Medical Oncology Manager  
*Bayhealth Medical Center, Inc.*  
*Dover, Delaware*

“Bayhealth's mission is to improve the health status of all members of the communities within Bayhealth's service area. In delivering this mission, Bayhealth's committed staff delivers high-quality care with the needs of our community in mind. We adhere to our values in everything we do.”

THE SEARCH

The Medical Oncology Manager is responsible for efficient and effective operations of the Medical Oncology and Infusion units at Kent General and Milford Memorial Hospitals and the associated business functions assuring optimal patient care, outstanding customer service provided in a safe environment for patients, visitors and staff.

The Manager may have a background in nursing or administration. The Manager of Medical Oncology position requires a Bachelor’s Degree in Health Care or Business Administration or a Health Care related field (RN, RT, etc.): Master’s degree in Health Care or Business Administration preferred; requires three years clinical and/or managerial outpatient experience. Outpatient Oncology management experience is preferred.

**Oncology Service Line**

The position reports to Ms. Donna Stinson, Administrative Director of Operations, Oncology Service Line¹.

**The Medical Oncology Outpatient Service**

The Medical Oncology Outpatient Service operates at both Kent General and Milford Memorial Hospitals. At Kent General, Hematology and Oncology services are provided as well as hospital infusion services. There are five physicians, three of whom are employees of Bayhealth Medical Center.

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¹ Appendix A contains an organization chart for the Oncology service line.
Staffing

<table>
<thead>
<tr>
<th>Milford Memorial Hospital (MMH)</th>
<th>Kent General Hospital (KGH)</th>
<th>Inpatient Infusion Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manager (1)- responsible for MMH and KGH</td>
<td>• Manager (1)- responsible for Milford and Kent General Hospitals</td>
<td>• One nurse rounds daily at Kent General to provide inpatient infusion services.</td>
</tr>
<tr>
<td>• Registration Staff (2)</td>
<td>• Registration Staff (1)</td>
<td>• Reporting for this function is expected to change in 2007.</td>
</tr>
<tr>
<td>• LPN (1 shared w/Radiation Oncology)</td>
<td>• LPN (1)</td>
<td></td>
</tr>
<tr>
<td>• Clinical Trials Nurse (1)</td>
<td>• Clinical Trials Nurse (shared with MMH)</td>
<td></td>
</tr>
<tr>
<td>• Nurse Care Coordinators (1)</td>
<td>• Nurse Care Coordinators (shared with MMH)</td>
<td></td>
</tr>
<tr>
<td>• Social Worker Care Coord (1)</td>
<td>• Chemotherapy Nurses (5.9)</td>
<td></td>
</tr>
<tr>
<td>• Chemotherapy Nurses (2.9)</td>
<td>• Chemotherapy Charge Nurse (1)</td>
<td></td>
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<tr>
<td>• Chemotherapy Charge Nurse (0)</td>
<td>• Unit Secretary (1)</td>
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</tbody>
</table>

Service Line Data

The Medical Oncology Outpatient Service is currently budgeted for 17.8 FTEs and generated FY05 revenues of $4.2M (exclusive of pharmaceuticals).

RESPONSIBILITIES OF THE POSITION

The Medical Oncology Manager is responsible for efficient and effective operations of the Medical Oncology and Infusion units at Kent General and Milford Memorial Hospitals and the associated business functions assuring optimal patient care, outstanding customer service provided in a safe environment for patients, visitors and staff.

