

# GILA RIVER HEALTH CARE

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Chief Operating Officer Residency Program

2012

*Respecting People and Culture*



**Gila River**  
HEALTH CARE

Administrative Fellowship

## Year 2

### Phase 3

#### **Advance Understanding Department-Level Organization Operations..... Page**

Show competency in Intermediate Understanding Department-Level Organizational Operations

Participating and Engaging in Manager-Level Duties & Assignments

Human Resources Orientation

Legal Orientation

Sovereign Immunity & Tribal Related Discussions

Indian Health Care Improvement Act

Unique Tribal health Plan Issues

IHS coordination

26 U.S.C. § 1621e(f)

Section 125 of reauthorization

Indian Self Determination and Education Assistance Act

(ISDEA or Pub Law 638)

Pension Protection Act (PPA)/ERISA

Medicare Modernization Act (MMA) “MLR”

340 (b)

Self-Funding Considerations

## Year 3

### Phase 4

#### **Executive-Level Understanding of Department Operations..... Page**

Division Chief-Level Understanding of Organizational Operations

Participating and Engaging in Director-Level Duties & Assignments

Intra-Department Coordination of Assignments

Strategic Planning and Forecasting

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Delegating, Monitoring, and Closure on Assignments

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within and outside of the Gila River Indian Community by focusing on a patient-family centered care model that promotes collaboration between patients, their families, and health care providers. The organization operates facilities at three locations. Hu Hu Kam Memorial Hospital is a critical access hospital located in Sacaton, The Komatke Health Center in Laveen and the Ak-Chin Clinic in Maricopa.

## **History**

The Residency Program was created to provide an Administrative Fellow candidate, selected from the Gila River Indian Community, an intensive **five-year** training program through direct exposure to and active participation in a variety of administrative activities and facilitates the Administrative Fellow's training rotation throughout the GHRC system, including off-campus shadowing of personnel in selected "best practice" entities, and attendance at workshops and seminars.

This Preceptor-guided program is designed to prepare and position the successful candidate to be GRHC's successor to a future, open Chief Operating Officer (COO) position.

The Administrative Fellow, as an enrolled Community Member, will take a leadership role in promoting the blending of the Native American culture with that of non-Native American cultures to achieve a sense of harmony leading to the delivery of a high quality, cross cultural health care system.

## **Program Description**

The Gila River Health Care Administrative Fellowship program offers selected qualified Community Members the opportunity to acquire the necessary field experience, behavioral attributes, and knowledge in a comprehensive Residency program in years one through three by rotating through many of GRHC's operating units and complimentary ones located off campus. In years four and five, the Administrative Fellow will advance to an Associate Chief Operating Officer position with departmental assignments and accountability, and a chief focus on those units reporting to the COO position. Ultimately, the Associate will move into the role of COO at Gila River Health Care.

## **Compensation**

The Administrative Fellow's annual compensation will be \$75,000 for years one through three, inclusive. In years four and five, as an Associate COO, they may earn up to 10% merit based on their base wage.

Following the successful completion of the five (5) year Residency Program and upon review and approval by the GRHC Board of Directors, the Associate COO's compensation and terms

4. Promote Gila River Indian Community members as an Administrative Fellow and become a preferred candidate for an Associate COO position, and eventually the COO at Gila River Health Care.

## Qualifications

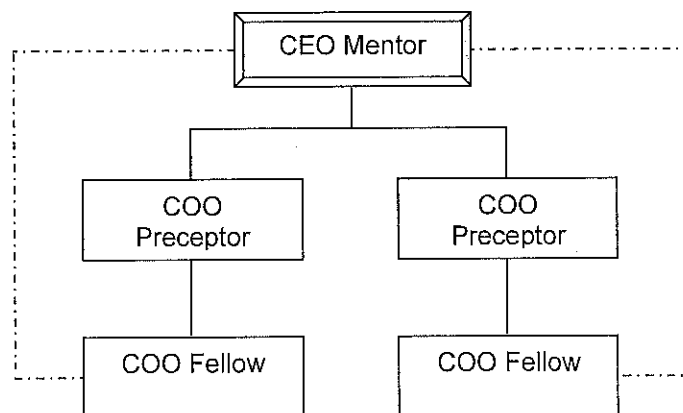
Applicants will have the following minimum qualifications upon applying:

