

## UW HEALTH JOB DESCRIPTION

### Director East Madison Hospital Perioperative Services

Job Code: 118005	FLSA Status: Exempt	Mgt. Approval: C. Jackson	Date: November 2021
Department: Administration		HR Approval: J. Olson	Date: November 2021

#### JOB SUMMARY

The Director of Perioperative Services is responsible for the direction and management of the operational, financial, and human resource activities of the Perioperative Services Department at UW Health – East Madison Hospital in support of the mission, goals, and strategic initiatives of UW Health. The Director works closely with a variety of stakeholders, including the Perioperative Services Directors of University Hospital and American Family Children’s Hospital, coordinating the activities of perioperative services across the enterprise. The Director works collaboratively with surgeons, anesthesiologists, and nursing to provide optimal patient care and efficient patient flow. The Director is the key interface to external departments including Radiology, Pathology, Pharmacy, Security, Human Resources, Quality Assurance, Risk Management, UH operating rooms, and others. Areas of responsibility include:

- Management of Perioperative Services which includes operating rooms (ORs), Post Anesthesia Care Units (PACU), Prep and Recovery.
- Provide direction and coordination of the development and implementation of policies and procedures affecting all aspects of the operation of the Perioperative Services Department across UW Health.
- Responsible for all expansion projects within Perioperative Services. Provide involvement and input as needed for building projects for UW Health- East Madison Hospital that have a perioperative services component.
- Responsible for purchasing and resource management of all equipment and supplies for the Perioperative Services Department. Also responsible for researching and recommending best practices for perioperative services equipment, supplies, and technology across UW Health.
- Responsible for overall human resource management and quality improvement efforts for the department.
- Ensure departmental compliance with The Joint Commission (TJC) triennial survey and standards as well as other requirements set by state and federal regulatory bodies.
- Maintain a healthy work environment for all disciplines who practice within perioperative services.
- Participate in the UW Health Perioperative Services Leadership Committee and ensure action items from this committee are followed-up on and decisions made by this leadership committee are implemented across UW Health.

The Director of Perioperative Services serves as the programmatic and operational leader for UW Health –East Madison Hospital and is responsible to the Senior Director Perioperative Services. The Director also works closely with the site triad, hospital leaders, and UW Health employees. The incumbent will be a collaborative partner with other UW Health perioperative leaders.

#### MAJOR RESPONSIBILITIES

##### Departmental Leader

- Provide an experience and environment of patient and family-centered care.
- Interpret impact of broad scope organizational changes for staff and develop change strategies for successful implementation.
- Incorporate UW Health’s vision, missions, and values in goals and programs within Perioperative Services.
- Responsible for the development and implementation of strategic plan for Perioperative Services.
- Guide and direct development of operational plans to support strategic plan.
- Develop and manage operational initiatives with measurable outcomes.
- Formulate objectives, goals, and strategies collaboratively with other stakeholders.
- Prepare and deliver 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.

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- Participate in the UW Health Perioperative Services Leadership Committee and ensure action items from this committee are followed-up on and decisions made by this leadership committee are implemented across UW Health.
- Participate in UW Health Surgical Operations Council.

### **Financial Manager**

- Actively seek opportunities to improve financial outcomes, engaging staff in the process.
- Establish annual financial goals and actively use benchmarking to high performing systems in similar area of expertise to set annual targets.
- Monitor and analyze financial data and utilize for decisions regarding FTEs, staffing, and operational budget.
- Responsible for overall fiscal management of the department.
- Supervise the development of the annual operating and capital budget, demonstrating fiscal responsibility through meeting budget targets.
- Create business plan(s), justifying variances and analyzing cost-benefit of programs.
- Direct and provide guidance to managers to effectively allocate resources based on patient volume, space availability, budget constraints, and program priorities, goals, and objectives.
- Articulate 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.

