**Director, Medical Staff Services**  
**UF Health Shands Hospital**  
*Premier Teaching Hospital of the University of Florida and One of America’s Top Medical Institutions*

### ABOUT UF SHANDS HOSPITAL

UF Health Shands is a private, not-for-profit hospital system affiliated with the University of Florida. It is part of UF Health, the Southeast’s most comprehensive academic health center.

UF Health Shands includes a teaching hospital, UF Health Shands Hospital, which also includes UF Health Shands Cancer Hospital and UF Health Shands Children’s Hospital; two specialty hospitals, UF Health Shands Rehab Hospital and UF Health Shands Psychiatric Hospital; a network of outpatient rehabilitation centers; and a home health agency. Two additional specialty hospitals opened in December 2017 - the UF Health Heart & Vascular Hospital and the UF Health Neuromedicine Hospital. UF Health Shands is affiliated with more than 50 UF Health Physicians primary care and specialty practices located throughout north central Florida. UF Health Shands Hospital is also home to a state-designated Level I trauma center, a Level IV neonatal intensive care unit, a regional burn center, and an emergency air and ground transport program. UF Health Shands also owns a minority interest in four community hospitals, located in Lake City, Live Oak, Ocala and Starke, and an urgent care center in Gainesville.

Almost 1000 UF College of Medicine faculty and community physicians on the UF Health Shands medical staff provide care in more than 100 specialty and subspecialty medical areas, from primary care to highly specialized care, including cancer, heart and vascular, neuromedicine, pediatrics and transplantation services. Each year, patients come to UF Health Shands from all 67 Florida counties, throughout the nation and more than a dozen countries.

UF Health Shands Hospital is nationally recognized by Becker’s Hospital Review as one of the 150 Top Places to Work, by Forbes as One of America’s Best Employers, by Indeed as #15 on the list of 25 top-rated workplaces: Best Hospitals, and among both U.S. News & World Report’s Best Hospitals and Best Children’s Hospitals. Multiple medical specialties consistently earn top-50 rankings in the annual listing of America’s Best Hospitals, published by U.S. News & World Report. Additionally, our programs have earned Magnet® recognition by the American Nurses Credentialing Center, the nursing profession’s most prestigious honor.

### POSITION OVERVIEW

Under the direction and guidance of the SVP and Corporate Counsel, the selected Director, Medical Staff Services will be responsible for providing support and counsel to the Medical Staff leadership in all matters relating to medical staff governance. The chosen Director will direct, implement, maintain and evaluate the credentialing program in support of the Medical Staff function of appointing qualified applicants and assuring a qualified Medical Staff. The Director will assure the Medical Staff meets the requirements delineated by state, federal, and accreditation standards and its responsibilities as delineated in the policies of the Hospital, the
Bylaws, Rules & Regulations of the Medical Staff. The selected Director will assure that credentialing verification for all credentialed providers meets accreditation and statutory requirements and managed care delegated credentialing agreements, as appropriate. The Director will be responsible for assuring enrollment of all UF and Shands-employed billing providers with federal and/or state payers. The Director will oversee the Office of Housestaff Affairs and Graduate Medical Education to assure compliance with ACGME institution requirements that must be met to maintain accreditation of the Graduate Medical Education residency training programs.

ABOUT UF HEALTH

UF Health encompasses the University of Florida Health Science Center – the Southeast’s most comprehensive academic health center – and the Shands family of hospitals and services. UF Health includes six health colleges, six research institutes, two teaching hospitals, two specialty hospitals and a host of physician medical practices and outpatient services throughout north central and northeast Florida. The mission of UF Health is to promote health through outstanding and high-quality patient care; innovative and rigorous education in the health professions and biomedical sciences; and high-impact research across the spectrum of basic, translational and clinical investigation.

Approximately 1,500 University of Florida faculty and community physicians on the medical staff provide care in more than 100 specialty and subspecialty medical areas. Patients come to UF Health from all 67 Florida counties, throughout the nation and more than a dozen countries each year. The multidisciplinary teams of UF physicians, along with approximately 12,000 Shands employees and more than 1,000 volunteers, contribute to the system's excellent reputation for quality care and service. UF Health is recognized on the national honor role as one of America’s Best Employers, according to Forbes magazine’s annual listing, ranked number 16 among all health care providers.