1. Gila River Indian Community Member enrollment required;
2. Master's Degree in Healthcare Administration, Masters of Business Administration , or closely related field required;
3. A minimum of three (3) years fulltime recent healthcare experience (e.g. acute care or critical access hospital, or equivalent experience) highly desirable
4. Exhibit high level of organizational, problem-solving and analytical skills;
5. Ability to summarize and clearly communicate ideas and processes, both orally and in writing;
6. Ability to plan and oversee the implementation of short-term and long-term projects;
7. Demonstrate excellent interpersonal and communication skills in order to work effectively with a variety of medical-management, and staff;
8. Have an understanding of health care delivery systems and economics.

Having met the minimum required (a) education; (b) healthcare experience (c) Community Member affiliation requirements; and (d) approved by an Interview Committee, the Administrative Fellow begins his/her respective program by reviewing the program's expectations with the COO Preceptor and CEO Mentor.

## Roles and Responsibilities

The Administrative Fellow will be assigned to the COO who will serve as their direct Supervisor and Preceptor. The overall role of the Preceptor is to provide professional guidance and support to ensure a successful learning experience and growth to the Administrative Fellow throughout the five (5) year program.



12. The Administrative Fellow will have regularly scheduled meetings with the COO Preceptor and Mentor. The Preceptor and Mentor will be responsible for developing the agenda and discussion points for these meetings.

### **COO Residency Program Preceptor Expectations**

The COO Preceptor will dedicate the time and energy required for a successful program experience. Timeframes of expected meetings, deadlines, accomplishments, and assessments will be outlined in advance and agreed upon.

1. The Administrative Fellow and Preceptor, in collaboration, will develop a **Professional Development Plan** and schedule with specific projects, activities, and a timeline. The relationship will help ensure well-balanced project experiences including both operational and corporate leadership.
2. Through regular meetings, the Preceptor will provide constructive feedback based on the Administrative Fellow's strengths, weaknesses, and opportunities for future development on a periodic and ongoing basis.
3. The Preceptor may re-assign the Administrative Fellow when objectives have been met or another learning opportunity is given priority.

The Preceptor is also responsible for the following pre-arrival arrangements for the Administrative Fellow:

1. Plan a department orientation.
2. Assign workspace and/or office for the program period.
3. Provide computer and/or laptop for the program period.
4. Assign telephone set and number as designated by workspace and/or office.
5. Coordinate access to departmental (group) networks.
6. Organizes the department and service line rotations.
7. Monitors expenditures and establish/forecasts program budget requirements.
8. Conduct the Administrative Fellow's evaluations and provide timely assessment reports to the mentor.
9. Coordinates outside programs and conferences for the Administrative Fellow.
10. Ensures quality and educational value of assigned projects.
11. Performs related responsibilities as required.

### **Orientation**

The Administrative Fellow will complete the GRHC New Employee Orientation as scheduled by the GRHC Human Resources department. Orientation is usually scheduled on the first Monday of the new month and includes an additional day during the week for a community tour. This

Project work comprises a major portion of professional development. Potential project criteria include: (1) operations improvement, (2) project management, (3) interim management opportunities, (4) system-wide/strategic initiatives, (5) leadership development.