The Medical Oncology Manager:
- Manages patient care, front office functions, care coordination and clinical trials for the oncology service line
- Responds effectively to physician needs and observations
- Manages department operations at Kent and Milford in a manner that assures that services are consistent with the hospital philosophy statement of delivering compassionate, competent and responsible care, promoting wellness, respecting diversity, and maintaining confidentiality
- Assures that all activities are provided in a safe manner meeting all regulatory, professional and system standards
- Is responsible for recommending operating and capital budget expenditures and assuring operations are within budget
- Measures and evaluates employee performance in a proactive, ongoing manner to address process concerns before major issues develop
- Promotes and models 5 Star Customer Service
- Communicates concerns to service line administration and physicians
- Collaborates with system and service line leadership in order to ensure efficient and effective departmental and system operations
• Assists the service line’s Administrative Director of Operations in the development of new programs, service revisions and other projects to ensure that the best care possible is provided
• Serves as a resource for and collaborates with medical oncologists, radiation oncologists, referring physicians, surgeons and other physicians, utilizing the Tumor Registry
• Meets deadlines and utilizes time effectively for maximum output
• Performs other functions and assumes additional duties as assigned or requested, including those within scope of specialty and training, such as traveling to other Cancer Center locations and attending departmental, inter-departmental and service line meetings

Measures for Success:
Assures operations of the department:
• Are within budget
• Meet the health system’s patient satisfaction standards using Jackson survey scores
• Comply with PI indicator standards
• Comply with JCAHO, ACoS and other related oversight/regulatory standards
• Meet physician satisfaction [standard is TBD and changes each year]
• Increase patient capture/volume [standard is TBD]
• Capture charges effectively with appropriate authorizations and accurate registration process [standard is TBD]

Accountabilities of the Position²:
A. Department operations, including:
• Preparing and updating job descriptions
• Interviewing, making hiring recommendations, and establishing performance goals
• Managing employees directly and utilizing the disciplinary process appropriately
• Completing performance reviews on time, coaching, and developing staff by providing on-going performance feedback
• Following and communicating all Human Resources policies and procedures to staff
• Holding monthly staff meetings
• Tracking and assuring that all staff maintain required licensures, certifications and attend all mandatory education sessions and encourage professional growth of all staff
• Facilitating in-service education to advance the status and competence of staff
• Promoting the 5-Star Service Customer Service initiative and communicating corporate culture and decisions in a positive manner
• Promoting teamwork and cooperation within the department and within the hospital family

² For section-specific criteria see Appendix B below.
• Participating in service line quality improvement initiatives and leading the department in meeting and exceeding standards
• Establishing standards and policies needed to meet regulatory guidelines, (i.e. JCAHO) and cooperating with the accreditation and regulation committee requests
• Recommends and assists in setting and assuring that goals and objectives (as well as policies and procedures) are followed, reviewed and updated based on changing trends or challenges
• Monitors and recommends changes in productively/processes and works to improve departmental productivity while maintaining quality
• Develops and monitors annual performance improvements Performs all duties in accordance with performance improvement principles and philosophy of organization
• Assures that activities are performed in a manner that meets all hospital and departmental policies and procedures
• Promotes staff job satisfaction
• Establishes, enforces and modifies as necessary procedures and assignments to ensure adequate stocking of supplies and smooth patient flow at individual sites as well as between sites
• Assures that all equipment functions correctly
• Ability to grasp and adjust to new ideas, procedures and situations comfortably and effectively
• Performs other related duties as assigned or requested

CHARACTERISTICS OF THE IDEAL CANDIDATE

The ideal candidate for this position will personify the mission and vision set forth by Bayhealth Medical Center. While it is realized that no candidate will possess all desired qualities, the ideal candidate will have the following qualifications and characteristics:

Degrees, Licensure and Experience
• Bachelor’s Degree in Health Care or Business Administration or a Health Care related field (RN, RT, etc.): Master’s degree in Health Care or Business Administration preferred;
• Requires three years clinical and/or managerial outpatient experience. Five years experience preferred.
• Outpatient Oncology management experience preferred.
• Eligible for licensure in the State of Delaware as appropriate to discipline.

Leadership Skills
• Brings proven, successful experience with key aspects of managing a similar operation.
• Sets direction: Exhibits strong customer orientation; sees new possibilities; focuses on the future; thinks strategically; turns vision into action; inspires a shared purpose; creates a climate for success.
• Demonstrates creativity and critical thinking skills and the ability to stimulate and support creativity in others.
• Acts as an agent of change in the organization; communicates messages about change constructively and helps others deal with stress and uncertainty.
• Demonstrates ability to assemble and lead interdisciplinary teams.

