POSITION NUMBER: 00034107

UF CLASSIFICATION: Director, Health Care Administration

WORKING TITLE: Department Administrator

DEPARTMENT: Community Health and Family Medicine (CHFM)

SUMMARY OF POSITION ROLE/RESPONSIBILITIES:

Reporting to the Chair of the Department of Community Health and Family Medicine, the incumbent in this position serves as the administrative leader and senior management advisor to the chair. The Department Administrator (DA) and is responsible, directly or through middle management staff, for directing and managing the administrative, fiscal (approximately $46 million budget with over 300,000 patient care visits), grants, and marketing/business planning activities of the department in support of advancing the College of Medicine’s (COM) clinical service, education, and research missions. In conjunction with the Chair, and in collaboration with the Associate Chairs for Clinical Operations, the DA sets departmental goals and objectives as well as manages the department's relationship with the College of Medicine-Jacksonville (UFCOM-J), University of Florida Jacksonville Physicians, Inc. (UFJPI), and UF Health Jacksonville.

The incumbent has significant input into the formulation of department policies and procedures based on a demonstrated understanding of the department's function and role. In particular, the incumbent is responsible for assisting with the implementation of new and innovative methods of delivering primary care services in the department and for the health system.

ESSENTIAL FUNCTIONS OF THE JOB AND THE PERCENTAGE OF TIME SPENT ON EACH FUNCTION

List each essential function and assign a percentage based on the amount of time spent on that function. Percentages should not exceed 50%.

[Note: in compliance with the Americans With Disabilities Act (ADA), identify essential functions of a job required to be performed with or without reasonable accommodations. Requests for reasonable accommodations to facilitate the performance of essential functions will be given careful consideration.]

Department of Community Health and Family Medicine Responsibilities (Total 75%)

20% Financial/Budgetary Responsibilities

- Appraises and reports to the Chair regarding the financial effectiveness of all department operations by review and analysis of income, consumption of resources, contributions to the department mission, and developing trends. Directs the preparation of department statistics for periodic and annual financial reports including charts and graphs showing progress, conditions and results.

- Formulates and executes the departmental budget within the structure of the College of Medicine. Ensures revenue and expense targets are realistic and achievable. Reviews charges, collections, RVU’s, payer mix and reimbursement rates. Interprets data and makes ongoing adjustments in departmental performance based on data. Maintains financial records. Maintains readiness for audits.

- Works with the UFJPI fiscal staff to prepare budget for Residency Training Program and budget requests to UF Health Jacksonville Hospital. Presents and negotiates with hospital for funding. Meets with hospital cost report preparer as necessary to finalize previous year-end actual. Monitors contract financials throughout the year.

- Reviews charges and reimbursement of all clinical services on a daily basis in the report MTD (month to date). Communicate with coding manager regarding hospital charge entry and BAR manager regarding any issues affecting collections.

- Conducts a review of revenue compared to budget for all contract revenue to ensure the Department is on track for receiving all monies YTD.
• Analyzes fiscal impact of all proposed contracts. Evaluate all proposed clinical services and other programs for financial breakeven and cost benefit. This includes requests to add new clinics or other services.

• Works closely with business group manager to monitor collections, days in accounts receivable, trends in reimbursement, coding for services, etc.

20% Department Administrative Responsibilities
• Develops and establishes operating procedures for the department consistent with the department chair’s policies/objectives and ensures adequate implementation.

• Ensures effective operations and addresses needs in all three missions: clinical, academic, and research. Ensures workflow is smooth and efficient.

• Supervises all business and administrative functions of the department’s infrastructure.

• Develops accurate job descriptions for all non-faculty positions to include meaningful performance criteria for secretarial and support staff, clinical staff and OPS/other employees.

• Independently manages all non-faculty administrative personnel positions, including hiring and employee relations activities, evaluation, compensation and human resources concerns as needed.

• Provides leadership in the area of personnel development.

• Maintains fair and equitable compensation for all non-faculty positions based on established and meaningful performance criteria.

• Participates in fiscal compliance oversight related to the IRB, RRC, NIH and other agency and institutional partners.

• Provides direct knowledge of the scheduling infrastructure for the department. Evaluating the efficacy of the program and working with the vendor to ensure optimal application. Communicates regularly with the Chair about the status of this infrastructure.

• Maintains a working knowledge of information services, and supervises personnel engaged in the formulation and maintenance of the information infrastructure. Provides Chair with usable information regarding IS systems, with particular emphasis on efficiency and cost effectiveness.

• Responsible for the administration of policies and procedures to protect all information for the Department. Implement department plans for disaster preparedness and protection of all levels of information. Develop departmental procedures to assist with security implementation.

