

Reid Physician Associates, Inc.

Role Summary

TITLE RPA Telehealth Director

BUSINESS BACKGROUND Reid Physician Associates, Inc., (RPA) is a 501(c)(3) not-for-profit, wholly-owned subsidiary of Reid Hospital & Health Care Services, Inc. (Reid). It is a rapidly growing network of employed physician practices and associated services, representing multiple specialties that support Reid's health system in the East Central Indiana / West Central Ohio region. Reid and RPA are the recipients of a USDA grant in 2011 for the implementation of a rural telemedicine infrastructure (Reid RuralConnect) to support the provision of specialty services to Reid and RPA remote and rural facilities. Additional telehealth initiatives supporting Reid and RPA's business development and population health strategies are planned.

ROLE OVERVIEW Under the direction of the Executive Director of RPA and with the input of other RPA and Reid leaders, including RPA's Network Operations Council and other physician leaders, the Telehealth Director is responsible for the overall operations of RPA's Telehealth Department, overseeing its development and expansion and the implementation of new telehealth projects. Responsible for leading the strategic planning, business development and implementation of projects, to include acquisition and development of new technologies and strategies, implementation and development of new telehealth-supported services, and further development of established services and initiatives, with an overarching focus on effectively impacting population health management. Regularly interfaces and collaborates with physicians providing telehealth services as well as Reid leaders and staff in cross-functional areas such as Information Services, Human Resources, Business Development, Medical Staff Development, Medical Staff Services, Accounting Services, Materials Services, Lean Management and the various other clinical and support departments. Also interfaces, collaborates and networks with external stakeholders by building strategic relationships with other provider networks, payors, local/state/regional government and regulatory agencies, and with community organizations to promote the acceptance of expanded telehealth services and advance telehealth policy in Indiana. Promotes understanding of and use of the telehealth network among physicians in Richmond and at remote sites. Provides business analytics of the operational and financial performance of the telehealth initiatives to Reid, RPA and NOC leaders. Collaborates with Reid, RPA and NOC leaders and staff in planning and implementing operational and financial performance improvement projects in the telehealth area. With other RPA leaders, fosters an environment that supports and continuously improves patient and employee satisfaction, ensures optimum financial and operational performance and aids Reid and RPA operational staff in achieving high clinical and service quality for

patients.

EXPERIENCE Minimum of two years' experience in healthcare operations with health information technology and recent Telehealth experience required.

EDUCATION Bachelor's Degree in Business, Health Administration or Information Technology Management. Master's Degree in a management discipline preferred. Lean Management understanding preferred. Must demonstrate interest in professional, community, and national current events and policy changes as well as rigorously engage in continuous professional self-development.

LICENSE None required.

PREREQUISITE SKILLS

- **Communication**
 - Demonstrates superior oral and written communication skills. Must have the ability to positively and effectively handle crucial conversations with organizational leaders, employees, patients, patients' families and other internal and external customers.
 - Demonstrates superior skill in written and verbal small and large group communications for the purpose of presenting and interpreting complex analytical data in consumable and actionable form and for persuading audiences to positive action.
 - Demonstrates ability in handling confidential information as it relates to physicians, employees, patients and external customer groups.

- **Leadership**
 - Ability to work with and lead work groups in team situations and create a positive work environment.
 - Demonstrates ability to positively influence physicians and employees as well as to supervise self. Functions as a leading contributor to the strategic direction of Telehealth initiatives, with particular emphasis on enhancing the Reid system's population health management strategies and impacting the community's population health metrics.
 - Demonstrates superior personal behaviors and standards of ethical conduct and is an example for others to follow.

- **Financial/Operational**
 - Must have a good knowledge and understanding of operational reports and financial statements. Must be able to develop meaningful and actionable reports for Reid, RPA, specialties, practices and initiatives.
 - Demonstrates an adequate technical understanding of applicable scheduling, billing and electronic medical record software, Intranet and Internet usage, Excel/Word/PowerPoint software, e-mail, and Web-based applications. Required to check e-mail multiple times daily and use as a source of communication with various RPA and hospital departments. Required to understand and utilize electronic medical record technology.