The Administrative Fellow's project work may also include the following aspects:

1. Basic Management and Communication Functions
2. Overview of Healthcare Fiscal Management Functions
3. Specific Healthcare Fiscal Reports
4. Department Rotation Schedule, Assignments, and Expectations
5. Coordinate and assist with special projects as directed by the CEO and COO

### **A Professional Development Plan**

A Professional Development Plan will be created with the Preceptor during the first month of hire and may include the following:

1. Explain the process of orientation to the department;
2. Describes the reporting relationship;
3. Identifies the frequency and types of interactions between the Preceptor and the Administrative Fellow;
4. Presents the objectives for managerial leadership development;
5. Summarizes projects to be completed by the Administrative Fellow within reporting dates;
6. Provides a plan of continuing management education;
7. Relates strategies for exposing the Administrative Fellow to varied sectors of the healthcare system at state, regional and national levels;
8. Documents scheduled attendance at board, medical staff, or management meetings as well as the required levels of contribution and involvement by the Administrative Fellow;
9. Other relevant scopes of work.

The Administrative Fellow will gain practical experience through direct exposure to and active participation in a variety of administrative activities using a professional development plan in preparation for leadership opportunities with the healthcare system.

### **Rotation in GHRC Departments and Expected Core Competencies**

The COO Residency Program will have six (6) phases in which the Administrative Fellow is expected to move through in order to develop COO competencies.

#### **Year 1**

| Month(s) Assigned                             | Department/Units  |
|---|---|
| <p><b>Clinical</b></p> <p>Month 4 &amp; 5</p> | <ul style="list-style-type: none"> <li>a. Behavioral Health</li> <li>b. Regional Behavioral health Authority (RBBA)</li> <li>c. Residential Treatment Center (RTC)</li> <li>d. Emergency Medical Services (EMS)</li> <li>e. Emergency Department</li> <li>f. Dental</li> <li>g. Laboratory</li> <li>h. Medical Staff Support/Credentialing</li> <li>i. Optometry</li> <li>j. Pharmacy</li> <li>k. Podiatry</li> </ul> |

| Month(s) Assigned   | Department/Units   |
|---|--|
| <p><b>Legal, Quality, and Employee Relations</b></p> <p>Month 6</p> | <ul style="list-style-type: none"> <li>a. Cultural Customer Services Department</li> <li>b. Outcomes Management &amp; Informatics (OMI)</li> <li>c. Human Resources</li> <li>d. Compliance</li> <li>e. Education</li> <li>f. Public Relations &amp; Marketing</li> <li>g. Labor Services (contracted)</li> </ul> |

| Month(s) Assigned                      | Department/Units   |
|--|--|
| <p><b>Ancillary</b></p> <p>Month 7</p> | <ul style="list-style-type: none"> <li>a. Food Service Department</li> <li>b. Education</li> <li>c. Health Information Management (HIM)</li> <li>d. Laboratory Outreach</li> <li>e. Life Center <ul style="list-style-type: none"> <li>• Diabetes Prevention Program</li> <li>• Diabetes Education</li> <li>• Newly Diagnosed Diabetes Program</li> <li>• M.O.V.E program (Motivating Others to Value Exercise)</li> </ul> </li> <li>f. Medical Imaging</li> </ul> |

- ♦ Foundations of Clinical Performance
- ♦ Clinical Support, Licensing, & Governance

B. Medical Administration

- ♦ The Physician Organization
- ♦ Medical Staff By-Laws & Credentialing

C. Operations Administration

- ♦ Operational Leadership
- ♦ Environment-of-Care Management
- ♦ Marketing and Strategy

D. Executive Administration

- ♦ Foundations of High-Performing Healthcare Organizations
- ♦ Strategic Leadership: Governance
- ♦ Building & Maintaining Board Relationships

E. Board Administration

- ♦ Composition, Purpose, and Leadership
- ♦ Collaborative Strategic Partnership

F. Human Resources Orientation

- ♦ Human Resources Management
- ♦ Employee Relations
- ♦ Cultural and Customer Service Climate

