



YALE NEW HAVEN HOSPITAL JOB DESCRIPTION

TITLE: PATIENT SERVICES MANAGER
REPORTS TO: PROGRAM DIRECTOR

SUMMARY

Patient Services Managers structure their activities to anticipate and respond to the impact of managed care and other market forces on health care delivery. They ensure that their unit(s) demonstrate superior outcomes, provide seamless delivery of care, and maintain competitive cost structures. Each manager is responsible for a defined functional area of patient services and must collaborate with others to achieve the hospital's strategic objectives and mission: patient service, teaching, research, and community service. The Patient Services Manager serves as the direct link between hospital strategies and the staff on the patient care team.

Patient and family centered care (PFCC) at YNHH is demonstrated by working with patients and their families based on the 4 principles of PFCC: participation, dignity and respect, information sharing, and collaboration. This includes providing service excellence by creating a great "First Impression" by demonstrating exemplary customer service skills for all customer groups including patients, families/friends, physicians, staff and support department personnel.

Adheres to the "I Am YNHH" service excellence pledge and promotes a positive work environment.

RESPONSIBILITIES

1. The Patient Services Manager is specifically responsible to:

- 1.1 Ensure that desired clinical outcomes are achieved through cost effective and efficient processes.
- 1.2 Achieve seamless delivery of service by appropriately involving colleagues, physicians, other customers, and staff to ensure commitment, communication and cross-functional linkage.
- 1.3 Collaborate in developing and implementing processes which achieve strategically relevant quality outcomes in a specific functional area.
- 1.4 Oversee and develop systems to ensure accountability for operations and managerial effectiveness.
- 1.5 Articulate unit vision and utilizing resources to ensure staff commitment to strategic and unit objectives.
- 1.6 Develop a team of highly skilled professionals who are effectively utilized.
- 1.7 Provide leadership and accomplishing objectives through innovation.

2. UNIT OBJECTIVES

- 2.1 Collaborates with division and unit leadership to design, develop, and implement clinically and fiscally responsive program philosophies, goals, and objectives.
- 2.2 Ensures that continuous quality improvement forms a basis for unit/program activity.
- 2.3 Formulates recommendations for programmatic change based on trends related to market demands, research, and changes in clinical practice.
- 2.4 Establishes systems/processes that ensure effective unit/program operation.
- 2.5 Ensures the establishment of evidence-based practice standards requiring excellence from all team members.
- 2.6 Develops, administers, and communicates practices and procedures that are consistent with institutional policies and strategies.
- 2.7 Understands and communicates all relevant regulatory standards to staff, ensuring that standards are met or exceeded.



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2.8 Establishes systems to ensure effective utilization and availability of equipment and supplies.

3. FISCAL MANAGEMENT

3.1 Develops and manages a unit budget to ensure the delivery of cost-effective, quality care.

3.2 Participates in financial forecasting and planning along with other members of the management team.

3.3 Develops comprehensive analysis for financial and programmatic recommendations for division leadership utilizing consistent tools for resource analysis.

3.4 Communicates comprehensive rationale for financial decisions and determines level of understanding amount staff and physicians.

3.5 Evaluates the unit/program's operation for potential implementation of cost effective changes.

3.6 Implements approved changes and monitors data for cost savings and customer satisfaction.

3.7 Ensures that required resources are available (e.g. staff, technology) to meet unit/program priorities and reflect staff and physician input.

3.8 Facilitates staff, physician, and other health care provider compliance with financial decisions.

4. HUMAN RESOURCE MANAGEMENT

4.1 Provides vision and leadership to staff in a collaborative environment that offers job satisfaction, recognition, and stimulates innovative thinking to accomplish goals and objectives.

4.2 Holds unit leadership and staff accountable for achieving high levels of performance consistent with evidence-based practice.

4.3 Implements and actively supports the integration of change through open communication and use of change management skills.

4.4 Ensures systems are established to manage the on-going developing of staff.

4.5 Ensures the development of leadership talent.

4.6 In collaboration with division leadership and human resources, ensures that systems/processes are in place for the recruitment and retention of adequate and appropriate human resources to meet patient, regulatory, fiscal, and developmental requirements for the unit/program.

4.7 Ensures that all staff understand their roles in accomplishing unit, divisional, and strategic objectives.

4.8 Ensures effective internal and cross-functional team functioning of unit leadership and staff.

5. ORGANIZATIONAL LEADERSHIP

5.1 Promotes the organization to all customers by interpreting and communicating Yale New Haven's mission and values, acting as a loyal, supportive, and informed spokesperson for the unit/program, division, and Hospital.

5.2 Identifies and communicates opportunities for collaboration with other departments and the medical staff.

5.3 Participates in implementing strategic efforts by influencing unit leadership and championing projects within the unit/program, allocating resources, and utilizing project management skills.

