability.
- Strong leadership and management skills to manage staff in multiple locations, with different organizational histories.
- Ability to welcome and support the medical direction of a pathologist, while being the lead administrator of the laboratory.
- Personable and energetic with integrity, an authentic and appropriately direct, self-assured communication style with a sense of humor.
- Fosters an atmosphere of open respect, trust, and aligned commitment to organizational goals; follows organizational principal of “one vision, one voice”.
- Works collaboratively with peers and others within Southcoast; is not “turf-oriented”; steps in to get the job done beyond the job description, and allows others to use their skills and abilities in a similar fashion.
- Seasoned self-starter with an internal sense of direction and the ability to follow projects through to completion.
- Active listener and observer.
- Capable of managing conflicting priorities and adapting to changing demands; a multi-tasker.

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• Ability to take action and inspire others to action.
• Significant accomplishments in the growth and development of lab outreach programs.

Critical Success Factors

The new ED will be regarded as successful after a year in the position if he or she:
• Strengthens a culture of accountability in the business;
• Develops skills of the management team;
• Has successfully overseen implementation of the new EPIC/Beaker system;
• Identifies, and potentially has begun to operationalize, new revenue opportunities;
• Has worked with Nursing to improve quality and system integration; and,
• Partners successfully with University Pathologists.

The Community

Southeastern Massachusetts is located between Rhode Island and Cape Cod. It is within a one-hour drive of Boston and a short, half-hour drive to Providence, Rhode Island and Cape Cod, and offers residents an exceptional coastal lifestyle. The area is well known for its charming towns located on or near Buzzard’s Bay. The area is noted for its excellent public and private schools. The communities of southeastern Massachusetts and Rhode Island are a charming snapshot of New England with its beaches, harbors, and boating. The region’s ethnic diversity, town meetings and public squares, all make for an extraordinary quality of life. For more information on the region, please visit the following websites:

www.newbedfordchamber.com
www.fallriverchamber.com
www wareham ma us
www.marion ma us
www.rochester ma us

For More Information

Referral of potential candidates or networking sources is welcome. Interested parties send resume and cover letter to SouthcoastLabDir2133@ZurickDavis.com. For additional questions please contact Fernando Limbo (flimbo@ZurickDavis.com), Jeffrey Zegas or Myranne Janoff at 781.938.1975. All contact with our office will remain confidential.