- Has a good working knowledge of billing and coding standards and procedures for primary care and specialty practice, especially the ICD-9, ICD-10, and CPT systems, as well as documentation, regulatory, compliance and Meaningful Use standards. General knowledge of DRG coding and documentation improvement is helpful.

REPORTS TO: RPA Executive Director.

SUPERVISES: Telehealth staff.

ESSENTIAL FUNCTIONS

The following list describes the essential duties and capabilities of this role. Individuals in this role may not perform all of these duties, or may perform additional, related duties not listed here.

Daily Operations

1. Manages the daily operations of the RPA Telehealth Department by monitoring activities of Telehealth services and staff and by providing direction, advice and support. Independently makes decisions that affect the daily operations of the Department.
2. Provides leadership and support to the Telehealth Steering Committee of RPA physicians and Reid / RPA leaders who are engaged in the strategic planning and governance of telehealth initiatives.
3. Directs and manages the implementation of telehealth initiatives and also related information technology projects as assigned, such as the SironaHealth practice communications and patient outreach system. Maintains primary responsibility for on-going management of telehealth and related projects.
4. Management of RPA Telehealth staff by:
 - a. Interviewing, selecting, training and developing new employees.
 - b. Maintaining an efficient work schedule that ensures daily workflow.
 - c. Evaluating performance.
 - d. Approving time paid (assuring payroll summary sheets are submitted within the timeframe designated by Human Resources/Payroll Department).
 - e. Functioning as a liaison between staff and providers.
 - f. Assuring achievement of turnover and employee satisfaction targets.
5. Facilitates the employee performance appraisal process by coordinating the evaluations of staff in RPA Telehealth. Directly evaluates RPA Telehealth staff and provides necessary counseling/coaching sessions, and all follow-up support, documentation, etc.
6. Utilizes Reid and RPA support systems to obtain information necessary to effectively manage RPA Telehealth.
7. Facilitates/participates in staff meetings and physician meetings. Leads RPA Telehealth meetings. Attends Practice Manager meetings, Leadership Training sessions, Electronic Practice Management/EMR training and all mandatory training sessions (HIPAA, NRCP, OSHA).
8. Oversees and facilitates employee training and development.
9. Ensures effective and timely communication of RPA Telehealth operations information to RPA Executive Director, and Reid system leaders.
10. Acts as liaison between RPA Telehealth and external customers and vendors.
11. Works with RPA Executive Director, Regional Directors and RPA physicians to establish professional standards of practice in Telehealth.

12. Coordinates automated system activities, run month end reports and ensure accuracy.
13. Ensures compliance with all RPA operational processes (both clinical and financial) and HIPAA/OSHA/CLIA and NRCP standards. Coordinates required training of staff in these areas. Assures staff performance appraisals are completed by designated due dates.
14. Assists Executive Director with projects to evaluate, monitor and facilitate patient flow in RPA Telehealth services.
15. Performs all duties respectful of confidentiality and safety of all patients, employees and physicians. Adheres to established quality principles and standards established by RPA and Reid.

Financial

16. Ensures financial performance of Telehealth services by working with CBO revenue cycle team and practice managers to maximize collections and reimbursements by ensuring efficient and accurate systems in RPA practices for generating Telehealth billing. Sets up and monitors systems for analyzing insurance reimbursements. Sets up and manages policies for negotiating payment arrangements when appropriate.
17. Collects, monitors and analyzes data and prepares reports for business analysis and decision-making purposes. Develops measures and monitors benchmark performance for clinical, operational and financial quality and recommends changes in process, policy and procedure to ensure the operational effectiveness and financial viability of RPA Telehealth.
18. Identifies workflow improvement strategies through the use of Lean strategies and tools.
19. Prepares and coordinates data management and produces periodic reports that support the development of RPA Telehealth service lines.