5.4 Facilitates inter-and intra-unit problem resolution and actively serves on committees for problem solving.



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- 5.5 Collaborates with other internal professionals to define, reduce, and eliminate barriers within the system which may negatively impact patient care.
 - 5.6 Facilitates and/or actively participates in and contributes to meetings and organizational initiatives with division leadership and management.
 - 5.7 Leads unit-centered interdisciplinary initiatives.
 - 5.8 Promotes visibility of unit leadership throughout the organization.
 - 5.9 Participates in relevant community programs, health care agencies, charities, and professional organizations as a representative of the institution as appropriate.
 - 5.10 Takes responsibility for identifying areas for self-development and actively seeks opportunities and resources to meet developmental objectives.
 - 5.11 Takes responsibility for providing a positive learning environment for students working within the unit/program, cooperating with school programs, while ensuring patient safety.
- 6. CUSTOMER SATISFACTION**
- 6.1 Develops customer relations' standards reflecting excellence consistent with Hospital policy for internal/external customers in collaboration with unit leadership and appropriate departments.
 - 6.2 Ensures that all staff are held accountable for adhering to customer relations standards.
 - 6.3 Ensures that unit leadership effectively models and upholds a customer service orientation with staff to meet the legitimate needs of all internal and external customers.
 - 6.4 Models customer service standards and demonstrates value for all people in the work environment.
 - 6.5 Ensures that confidentiality of patient, staff, and appropriate management data is maintained.
- 7. OUTCOMES MANAGEMENT**
- 7.1 Identifies and analyzes trends in customer service/satisfaction and provides leadership in resolving any negative trends.
 - 7.2 In conjunction with division leadership, establishes and manages a process for monitoring and controlling staff turnover by unit, title, and type.
 - 7.3 Develops and implements processes to collect relevant clinical indicator data which serves as a reliable proxy for clinical effectiveness and quality of care.
 - 7.4 In conjunction with division leadership, develops and implements processes to collect satisfaction data from patients and physicians.
 - 7.5 Identifies and analyzes trends in satisfaction, quality outcomes, and practice excellence using data systematically to guide change in unit/program practices.
- 8. KEY INTERFACES**
- 8.1 The Patient Services Manager interacts primarily with the following external interfaces. 1. Patients 2. Families 3. Physicians
 - 8.2 The Patient Services Managers interact secondarily with the following external interfaces: 1. Professional Counterparts 2. Vendors/Suppliers 3. Referral and Contractual Sources
 - 8.3 In addition, in selected positions the Patient Services Manager also interacts with the following external interfaces: 1. General Public 2. Educational Institutions 3. Regulatory Agencies



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- 8.4 The Patient Services Manager interacts primarily with the following internal interfaces: 1. Other Patient Services Managers and Divisional Leadership 2. Medical Directors of Assigned Functional Area 3. Hospital Managers 4. Staff of Assigned Functional Area 5. Division Executive 6. Administrative Officers
- 8.5 The Patient Services Manager interacts secondarily with the following internal interfaces: 1. Non-Division Directors 2. Corporation Directors/Managers 3. Clinical Advisors 4. Other Hospital Staff
9. DECISION MAKING AUTHORITY
- 9.1 Patient Services Managers have the authority to formulate and execute unit/program vision, goals, and plans consistent with Hospital strategies and policy. They determine whether needed resources have been committed and facilitate the acquisition of additional resources where indicated.
- 9.2 They have the authority to advocate change in processes and systems to facilitate optimal health care delivery.
- 9.3 They facilitate the resolution of staff, patient, and physician issues within agreed upon financial and regulatory limits. Patient Services Managers monitor and enforce policy as well as recommended changes to Patient Services Executives. They coach, monitor, and document staff performance and make recommendations for compensation and promotion.
- 9.4 They represent Yale-New Haven Medical Center and the program they manage within the Hospital and in the larger external community.



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REQUIREMENTS

EDUCATION (number of years and type required to perform the position duties):
Baccalaureate Degree in Nursing required. Masters Degree preferred. Current Connecticut state RN Nursing licensure and/or eligibility for Connecticut state RN licensure required.

EXPERIENCE (number of years and type required to meet an acceptable level of performance):
Five (5) to six (6) years experience including clinical practice experience and two (2) to three (3) years of demonstrated leadership/supervisory/management experience required.

SPECIAL SKILLS:

Demonstrated ability to direct a large, diverse work force in a twenty-four hour per day operational environment. Demonstrated ability to manage multiple priorities. Excellent communication skills. Knowledge of and proficient in the operation and use of computer-based information systems, to facilitate all aspects of care delivery. Knowledgeable in budgeting and financing of operational units (salaried and non-salaried). Knowledgeable of Quality Improvement processes, and capable of implementing concepts. Demonstrated ability to implement and support change required.

ACCOUNTABILITY (how this position is held accountable for such as goals achievement, budget adherence, or other areas of accountability):

COMPLEXITY (describe planning, problem solving, decision making, creative activity, or other special factors inherent in the responsibilities of this position):

LICENSURE/CERTIFICATION:

INFORMATIONAL

SPECIAL WORKING CONDITIONS AND PHYSICAL DEMAND:

Twenty-four hour a day accountability for all operational aspects. Exposure to biohazards blood and body fluids. Prolonged standing, walking, and lifting required.