The Health Science Center encompasses the colleges of Dentistry, Medicine, Nursing, Pharmacy, Public Health and Health Professions and Veterinary Medicine, as well as the Veterinary Medical Hospitals and an academic campus in Jacksonville offering graduate education programs in medicine, nursing and pharmacy.

The UF Academic Health Center is a world leader in interdisciplinary research, generating 52% of the University of Florida's total research awards. Apart from the flurry of research activities in the UF Academic Health Center colleges, six major health-related research centers and institutes are designed to create synergies and collaborative research opportunities. Research activities at the Health Science Center reflect a depth of purpose by focusing on the translational nature of biomedical research following the continuum from fundamental research to clinical research to patient care.
LOCATION

Discover an environment where professional satisfaction and career achievement are paired with optimal quality of life in an open, safe, affordable, family-oriented community. Enjoy arts and cultural events, outstanding collegiate sports, historic sites, distinct flora and fauna, a widely recognized music scene, or take a short drive to world famous beaches and vacation destinations, in a temperate climate that encourages year-round outdoor recreation and relaxed hospitality. Home to the nation's eighth largest university campus by enrollment, the Gainesville MSA has been ranked as the #1 place to live in North America in Cities Ranked and Rated, and one of the "best places to live and play" in the United States by National Geographic Adventure. Family members of all ages will find all the amenities as well as the key elements that contribute to safe and enjoyable life, including excellent public and private educational options. It's all here for the healthcare leader professionally prepared to step into this vital role.

Community highlights:
- Home to the University of Florida and Santa Fe College
- Florida Gators athletic events year round
- More than 20 nature parks
- Bustling downtown area with numerous dining and entertainment options
- Weekly, local farmers markets
- Seasonal art festivals
- Progressive live music scene
- Theaters and museums
- Excellent public and private schools for children

Regional highlights:
- Within an hour and a half from the east and west coasts of Florida
- Surrounded by small towns rich with southern charm
- Known for nearby springs and rivers
- Within two hours of Orlando, Jacksonville, Tampa

Job Specifications

Specific background, experience, accomplishments, and skills, which appear to be the most important for success in this role.

- Career track of accomplishments earned in increasingly complex medical staff services leadership roles; progressive experience in working with physicians in a hospital/health system environment required. Documented track record of strong medical staff services leadership skills with positive impact within a major healthcare organization. Academic Medical Center experience is preferred.
• Collaboration skills, team orientation and substantial physician interaction experience. Well versed in effective and efficient implementation of medical staff affairs, key medical staff initiatives, as well as healthcare economics relating to medical staff services management. Views and values the impact and importance of medical staff services as an essential element of marketplace competitiveness and the overall delivery of healthcare excellence.

• Demonstrated record of establishing an environment of trust, transparency, performance excellence, and collegiality. The ideal candidate will strengthen and foster a mutually beneficial relationship between medical staff services and the organization and develop strong rapport with internal and external constituents at all levels.

• Proven skill to ensure that the strategic and operational plans of medical staff services are achieved through responsible values-based leadership, implementation of proper oversight and accountability systems, an effective management infrastructure, and visible leadership.

• Proven experience working effectively with physicians and other clinical leaders in a multi-disciplinary environment, with record of working across a complex healthcare environment to achieve excellence in outcomes. Skill to oversee and orchestrate all aspects of administrative and operational functions to improve operational performance of medical staff services.

• Proven ability to lead a service-oriented function and to orchestrate the efforts of a willing staff. Skill and wisdom to assess operations and individuals to utilize material and human resources effectively. Proficient at selecting, hiring, training, motivating, mentoring, retaining, organizing and optimizing performance of a productive and cooperative team.

• Leadership skill to oversee the Provider Enrollment Process with federal and/or state payers for all UF and Shands-employed billing providers.

• A thorough knowledge of all phases of the budget process with the financial management skills to collect, monitor, and interpret internal and external data to assess and improve operations performance to benchmarks. Skill to develop and oversee the budgets falling under Medical Staff Administration, including the Graduate Medical Education and Housestaff Affairs’ budgets.

• Skill to orchestrate and lead the development, implementation and interpretation of medical staff policies within a major organizational/functional area or the development and review of policies within a recognized discipline.

• Leadership skill to support the Shands at UF Medical Staff Quality and Operations Committee, Credentials Committee and Subcommittee, Perioperative Governance Committee and Medical Executive Committee.

• Proven skill to ensure Medical Staff’s compliance with regulatory and accreditation standards regarding medical staff governance and policy issues, including maintenance of compliant medical staff governing documents.