Management Skills
• Interpersonal Skills: Uses communication approaches that are effective, appropriate and influence others; displays excellent listening skills; gives feedback to achieve continuous improvement of performance; resolves conflicts; uses formal and informal mechanisms to stay in tune with internal and external clients; builds and motivates teams.
• Fully utilizes people regardless of race, gender, ethnic origin or culture.
• Mentors employees to enhance their personal and professional effectiveness and development.
• Shows respect to colleagues and employees by treating them as professionals.
• Demonstrates excellent organizational and time management skills including the ability to prioritize items, meet multiple deadlines, and function under pressure.

Communication/Presentation Skills
• Demonstrates effective communication and presentation skills.

Personal Integrity
• Embodies personal and professional effectiveness: Demonstrates ability to be self-directed and self-motivated; maintains personal energy, dynamism and balance; lives values by practicing what is preached; improves self and engages in ongoing personal development; acts as a role model demonstrating accountability, integrity, professional competence and trust.
• Demonstrates loyalty and support toward the Medical Center, including attendance at events, upholding protocols, supporting philosophies.

BAYHEALTH MEDICAL CENTER HISTORY

Bayhealth Medical Center was formed in January 1997 when Kent General Hospital in Dover, DE (founded in 1927) and Milford Memorial Hospital in Milford, DE (founded in 1938) merged to create a not-for-profit health care system dedicated to providing high-quality care to the community.

Bayhealth now also includes St. Jones Center for Behavioral Health, Middletown Medical Center, and many satellite facilities. Bayhealth is Delaware's second-largest health care system, with over 2,400 employees and 354 physicians -- 95 percent of whom are board
certified or board eligible. A member of Premier, Inc., Bayhealth is accredited by the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO).

Kent General Hospital (KGH) has approximately 230 beds. KGH has an Outpatient Rehabilitation Center, a Women's Center, and an Outpatient Services Center.

Kent General Hospital offers a comprehensive array of healthcare services including: cancer care, cardiac services including cardiovascular surgery, cardiopulmonary services and rehabilitation, child life therapy, critical care, day surgery, diagnostic imaging, dialysis, emergency medicine, occupational medicine, home health care, intensive care, intermediate care, laboratory services, maternal child health care, medical/surgical units, nuclear medicine, physical therapy, occupational therapy, rehabilitation services, a sleep disorder center, and speech pathology services.

Milford Memorial Hospital (MMH) is slightly smaller with 170 beds. MMH has an Outpatient Services Facility, a Surgical Department, an Inpatient Rehabilitation Center, a 37-bed CARF-accredited inpatient unit, and a Cancer Center that includes radiation therapy, chemotherapy, and surgery. Milford Memorial Hospital’s array of services is similar to those of Kent General Hospital.

In order to achieve the mission of improving the health status of all members of the communities in our service area outside Milford and Dover, Bayhealth also operates the Central Delaware Surgery Center, and the Harrington, Milton, and Smyrna-Clayton Outpatient Services Centers for the residents of central and southern Delaware.

**DOVER AND MILFORD, DELAWARE**

Both Dover and Milford are appealing places to live. Dover is located 40 minutes from the beach, with very affordable housing, excellent schools and a full complement of services. Milford is a very pleasant smaller community, located only 20 minutes from the beach.

