

## UW HEALTH JOB DESCRIPTION

### DIRECTOR, AFCH SURGICAL SERVICES

Job Code: 118003	FLSA Status: Exempt	Mgt. Approval: C. Jackson	Date: January 2022
Department: AFCH Admin		HR Approval: J. Olson	Date: January 2022

#### JOB SUMMARY

The Director of Surgical Services is responsible for the direction and management of the operational, financial, and human resource activities of the Surgical Services Department in support of the mission, goals, and strategic initiatives of UW Health. The Director works closely with a variety of stakeholders, coordinating the activities of Surgical Services across the enterprise.

The Director of Surgical Services serves as the programmatic and operational leader for Surgical Services and is responsible to the Senior Director Perioperative Services. The Director and works closely with UW Health employees and leaders.

#### MAJOR RESPONSIBILITIES

##### Departmental Leader

- Provides an experience and environment of patient- and family-centered care in the perioperative setting, inclusive of pre/post/PACU and Operating Room.
- Interprets impact of broad scope organizational change for staff and develops change strategies for successful implementation.
- Incorporates UW Health's vision, missions, and values in goals and programs within Surgical Services.
- Supports and fosters the culture of safety.
- Responsible for incorporating system level strategic plan into the development and implementation of strategic plan for Surgical Services.
- Guide and direct development of operational plans to support strategic plan.
- Develops and manages operational initiatives with measurable outcomes.
- Formulates objectives, goals, and strategies collaboratively with other stakeholders.
- Prepares and delivers reports to operational leadership outlining progress toward meeting annual goals and objectives, to include performance related to finance, clinical activity, quality, safety, marketing, and human resources.
- Assure nursing standards of care are met in all clinical areas of department.
- Identify and address all patient care issues and resolve problems in the clinical setting.
- Work collaboratively with other clinical areas, including post-operative units and diagnostic and procedural areas, to assure smooth patient flow between areas.
- Collaborate with support services to assure that smooth, efficient delivery of services occurs.
- Build into program methods of data collection that will be used in evaluation.

##### Financial Manager

- Actively seeks opportunities to improve financial outcomes, engaging staff in the process.
- Establishes annual financial goals and actively uses benchmarking to high performing systems in similar area of expertise to set annual targets.
- Monitors and analyzes financial data and utilizes for decisions regarding FTEs, staffing, and operational budget.
- Responsible for overall fiscal management of the department in conjunction with Finance Business Partner.
- Supervise the development of the annual operating and capital budget, demonstrating fiscal responsibility through meeting budget targets.
- Creates business plan(s), justifying variances and analyzing cost benefit of programs.
- Directs and provides guidance to managers to effectively allocate resources based on patient volume, space availability, budget constraints, and program priorities, goals, and objectives.
- Articulates to staff the budget and the context within the organizational financials.
- Actively engage in cost containment activities in all aspects of resource management.
- Responsible for assuring that all charges are processed in conformance with fiscal policies and procedures.
- Responsible for the purchase and management of Operating Room supplies and equipment.

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### **Administrative Leader**

- Contribute to the success of UW Health by providing leadership, direction, and coordination of operations, finances, and human resources for area of responsibility.
- Collaborates with Perioperative Leaders across the system through active participation in the Surgical and Procedural Operations Council (SPOC) wheel and spoke structure.
- Manage and direct all activities of Surgical Services, which includes ORs, PACUs, FDS, Ambulatory Surgery, Perfusion, and Anesthesia support.
- In conjunction with Medical Director of Perioperative Services, responsible for the determination of the daily Operating Room schedule.
- Preview and approve all Policies and Procedures for areas within Surgical Services.
- Interpret, implement, and monitor TJC, state, and federal regulations pertaining to department functions. Ensure departmental compliance with TJC standards as well as requirements set by state and federal regulatory bodies.
- Continually assesses all services, identifies problems, utilizes data to analyze and propose innovative approaches for solutions.
- Maintain records related to operations and services that are complete, accurate, available, and in compliance with all legal, regulatory, and policy requirements.
- Engages staff and other stakeholders in continuous improvement of systems and processes; manages resources for staff participation in improvement work activities.
- Ensures effective facilitation of improvement teams and development of leadership skills to ensure overall effectiveness of the meetings.
- Organizes and prioritizes time and resources to manage efficiency. Appropriately delegates.
- Remains current of new trends and best practices and incorporates into Surgical Services practices and programs.
- Articulates and enforces standards for quality/safe patient care.
- Develops and implements innovative systems and processes that improve staff and patient quality and safety.
- Demonstrates achievable and measurable results and develop action plans for improvement.
- Initiates, monitors, and enforces regulatory requirements.
- Holds self and others accountable to policy, standards, and commitments and provides timely follow through on questions and concerns.
- Ensures development of Surgical Services initiatives to improve patient satisfaction and family centered care.
- Develops and implements clinical outcome measures for quality improvement, cost and complication reduction, and the implementation of evidence-based medicine.
- Incorporates the use of evidence-based practice and appreciative enquiry into program development and improvement activities.
- Actively listens to staff ideas and concerns. Assesses others communication styles and adapts to them.
- Effectively facilitates meetings at Surgical Services and organizational level.
- Creates bi-directional systems that effectively communicate information and data, utilizing multiple methods.
- Articulates and presents data, information, and ideas in a clear and concise manner.
- Communicates opinions and ideas in a nonthreatening and nonjudgmental manner to staff, peers, and others.
- Communicates with physicians, academic department leaders, and senior administrators to maintain coordination with other UWHC programs.
- Demonstrates empathy and concern while ensuring Surgical Services goals are met.
- Manages the complex interdepartmental and interdisciplinary relationships to assure collaboration and effective/efficient operations within Surgical Services.
- Creates an environment that encourages diverse opinion, recognizes differences, and incorporates into process and services.
- Exhibits awareness of personal attitudes and beliefs, recognizing it's affect on response to others.
- Creates a culture and systems for recognizing and rewarding staff.