G. Marketing and Strategy

- ♦ Branding GRHC as a Healthcare Leader

H. Legal

- ♦ Culture Sovereign Immunity & Tribal-Related Discussions such as Indian Health Care Improvement Act, Unique Tribal Health Plan Issues, Indian Health Services

|         |   |
|---------|---|
| Month 3 | <p>C. Operations Administration</p> <ol style="list-style-type: none"> <li>1. Maintaining contact with all stakeholder departments/units.</li> <li>2. Anticipating and preparing for service line growth.</li> <li>3. Measuring and reporting performance.</li> <li>4. Accountability and corporate branding.</li> <li>5. Environment-of-Care Management.</li> <li>6. Designing space for improved patient outcomes.</li> <li>7. Effective security, sanitation, maintenance, and materials management services.</li> <li>8. Using contract services to improve performance and control costs.</li> <li>9. Developing evacuation and emergency plans capable of handling natural disasters, large-scale accidents, and the possibility of terrorism.</li> </ol> |
|---------|---|

| Month(s) Assigned | Department/Units  |
|-------------------|---|
| Month 4           | <p>D. Executive Administration</p> <ol style="list-style-type: none"> <li>1. Foundations of High Performing Healthcare Organizations.</li> <li>2. Emphasis in mission, vision, and values.</li> <li>3. Building a culture that listens, empowers, trains, and rewards.</li> <li>4. Measuring performance, seeking benchmarks, and negotiating realistic goals.</li> <li>5. Maintaining close relations with all stakeholders</li> <li>6. Strategic Leadership: Governance</li> <li>7. Using realistic forecasts to create a plan for mission achievement.</li> <li>8. Keeping the board as an effective forum for meeting stakeholder's needs.</li> </ol> |

| Month(s) Assigned | Department/Units   |
|-------------------|--|
| Month 5           | <p>E. Board of Directors -Cultural Leadership</p> <ol style="list-style-type: none"> <li>1. Promoting shared values by establishing, disseminating, and modeling attractive mission, vision, and values</li> </ol> |

| Month(s) Assigned | Department/Units                  |
|-------------------|-----------------------------------|
| Month 9           | J. Risk Management Administration |

| Month(s) Assigned | Department/Units        |
|-------------------|-------------------------|
| Month 10          | K. Grants and Contracts |

| Month(s) Assigned | Department/Units |
|-------------------|------------------|
| Month 11 & 12     | Open Assignments |

### Year 3

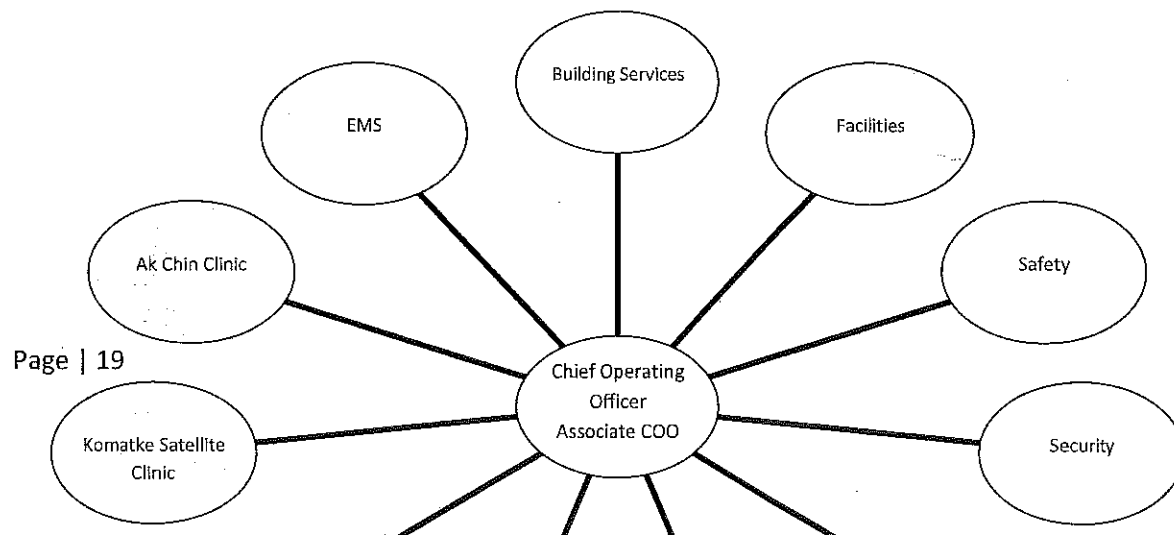
#### Phase #4: Executive-Level Understanding of Department Operations