• Provides administrative oversight for accounting of all departmental equipment and inventory. Interprets applicable laws, rules and other regulations from the state of Florida, University of Florida, College of Medicine, Federal and other governmental agencies, third party payers, private foundations and companies that provide resources to support the departments clinical service, teaching, and research activities; formulates policies and procedures in response to such guidance for the department chair’s review and approval and supervises the utilization of resources provided.

• Oversees and prepares all contracts, leases and legal agreements at the direction of the department chair and in consultation with the office of the General Counsel. Negotiates for the department with vendors, other departments, sponsors, the UF, governmental agencies, and hospitals and clinics.

• Monitors and improves staff productivity and efficiencies.

• Ensures annual review for replacement computers for the department is conducted. This also includes a review of software upgrades of network infrastructure throughout the department.
• Represents department at COM and UFJPI administrator’s meetings, and other institutional forums as required.

• Represents department’s interests within UFJPI to include billing and accounts receivable and clinic operations when necessary.

• Communicates all changes in providers and places of service to the managed care area to ensure reimbursement for services is not affected. Notify of new and termination dates of faculty.

• Prepares report for department for use throughout the year to reference strategic goals and accomplishments for the department. Initiates other publications as needed for the department.

• Participates in the development of UFJPI components that affect the department.

• Participates in appropriate professional organizations and develops network relationships.

15% Academic Administrative Responsibilities
In partnership with the Office of Administrative and Faculty Affairs:

• Responsible for ensuring all faculty appointments are processed timely and accurately.

• Assists the department chair with faculty recruitment strategies and initiatives.

• Provide an administrative orientation to all new faculty hires.

• Ensures all Faculty and staff are appropriately credentialed.

• Ensures faculty credentials, benefits and human resources issues are appropriately addressed.

• Collaborates with outside managers regarding performance of personnel who have an impact on the department’s business.

• Oversees department promotion and tenure process.

• Provides department chair with reliable, current data regarding faculty compensation including historical data, market values and non-monetary compensation to include information from national databases (e.g. MGMA, AAMC).

• Provides data describing faculty productivity and other factors related to the award of salary, incentives, bonuses, and faculty evaluations.

15% Research Administrative Responsibilities

• Partners with the Chair to develop (and refine as necessary) a vision and strategic plan for research to serve the larger mission of the Department and the College of Medicine.

• Provides administrative oversight to the department’s research program and initiatives. Related to this, partners with the Office of Research Affairs to hire, onboard and manage research related staff for the department.

• Manages and oversees – research projects for the department and maintains an inventory of the department’s research portfolio Assists with research funding opportunities relevant to the interests of the department and principal investigators, submissions dates, IRB and IACUC deadlines and other timelines related to the department’s research activities.

• Responsible for the careful monitoring of grant and contract expenditures for all department projects in accordance with established University of Florida policies and procedures and for providing periodic reports and statistics for department planning purposes.
Serves as the department contact for College of Medicine, University of Florida, DSP and external agencies regarding contracts and grants management. Maintains close working relationships with the Office of Research Affairs and with external funding agency officials to facilitate communications between the agencies and the department.

Oversees the pre- and post-award activities for all contracts and grants departmental activities, which requires a thorough understanding of funding agency guidelines and DSP guidelines. Pre-award activities include budget development, review of faculty effort and potential staffing and space needs. Post-award activities include overseeing billing activity, correct distribution of employees, regulatory requirements, ensuring current certifications, and that actual effort is consistent with budgeted effort. This position will be responsible for maintaining accuracy of the department space allocation and effort reporting related to research activities.

5% Marketing/Business Outreach/Business Development

- Working collaboratively with other members of the department and personnel from COM, UFJPI, and UF Health, lead, develop, and implement innovative methods of primary care delivery that provides high-quality, cost-effective care to the population of patients served by the department.

- Monitors the healthcare environment in real time, forecast changes, and identifies opportunities to mitigate negative impacts to the department, if needed. Ensures appropriate and reasonable goals and objectives are established. Develops and communicates appropriate responses to changes in the market. Forecasts changes in financial indicators in health care and applies data to the department’s financial plan. Independently develops and implements business plans for specific opportunities. Seeks opportunities to develop new approaches to the work of the department. Seeks and develops entrepreneurial opportunities for the department.

- Oversees all departmental public relations efforts, working in real-time and effectively with partners in the community, COM, UFJPI and UF Health Jacksonville Hospital.

- Maintains and nurtures relationships with the UF Foundation, departmental alumni group, “Friends of the Department” and the media. Oversees departmental celebrations and assorted events at the direction of the department chair. Develops and maintains an accurate list of department alumni.

- Maintains and encourages partnerships with all pertinent partners including, but not limited to, UF Health, UF departments/colleges, College of Medicine, and vendors.