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### **Resource Manager**

- Creates and maintains a satisfying workplace that fosters professional growth and job satisfaction for all members of the healthcare team.
- Interviews to select top talent, matching Surgical Services needs with appropriate skill sets.
- Develops and implements recruitment and retention strategies that support a culture of leadership.
- Identifies and addresses own professional growth needs.
- Assesses manager and staff development needs, identifies goals, and provides resources.
- Identifies lack of competency in performance and establishes a plan which includes goals, interventions, and measures.
- Maintains membership in professional organization(s) to develop knowledge and resources through networking, continuing education, and participation in national, regional, and/or local activities.
- Ensures integration of ethical standards and core values into everyday work activities.
- Assure the availability of nursing, technical, and ancillary support staff. Supervise the establishment of and approve work schedules.

### **Educator/Research Facilitator**

- Provides opportunities to aspiring clinicians and leaders to develop skills to meet career goals.
- Contributes to a learning environment by providing educational and research experiences to students, residents, fellows, and faculty.
- Oversee the development and implementation of staff orientation, training, and staff development program.
- Oversee the employee counseling and performance evaluation program.
- Work with Surgical Services Education Specialist in assessment of needs of the nursing and support staff.
- Faculty of record for the University of Wisconsin - Madison School of Nursing. Oversees Surgical Services Education Specialist coordination of experiences for students from affiliating institutions.
- Oversight of IOP Program within Surgical Services. Analyzes qualitative and quantitative data and initiates actions that result in improvement of patient care and flow in Surgical Services.
- Collects data and provides analysis to be used in trends, program analysis, and forecasting.
- Contribute to the institution knowledge of the latest trends, practices, and state-of-the-art technology as applicable to Surgical Services.
- Collaborate with other disciplines and departments in research activities related to Surgical Services.

### **Critical Interfaces**

- Interface with UW Health departments representing Surgical Services.
- Liaison with medical staff concerning Surgical Services.
- Interface across the system through SPOC structure to reduce variation, implement best practices, and improve performance metrics.
- Leads and/or serves on a variety of appropriate internal and external committees to represent the Nursing and Surgical Services Departments.
- Serve as a member of the University Consortium Surgical Services Director.
- Serves as a representative of Nursing and Surgical Services to UW Health in order to facilitate the shared interests and relationship between the parties.
- Acts as a liaison for Surgical Services in its relationship with the University of Wisconsin - Madison, including the Dean of the School of Nursing, Medical Staff, University of Wisconsin School of Medicine & Public Health Clinical Chairs and Staff, University of Wisconsin Medical Foundation, University Administration, and Health Schools faculty.

**ALL DUTIES AND REQUIREMENTS MUST BE PERFORMED CONSISTENT WITH THE UW HEALTH PERFORMANCE STANDARDS.**

### **JOB REQUIREMENTS**

Education	Minimum	Bachelor's Degree from an accredited college or university in Nursing and Master's Degree in Nursing, Nursing Administration, or Business Administration
	Preferred	