- A. Division Chief-Level Understanding of Organizational Operations Responsibility
- B. Participating and Engaging in Director-Level Duties & Assignments
- C. Intra-Department Coordination of Assignments
- D. Strategic Planning and Forecasting

#### Phase #5: Apprentice-Level Assignments

- A. Politics and Community Relations
- B. Comprehensive Competency Review

### COO-Assigned Operational Departments



# Appendix A

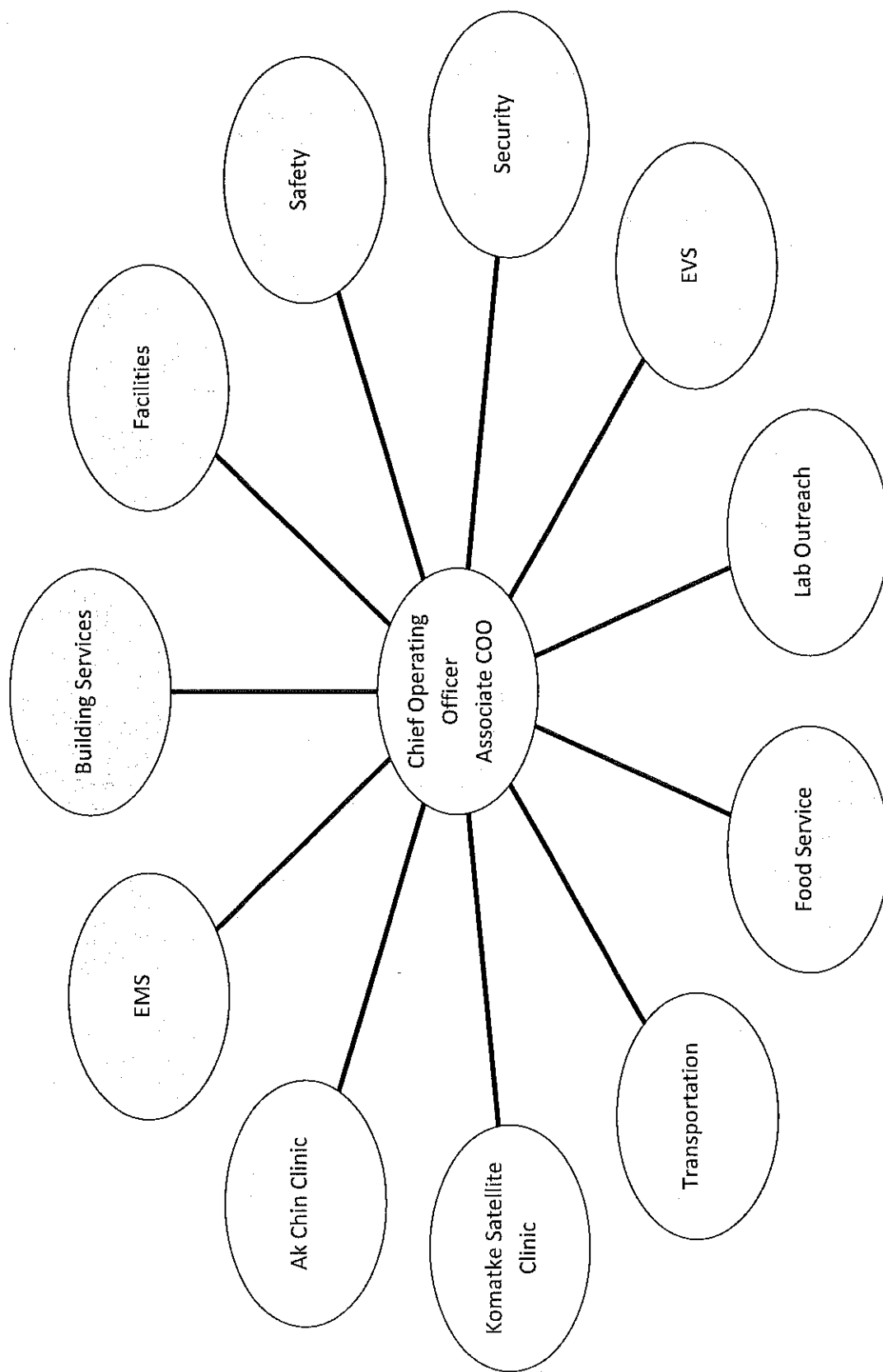
| Critical Performance Objectives           | N/A | Meets expectation | Needs Improvement | Did not meet expectations | Comments |
|---|-----|-------------------|-------------------|---------------------------|----------|
| Multispecialty Practice System Operations |     |                   |                   |                           |          |
| Delegating                                |     |                   |                   |                           |          |
| Facilitating                              |     |                   |                   |                           |          |
| Developing and Delivering Presentations   |     |                   |                   |                           |          |
| Accountability for Projects               |     |                   |                   |                           |          |
| Leading Teams and Meetings                |     |                   |                   |                           |          |
| Cultural Diversity                        |     |                   |                   |                           |          |
| Customer Service                          |     |                   |                   |                           |          |
| Interpersonal Relations                   |     |                   |                   |                           |          |