AGE OF PATIENTS SERVED: All age groups.

MISSION STATEMENT/PHILOSOPHY

Works with others to enhance wholeness (in body, mind and spirit) for all those we serve. Committed to compassion, service, excellence and value which is expressed daily through C.A.R.E principles (Courtesy, Attitude, Respect and Enthusiasm).

QUALIFICATIONS/COMPETENCY

Successful completion of Reid Hospital orientation and competency based skills appropriate through ongoing assessment of competence and educational activities. Written evaluations are done on an annual basis.

- A calm, pleasant, professional demeanor is expected.
- Must have the ability to work cooperatively with all staff, physicians and departments.
- Must be committed to Patient Satisfaction and Patient Safety.

BEHAVIORAL EXPECTATIONS

- Demonstrates ability to connect on a human level, at a minimum making eye contact with and greeting patients, families, visitors and staff.
- Shows courteous interactions, including correct voice inflection and positive body language.

- Demonstrates empathy by acknowledging and validating patients' situation or experience. ("It must be hard to..." "It must be difficult to...")
- Appropriately uses therapeutic touch to calm and comfort.
- Demonstrates a cheerful demeanor by smiling or other non-verbal communication, not complaining and displaying a positive attitude.
- Willing to work hard; offers to help others when own work completed. Sensitive to needs and workload of entire unit/department.
- Shows willingness to take ownership; uses "I" or "we" rather than "they" or "them." Blame is not directed at others.
- Demonstrates compassion by ability to "walk in someone's shoes" – get to their level, to understand where they are and what they're feeling, and help them get to where they want to be.
- Supports team by recognizing and celebrating successes and failures, giving credit publicly, actively participating in team activities, treating team members with respect and dignity.
- Always considers safety first when making decisions.
- Shows ability to use imagination, because if you can't "imagine," you can't "connect," and if you can't "connect," you can't display compassion.

PATIENT SATISFACTION RESPONSIBILITIES

- Promotes an environment that inspires compassion in staff.
- Exhibits and promotes passion for excellence in patient care and patient satisfaction.
- Supports the "team" concepts as a mechanism for promoting patient care and patient satisfaction.
- Dedicated to an environment of well-informed patients /family.
- Recognizes and communicates the importance of providing a positive patient experience.
- Utilizes patient and family input in measuring patient satisfaction to make service improvement.

The above statements reflect the general duties considered necessary to describe the principal functions of the job as identified, and shall not be considered as a detailed description of all work requirements that may be inherent in the position.

PHYSICAL/ENVIRONMENTAL REQUIREMENTS:

Please see check list

WORK-PLACE ACTIVITIES CHECKLIST*

* Frequencies based on DOT (Dictionary of Occupational Titles) standard frequencies

Activity	Never 0% of the day 0 per day 0	Occasional 1-33% of day 1-66 per day 1 per 15 min.	Frequent 34-66% of day 67-200 per day 1 per 5 min.	Constant 67-100% of day 200 plus per day 1 per 30 sec.
Standing		X		
Sitting			X	
Walking		X		
Bending				
Forward	X			
Sideways	X			
Climbing	X			
Grasping			X	
Pushing (Carts, wheelchairs, etc)	X			
Pulling (Carts, wheelchairs, etc)	X			
Twisting at waist	X			
Work above shoulders	X			
Repetitive arm movement			X	
Reaching				
Overhead:		X		
Forward:		X		
Side:		X		
Rear:		X		
Squatting	X			
Kneeling	X			
Crawling	X			
Wrist & Forearm				
Pronation / Supination		X		
Nondependent patient transfers	X			
Dependent patient transfers	X			
May drive between worksites			X	

Lifting and Carrying	Never	Occasional	Frequent	Constant
Under 10 lbs		X		
10-20 lbs		X		
20-30 lbs		X		
30-40 lbs		X		

Employee Signature Date

Supervisor Signature Date