UNIVERSITY OF FLORIDA JACKSONVILLE PHYSICIANS INC. (UFJPI) COLLABORATION (TOTAL 20%)

The incumbent collaborates with UFJPI leadership for the following functions/services:

10% UFJPI Clinic Management

- Supports UFJPI and COM efforts to advance clinical quality.
- Supervises clinic manager.
- Oversees clinic staff evaluations.
- Develops UFJPI clinic budget in conjunction with UFJPI operations and billing directors.
- Manages UFJPI clinic budget actual performance.
- Documents and oversees development of new clinical programs and processes.
- Ensures UFJPI and COM policies are implemented and service standards are met.
- Works collaboratively with the clinic medical director, clinic manager and UFJPI core services to promote patient safety, clinical quality and patient centric care.
- Supports EMR implementation and utilization.
- Develops and implements strategies to maximize the practice operations and financial effectiveness.
- Participates actively in UFJPI ambulatory strategic planning.
- Works collaboratively with UFJPI finance and operations staff to maximize revenue cycle operations.
- Oversees clinic manager in resolving day to day operational issues, effective utilization of staff, resolving patient complaints and promoting provider satisfaction.
10% UFJPI Practice/Revenue Cycle Management

- Develops the charge budget based on knowledge and analysis of expected provider activity, payor and procedure mix; and for ensuring providers are educated on new coding/reimbursement, HIPAA, and other regulatory requirements. Ensures submission of hospital credentialing materials and monitoring of timely payor enrollment.
- Ensures that charges generated in all care settings are captured, coded, and entered into the billing information system in a timely manner. Ensures that department coders and charge entry staff are trained and monitored on the use of the billing system, that demographic and fiscal information is entered correctly, and that requests for information solicited by the billing office to support appeals and denials are supplied timely.
- Provides input to the development of the clinic budget, but ultimate authority and responsibility resides with the UFJPI. The department administrator is responsible for collaborating with the UFJPI clinic manager to develop visit projections and expense budgets.
- Reviews practice metrics and collaborating with UFJPI administrators and physicians to improve practice performance. Responsible for analyzing clinical collections with UFJPI liaison to identify problems and to develop solutions.
- Prepares analysis of clinical activity for the department to use in making strategic decisions.

MARGINAL FUNCTIONS OF THE JOB AND THE PERCENTAGE OF TIME SPENT ON EACH FUNCTION

List each marginal function and assign a percentage based on the amount of time spent on that function. Marginal Functions should not exceed 10% total.

[Note: for purposes of ADA, these functions are marginal only to individuals covered under the ADA who are unable to perform these functions with or without reasonable accommodation because of a covered disability.]

5% Performs related duties as assigned.

SUPERVISION

Explain the type and extent of instructions or directions normally given to this position by the immediate supervisor AND list the class titles and position numbers of positions under the direct supervision of this position.

- General instructions and supervision provided by the chair of the Department of Community Health and Family Medicine. The incumbent in this position is expected to complete work assignments independently with minimal instruction and supervision. Functions of the position depend on the initiative of the incumbent who must anticipate and respond to tasks externally imposed on the department (e.g., by higher levels of university management, government and professional regulatory agencies, private grantors, third party healthcare financing entities). Also responds to requirements generated internally by the Chair to assess the state of the department. The incumbent in this position works in close collaboration with the department’s Associate Chairs in managing the department’s affairs.

Direct supervision of the following positions:
1. Division Manager
2. Executive Assistant
3. Clerkship Administrative Assistant
4. Telemedicine Nurse Educator
5. Telemedicine Coordinator
6. Ambulatory Clinic Administrators (joint reporting relationship with Vice President of Ambulatory Services)

NORMAL WORK SCHEDULE

Specify days and hours this position is required to work as well as any variations from this schedule (ex: on call, shift rotations, seasonal extended hours, travel, etc.)

Monday through Friday, 8:00 a.m. to 5:00 p.m. Extended work hours may be required for the purpose of completing time-sensitive assignments, reports, and projects.

EDUCATION, TRAINING, AND EXPERIENCE
Minimum Qualifications:

Master's degree in an appropriate area of specialization and six years of appropriate experience; or a bachelor's degree in an appropriate area of specialization and eight years of appropriate experience.

Preferred Qualifications:

Strong leadership skills and ability to gain the confidence of faculty, staff, leaders, colleagues, and understand and recognize the academic health center's multiple (and often conflicting) missions of teaching, research, clinical service delivery, and public service.

Progressive responsible experience in healthcare administrative management, to include proficiency in budgeting, contracts and grants, personnel supervision, and space and facilities management.

Adaptability to continually changing work priorities and business methods.

Knowledge of comparable institutional and organizational skills.

The incumbent in this position must be able to demonstrate initiative, self-management and judgment, foresight, analytical problem-solving capabilities, and acceptance of full responsibility and accountability for all personal actions.