Administrative Fellow/Signature: \_\_\_\_\_ Date: \_\_\_\_\_

COO/Preceptor: \_\_\_\_\_ Date: \_\_\_\_\_

CEO/Mentor: \_\_\_\_\_ Date: \_\_\_\_\_

## COO Assigned Departments



## Healthcare Facilities Rotation Resources

- American Hospital Association (AHA)
- American Hospital Directory [ahd.com](http://ahd.com)
- National Association of Hospital Hospitality Houses (NAHHH)
- National Association of Public Hospitals and Health Systems (NAPH)
- VA Facilities Directory Veterans Administration directory of facilities in the United States.
- AAMC Council of Teaching Hospitals Alphabetical Listing
- American Association of Eye and Ear Hospitals
- Solucient 100 Top Hospitals
- Tenet Healthcare Listing of Hospitals >100

The Phoenix Area Indian Health Service (PAIHS) Office in Phoenix, Arizona, oversees the delivery of health care to approximately 140,000 Native American users in the tri-state area of Arizona, Nevada and Utah.

Services are comprehensive and range from primary care (inpatient & outpatient) to tertiary care and specialty services. In addition, dental services; behavioral health; public health nursing; health education; and environmental health services are provided. The services are provided through nine service units located throughout the tri-state area. The Phoenix Area works closely with the forty (40) tribes within the tri-state area in providing health care services.

There are three urban programs, Reno, Salt Lake City, and Phoenix, within the Area; and two tribal organizations that the PAIHS works with closely, the Inter Tribal Council of Arizona and the Inter Tribal Co

### **Phoenix Area**

#### **Indian Health Service (PAIHS)**

Two Renaissance Square

40 North Central Avenue, Suite 600

Phoenix, AZ 85004-4450  
Council of Nevada.