### **Administrative Leader**

- Contribute to the success of the UW Health by providing leadership, direction, and coordination of operations, finances, and human resources for area of responsibility.
- Manage and direct all activities of perioperative services, which includes ORs, PACUs, and Pre and Post-surgical services for UW Health - East Madison Hospital. Collaborate with Perioperative and Surgical Services leaders across UW Health to ensure perioperative services system issues are researched, discussed, addressed, and implemented across UW Health.
- Responsible for the determination of the daily operating room schedule.
- Preview and approve all policies and procedures for areas within perioperative services.
- Interpret, implement, and monitor Joint Commission, state, and federal regulations pertaining to department functions. Ensure departmental compliance with Joint Commission standards as well as requirements set by state and federal regulatory bodies.
- Continually assess all services, identify problems, and utilize 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.
- Engage staff and other stakeholders in continuous improvement of systems and processes; manage resources for staff participation in improvement work activities.
- Ensure effective facilitation of improvement teams and development of leadership skills to ensure overall effectiveness of the meetings.
- Organize and prioritize time and resources to manage efficiency. Appropriately delegate.
- Remain current of new trends and best practices and incorporate into perioperative services practices and programs.
- Articulate and enforce standards for quality/safe patient care.
- Develop and implement innovative systems and processes that improve staff and patient quality and safety.
- Demonstrate achievable and measurable results and develop action plans for improvement.
- Initiate, monitor, and enforce regulatory requirements.
- Hold self and others accountable to policy, standards, and commitments and provide timely follow through on questions and concerns.
- Ensure development of perioperative services initiatives to improve patient satisfaction and family centered care.
- Develop and implement clinical outcome measures for quality improvement, cost and complication reduction, and the implementation of evidence-based medicine.

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- Incorporate the use of evidence-based practice and appreciative enquiry into program development and improvement activities.
- Actively listen to staff ideas and concerns, assess others communication styles, and adapt to them.
- Effectively facilitate meetings at Perioperative Services and organizational level.
- Create bi-directional systems that effectively communicate information and data, utilizing multiple methods.
- Articulate and present data, information, and ideas in a clear and concise manner.
- Communicate opinions and ideas in a nonthreatening and nonjudgmental manner to staff, peers, and others.
- Communicate with physicians, academic department leaders, and senior administrators to maintain coordination with other UW Health programs.
- Demonstrate empathy and concern while ensuring Perioperative Services goals are met.
- Manage the complex interdepartmental and interdisciplinary relationships to assure collaboration and effective/efficient operations within perioperative services.
- Create an environment that encourages diverse opinion, recognizes differences, and incorporates into process and services.
- Exhibit awareness of personal attitudes and beliefs, recognizing its affect on response to others.
- Create a culture and systems for recognizing and rewarding staff.

### **Resource Manager**

- Create and maintain a satisfying workplace that fosters professional growth and job satisfaction for all members of the healthcare team.
- Interview to select top talent, matching Perioperative Services needs with appropriate skill sets.
- Develop and implement recruitment and retention strategies that support a culture of leadership.
- Identify and address own professional growth needs.
- Assess manager and staff development needs, identify goals, and provide resources.
- Identify lack of proficiency in performance and establish a plan which includes goals, interventions, and measures.
- Maintain membership in professional organization(s) to develop knowledge and resources through networking, continuing education, and participation in national, regional, and/or local activities.
- Ensure 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.
- Responsible for researching and recommending best practices for perioperative services equipment, supplies, and technology across UW Health

### **Educator/Research Facilitator**

- Provide opportunities to aspiring clinicians and leaders to develop skills to meet career goals.
- Contribute 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.
- Oversee Surgical Services Education Specialist coordination of experiences for students from affiliating institutions.
- Oversight of IOP Program within perioperative services. Analyze qualitative and quantitative data and initiate actions that result in improvement of patient care and flow in perioperative services.
- Collect data and provide 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 perioperative services.
- Collaborate with other disciplines and departments in research activities related to perioperative services.

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### **Critical Interfaces**

- Interface with departments representing perioperative services across UW Health. Provide best practice recommendations to Perioperative Services leadership across UW Health.
- Liaison with medical staff concerning perioperative services.
- Lead and/or serve on a variety of appropriate internal and external committees to represent the Nursing and Perioperative Services Departments.
- Serve as a member of the University Consortium Perioperative Services Director.
- Serve as a representative of Nursing and Perioperative Services to The East Madison Hospital and UW Health in order to facilitate the shared interests and relationship between the parties.
- Act as a liaison for perioperative 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 Organizational Performance Standards.**

### **JOB REQUIREMENTS**

Education	Minimum	Bachelor's Degree in Nursing Master's Degree in Nursing, Nursing Administration, or Business Administration
	Preferred	
Work Experience	Minimum	<ul style="list-style-type: none"> <li>• Five (5) years of leadership experience</li> <li>• Experience working in perioperative services</li> </ul>
	Preferred	Management experience in perioperative services
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 opportunities for improvement and develop goals for professional growth and achievement.</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)
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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.

### PHYSICAL REQUIREMENTS

**Indicate the appropriate physical requirements of this job in the course of a shift.** *Note: reasonable accommodations may be made available for individuals with disabilities to perform the essential functions of this position.*

<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 docket, 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.