**TO APPLY:**

Applications are being accepted immediately and will continue to be accepted until the position is filled. Please send resume with cover letter, preferably by email, in strict confidence to:

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3 For more information, see:
Chamber of Commerce for Greater Milford, (http://www.milfordchamber.citymax.com)
Chambers of Commerce Dover Delaware Yellow Pages (http://www.hellodover.com/YP/c_CHAMBERSOFCOMMERCCE.Cfm)
Bayhealth Medical Center, Inc. is an Equal Opportunity Employer and encourages a diverse pool of candidates for this search.
Appendix A: Organization Chart for the Oncology Service Line

Organization Chart: Oncology Service Line
Appendix B: Section-Specific Criteria for the Medical Oncology Manager

Section-Specific Criteria includes:

A. Operations

1. Front Office Operations
   a. Supervises front office personnel (i.e., Medical Office Assistants)
   b. Establishes and enforces scheduling procedures
   c. Arranges work for the most effective use of resources assuring priorities are met
   d. Develops charge capture and other systems to assure appropriate information is received, processed and measured effectively and efficiently
   e. Assures all activities are provided in a safe manner meeting all regulatory and system standards

2. Patient Care
   a. Assures smooth, efficient and timely flow of all treatments and services
   b. Works directly with nursing staff to assure optimal patient care
   c. Collaborates with patient care services to measure and assure optimal patient care when needed
   d. Monitors staffing patterns and makes recommendations for change as needed
   e. Establishes and enforces scheduling procedures
   f. Assures patient care is provided in a safe manner meeting all regulatory, professional and system standards

3. Care Coordination
   a. Assures all activities are provided in a safe manner meeting all regulatory, professional and system standards
   b. Supervises and assures that the overall quality and scope of care of patients in the cancer program is coordinated effectively so that patients are navigated expeditiously
   c. Assures that care coordinators function as part of a multidisciplinary team
   d. Assures that care is coordinated and that the care coordinators collaborate with other members of the patient care team across all delivery sites
   e. Monitors work flow and time so that resources are used most effectively

4. Clinical Trials
   i. Establishes and drives Bayhealth’s participation in oncological clinical trials
   ii. Works closely with the system’s Institutional Review Board (IRB) and oncologists in presenting and operating approved protocols with FDS guidelines
   iii. Assures all activities and patient care are safe, timely and compliant with all regulatory and health system standards
iv. Monitors work flow and time so that resources are used most effectively

5. **Collaborates with Medical Oncologist** regarding:
   a. Establishing policies and procedures for the most efficient and effective departmental operations
   b. Effectively using resources assuring priorities are met
   c. Assuring all activities are provided in a safe manner meeting all regulatory and system standards
   d. Meeting billing standards and supplying accurate data (i.e., charges) in a timely manner

**B. Financial**
1. Develops and recommends departmental or program operating and capital budget
2. Assures departments operate within budget
3. Reviews and authorizes all departmental operating costs
4. Involves staff in identifying and implementing cost containment measures
5. Reviews and prepares justifications and obtains approval for purchases outside department budget before expenses are incurred
6. Prepares business plans for new services
7. Operates efficiently at lowest cost using good business judgment and optimizes the use of subordinates or other resources effectively
8. Ensures that charges are captured effectively and develops/maintains system that coordinates departmental activities/statistics with patient account numbers

**C. Community Outreach**
1. Supports Bayhealth’s Oncology screening and education programs and collaborates with Bayhealth Consumer Health Education Department
2. Actively supports the Medical Center’s mission of collaborative networking to satisfy community needs
3. Develops and maintains community relationships for marketing purposes

**D. Leadership**
1. Participates in tumor conferences and Cancer Committee meetings
2. Participates in service line and other management team meetings as requested
3. Participates in the development of departmental and/or program strategic plans, goals and objectives and reports progress on a regular basis
4. Develops strong working relationships and good communications with referring physicians, medical oncologists, radiation oncologists and hospital departments.
5. Develops and maintains good communications and relationships with physicians and other hospital departments
6. Attends functions sponsored by the Hospital or Foundation as often as possible to show support for the Hospital and its programs
7. Attends and serves on professional/civic service organizations as hospital representative whenever requested
8. Exhibits excellent interpersonal skills during interactions with staff, other departments, and all other hospital customers
9. Maintains professional growth and development through seminars, workshops and professional affiliations to keep current with latest trends.
10. Functions as an active, contributing team member within the service line as well as the health system
11. Promotes teamwork and cooperation within the department and the health system
12. Communicates corporate culture and decisions effectively