Fellow's Name \_\_\_\_\_ Preceptor/Evaluator's Name \_\_\_\_\_

Evaluation Period From \_\_\_\_\_ to \_\_\_\_\_

(ME) Meets Expectations; (NI) Needs Improvement; (DN) Does Not Meet Expectations

| Leadership & Managerial Qualities  | ME | NI | DN | NA | Comments |
|--|----|----|----|----|----------|
| Functions as a self-starter, setting high personal standards and pursuing goals with a high level of personal drive and energy.  |    |    |    |    |          |
| Functions as a effective member of a work group, gaining the respect and cooperation of others.  |    |    |    |    |          |
| Performs functions within the scope of responsibility and refers unrelated matters appropriately.  |    |    |    |    |          |
| Maintains a work style that is open to constructive suggestions.   |    |    |    |    |          |
| Demonstrates the leadership, initiative, and persistence needed to accomplish goals and objectives.  |    |    |    |    |          |
| Show a willingness to try new approaches or methods.   |    |    |    |    |          |
| Creates a feeling of unity and enthusiasm among those in contact with him/her.   |    |    |    |    |          |
| Evaluates programs, practices, policies, procedures, and personnel effectively.  |    |    |    |    |          |
| Analyzes situations to determine basic problems, other then symptoms, and to develop realistic alternative solutions.  |    |    |    |    |          |
| Uses creative, innovative problem-solving strategies for adapting to uncertainties and complexities.   |    |    |    |    |          |
| Communicates appropriately matters of importance to staff.   |    |    |    |    |          |
| Judgment & Sensitivity   | ME | NI | DN | NA | Comments |
| Affirms the unique contributions of all people recognizing their divers backgrounds and varying needs in the workplace.  |    |    |    |    |          |
| Values people and shows genuine concern for their well being.  |    |    |    |    |          |
| Makes sound and timely decisions.  |    |    |    |    |          |
| Handles problems in a professional manner.   |    |    |    |    |          |
| Knowledge & Skills   | ME | NI | DN | NA | Comments |
| <b>EEO &amp; Diversity</b> Demonstrates knowledge and practice of Native American and cultural diversity concepts, published statutory law, Indian Preference, applicable Federal laws, and identifies potential conflicts and proactively works to resolve issues before they become formal complaints.   |    |    |    |    |          |
| <b>Financial Management</b> Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels and revenue/expense auditing accountability. Understands the process to prepare, justify, and/or administer a budget, uses cost-benefit thinking to set priorities, monitors expenditures in support of programs and policies. Identifies and facilitates cost-effective approaches. |    |    |    |    |          |
| <b>GRIC Budget Process</b> Demonstrates working knowledge and fiduciary responsibilities of the budget and legislative processes that are required by the Tribal Government relative to accounting, reporting, and enforcing Tobacco Tax, Grant, and Revenue dollars-use.  |    |    |    |    |          |

|  |           |           |           |           |                 |
|--|-----------|-----------|-----------|-----------|-----------------|
| <b>Team Building</b> Inspires, creates an environment in which one may be motivated, and guides others toward common goals. Consistently develops and sustains cooperative working relationships. Fosters commitment, team spirit, pride, and trust.                     |           |           |           |           |                 |
| <b>Performance and Quality Improvement</b>   | <b>ME</b> | <b>NI</b> | <b>DN</b> | <b>NA</b> | <b>Comments</b> |
| <b>Compliance</b> Utilizes understanding of standards of Practice, Care, and Process Improvement to ensure compliance with regulatory and accrediting agencies.  |           |           |           |           |                 |
| <b>Customer Service</b> Balances the interests and changing demands of the patients, customers, and employees with GRHC's ability to deliver the services.   |           |           |           |           |                 |
| <b>Decisiveness</b> Exercises good judgment by making sound and well informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce necessary but unpleasant consequences. |           |           |           |           |                 |

Fellow: ☐ Met Expectations ☐ Needs Improvement ☐ Did Not Meet Expectations

Preceptor's Notes:

Mentor's Notes:

Preceptor's Sign-Off \_\_\_\_\_

Mentor's Sign-Off \_\_\_\_\_