Demonstrated ability to work cooperatively with people of diverse cultural and ethnic backgrounds, styles, and beliefs. Treats everyone with respect and dignity.

An MBA or a Master's degree in Health Care Administration, Health Services Administration, or a related field is preferred.

REQUIRED LICENSES, CERTIFICATIONS, AND OTHER SPECIFIC REQUIREMENTS OF LAW.

THIS POSITION IS RESPONSIBLE FOR MEETING THE REQUIREMENTS OF THE RULES OF UNIVERSITY OF FLORIDA, 6C1-3.022 FINANCE AND ADMINISTRATION; PAYMENT TO VENDORS; PAYMENT PROCESSING GUIDELINES, AS AMENDED, REGARDING THE APPROVAL AND/OR PROCESSING OF VENDORS' INVOICES AND/OR DISTRIBUTION OF WARRANTS TO VENDORS.

THIS POSITION REQUIRES LICENSURE, CERTIFICATION, OR OTHER SPECIAL REQUIREMENTS (PLEASE SPECIFY).

◇ THIS POSITION IS SUBJECT TO FEDERAL AND STATE PRIVACY REGULATIONS.

OTHER CHARACTERISTICS OF THE POSITION

Describe other characteristics of the position such as physical, mental, and environmental factors essential to the satisfactory performance of the functions of the position, machines and equipment used regularly by the position, or other characteristics, which have not otherwise been described in the position description.

The position requires inquisitiveness, initiative, judgment, self-management, anticipation of problems, and analytical problem-solving abilities. A strong background in financial and program management is required. Financial decisions and commitments incumbent on the position will have far-reaching effects
on the future financial position and strength of the department and UFJPI. The ability to work with people individually and in-group settings is essential in order to adequately support the department chair in all activities of the department, the department’s clinics, UF, UFJPI, and UF Health Jacksonville Hospital.

**POLICY MAKING AND/OR INTERPRETATION.**

Reviews, interprets, and implements applicable laws, rules, guidelines and procedures from the University of Florida College of Medicine – Jacksonville Office of Administrative Affairs, UFJPI Finance, Operations & Ambulatory, Research Affairs, Educational Affairs, UF Health, state and federal agencies. Formulates and recommends policies and procedures pertaining to same to the department chair. Identifies need for and drafts/recommends standards and guidelines for the department. Interprets all existing policies.

**PROGRAM DIRECTION AND DEVELOPMENT.**

Consults and advises the department chair regarding administrative and operational initiatives of the College of Medicine - Jacksonville, UFJPI, and UF Health Jacksonville Hospital. Makes recommendations for short and long-range planning in response to future system needs, new technology and new organizational challenges.

**COMMUNICATION**

Statement of internal and external business contact, including frequency and scope.

Maintains contact as needed with the leadership of the College of Medicine – Jacksonville, UFJPI, and UF Health Jacksonville hospital, personnel within the College of Medicine and UFJPI, personnel within the Office of the Dean (Clinical, Educational, Research, and Administrative Affairs), UFJPI, UF Health Jacksonville Hospital, and other universities as required. May serve on various College of Medicine, UF Health, and University of Florida committees.

**MONETARY RESPONSIBILITY.**

Amount and consequence of error.

Assists the department chair with ensuring the department’s annual budget and strategic initiatives/recommendations are financially viable and prudent. Consequence of error may be financially adverse to the operation of the organization.

**STATEMENT OF RESPONSIBILITY FOR CONFIDENTIAL DATA.**

The disclosure of which would be prejudicial to the successful operation of the University of Florida.

The incumbent in this position is responsible for maintaining sensitive and confidential materials that are received and/or developed during the course of the incumbent’s job duties. The incumbent must be able to exercise prudent judgment and initiative in performing assigned tasks and responsibilities. The incumbent must be articulate in explanation of problems, inventive as to potential solutions, and highly professional in his/her dealings with University of Florida, Health Science Center, and UF Health constituencies, and other outside entities.

**CREATIVITY, STRATEGY AND LEADERSHIP.**

The incumbent in this position is responsible for assisting with establishing a strategic horizon against which short- and long-term organizational goals and objectives can be measured. The incumbent also is responsible for assisting with creating/modifying an organizational culture with an orientation toward the future consistent with the organizational vision, mission, leadership and entrepreneurship.

**EMPLOYEE AND SUPERVISOR INFORMATION:**
EMPLOYEE NAME:


IMMEDIATE SUPERVISOR:

Nipa Shah, MD

REVIEWING AUTHORITY NAME AND TITLE:

Nipa Shah, MD

POSITION CHANGE ACTION
Indicate specifically how this position has changed since it was last updated. If requesting a reclassification, include a full justification for the requested title.