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Work Experience	Minimum	Five (5) years of administrative experience in an Operating Room
	Preferred	
Licenses & Certifications	Minimum	Registration as a professional nurse in the State of Wisconsin
	Preferred	
Required Skills, Knowledge, and Abilities		<ul style="list-style-type: none"> <li>Excellent communication and interpersonal skills to include the ability to negotiate and resolve conflicts and build teams</li> <li>Demonstrated creativity and flexibility</li> <li>Ability to operate in high-pressure situations</li> <li>Excellent organizational skills</li> <li>Demonstrated innovative approach to problem resolution</li> <li>Ability to work collaboratively across UW Health entities and disciplines</li> <li>Demonstrated commitment to patient- and family centered care</li> <li>Broad knowledge of modern health care administration practices and principles within a managed care environment and/or an academic medical center</li> <li>Effective analytical ability to develop and analyze options, recommend solutions to, and solve complex problems and issues</li> <li>Demonstrated effective managerial and administrative leadership of clinical operations</li> <li>Knowledge of principles and techniques used in negotiation as applied to service contracts and equipment purchasing</li> <li>Effective organizational, planning, and project management abilities</li> <li>Experience in financial and programmatic presentations</li> <li>Ability to function independently and deal with multiple, simultaneous projects</li> <li>Ability to recognize personal strengths and weaknesses and develop goals for professional growth and achievement</li> <li>Ability to demonstrate a commitment to quality and excellence</li> <li>Effective leadership abilities: <ul style="list-style-type: none"> <li>Ability to implement change in a positive, sensitive and forward - thinking manner</li> <li>Planning and problem solving</li> <li>Developing goals and objectives, and establishing priorities</li> <li>Inspires confidence, appropriate risk taking and achievement of high standards</li> <li>Self-starter with a willingness to try new ideas</li> <li>Positive, can-do attitude coupled with a sense of urgency</li> <li>Good judgment and ability to act decisively at the right time</li> <li>Ability to persuade others and develop consensus</li> <li>Effective communication skills both in written and verbal presentation with a communication style that is open and foster trust, credibility and understanding.</li> <li>Ability to effect collaborative and promote teamwork</li> <li>Ability to ensure a high level of customer satisfaction including employees, patients, visitors, faculty, referring physicians and external stakeholders</li> <li>Ability to create win/win solutions and relationships</li> </ul> </li> </ul>

### AGE SPECIFIC COMPETENCY (Clinical jobs only)

Identify age-specific competencies for direct and indirect patient care providers who regularly assess, manage and treat patients.

**Instructions:** Indicate the age groups of patients served either by direct or indirect patient care by checking the appropriate boxes below. Next,

	Infants (Birth – 11 months)		Adolescent (13 – 19 years)
	Toddlers (1 – 3 years)		Young Adult (20 – 40 years)
	Preschool (4 – 5 years)		Middle Adult (41 – 65 years)
	School Age (6 – 12 years)		Older Adult (Over 65 years)

### JOB FUNCTIONS

Review the employee's job description and identify each essential function that is performed differently based on the age group of the patient.

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<b>PHYSICAL REQUIREMENTS</b>				
Indicate the appropriate physical requirements of this job in the course of a shift. <i>Note: reasonable accommodations may be made available for individuals with disabilities to perform the essential functions of this position.</i>				
<b>Physical Demand Level</b>		<b>Occasional</b> Up to 33% of the time	<b>Frequent</b> 34%-66% of the time	<b>Constant</b> 67%-100% of the time
<b>X</b>	<b>Sedentary:</b> Ability to lift up to 10 pounds maximum and occasionally lifting and/or carrying such articles as dockets, ledgers and small tools. Although a sedentary job is defined as one, which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.	<b>Up to 10#</b>	<b>Negligible</b>	<b>Negligible</b>
	<b>Light:</b> Ability to lift up to 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may only be a negligible amount, a job is in this category when it requires walking or standing to a significant degree.	<b>Up to 20#</b>	<b>Up to 10#</b> or requires significant walking or standing, or requires pushing/pulling of arm/leg controls	<b>Negligible</b> or constant push/pull of items of negligible weight
	<b>Medium:</b> Ability to lift up to 50 pounds maximum with frequent lifting and/or carrying objects weighing up to 25 pounds.	<b>20-50#</b>	<b>10-25#</b>	<b>Negligible-10#</b>
	<b>Heavy:</b> Ability to lift up to 100 pounds maximum with frequent lifting and/or carrying objects weighing up to 50 pounds.	<b>50-100#</b>	<b>25-50#</b>	<b>10-20#</b>
	<b>Very Heavy:</b> Ability to lift over 100 pounds with frequent lifting and/or carrying objects weighing over 50 pounds.	<b>Over 100#</b>	<b>Over 50#</b>	<b>Over 20#</b>
<b>Other</b> - list any other physical requirements or bona fide occupational qualifications not indicated above:				

Note: The purpose of this document is to describe the general nature and level of work performed by personnel so classified; it is not intended to serve as an inclusive list of all responsibilities associated with this position.