• Demonstrated successful experience in Joint Commission survey preparation.

• Ability to ensure the proper verification of the credentials of all Shands at UF and UF HealthCare Network (Gainesville) credentialed providers.

• Demonstrated track record of holding medical staff members accountable for meeting timelines associated with the accreditation and re-accreditation process.

• Demonstrated capabilities to maintain performance, patient and employee satisfaction and financial standards.

• IT savvy. Experience utilizing credentialing software. Familiarity with MSOW or similar software/database a plus.

• Bachelor’s degree in Business, Health Administration or a related field is required. Master’s degree preferred. Minimum five years professional-level experience in a Medical Staff/Credentialing office, of which a minimum of three years must be in a supervisory capacity. Past experience managing the credentialing process and credentialing staff is required.
People Specifications
Those human traits and abilities, which appear to be most important for success in this role.

- A self-starter who is intellectually curious, innovative, and excited about "creating" in a fast-paced environment.
- Outstanding communication skills (written and oral); the ability to inspire and inform. Exceptional written communication skills. Skilled at verbal communication with ability to deliver group presentations with confidence.
- Strong emotional intelligence. A balance of wisdom and judgment with an ability to work independently with little direction.
- Collaborative, collegial, team-oriented leader with a partnership mentality focused on elevating the effectiveness and brand equity of the team. A passionate advocate and champion for medical staff services team members.
- Effective and creative problem-solver with the ability to effectively manage change and motivate others to think creatively and embrace new ideas.
- Proven experience in making sound judgments in a complex environment. Possesses the ability to analyze existing paradigms and create streamlined processes.
- A courageous trailblazer with a record of driving for excellence and surpassing expectations.
- Ability to sell a point in a non-polarizing manner. Effective social skills. Trustworthy, with the ability to readily engender confidence and trust.
- A teacher and a role model with outstanding mentoring and development skills. A leader, who develops, empowers and teaches others and also one who holds people accountable for results.
- An experienced negotiator and team player who knows how to challenge others while effectively balancing resources; possesses the ability to confront issues tactfully and diplomatically in a spirit of candor and trust.
- A visionary with the ability to see the big picture and think strategically combined with an understanding of day-to-day details of operations.
- An approachable, engaging, responsive personal style that builds relationships based on integrity, respect, trust, honesty, openness, and confidence. Ability to interact effectively with physicians, clinical providers, legal, and other administrative staff.
- The instinct to be politically astute, yet not political.
- Possesses an approach to conflict resolution that is characterized by acting in the best interest of the institution versus personal gain.
- Able to facilitate multiple competing priorities and divergent viewpoints, with attention to detail. Excellent follow through skills with record of responding to constituents in a timely way.
- The highest personal integrity and ethics.

Key Attractors
Key points Administration believes are strong attractors to top candidates.

- This is a key, influential role in a financially stable, growing academic healthcare enterprise that places people first. Governance and management rival the best, and patient care is the impetus and the goal of this enterprise, which is highly regarded by the community and area physicians.
- Enjoy a unique opportunity to work alongside accomplished executives in a collegial, open work environment where the executive leadership is accessible, collaborative, and team-oriented, allowing broad autonomy to bring your best ideas to reality. Every element for success awaits the seasoned and energetic professional appointed to
this position: board-level commitment, progressive administration, physician cooperation, highly trained staff, fiscal strength, receptive and informed community.

- Geography, climate, demographics, and ambiance combine to offer the winning candidate a truly excellent place to live. Enjoy arts and cultural events, outstanding collegiate sports, historic sites, distinct flora and fauna, a widely recognized music scene, or take a short drive to world famous beaches and vacation destinations, in a temperate climate that encourages year-round outdoor recreation and relaxed hospitality. Home to the nation's eighth largest university campus by enrollment, the Gainesville MSA has been ranked as the #1 place to live in North America in Cities Ranked and Rated, and one of the "best places to live and play" in the United States by National Geographic Adventure. Family members will discover a safe, secure, beautiful, affordable community that offers an attractive array of recreation, activities, amenities, and opportunities.

To advance your interest, forward your resume and biography to: 
Angela@WhelessPartners.com

For more information or to discuss this position, contact:
Ed McCracken, President Healthcare Division & Senior Partner
Will McCracken, Director Search Operations
Amanda Hargrove, Director Search Operations
Angela Drew, Senior Search Consultant
888-492-8088 Ext. 149