

# City & County of San Francisco, CA

## Laguna Honda Hospital and Rehabilitation Center Medical Director



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## A New Vision

San Francisco is a city of innovation. Its breathtaking views and Mediterranean climate have long made it a destination for visionaries of all kinds, including innovators in the fields of medicine, nursing, rehabilitation and other healing arts.

In April of 2010, the San Francisco Department of Public Health, one of the largest municipal health departments in the country, will continue that tradition of innovation when it opens a state-of-the-art skilled nursing and rehabilitation facility on a wooded, 62-acre campus at the geographic center of the city.

The Department's strategic plan for the newly rebuilt Laguna Honda Hospital and Rehabilitation Center, a 140-year-old civic icon, puts an emphasis on innovative excellence to create a flagship facility for long-term care and rehabilitation.

Featuring evidence-based design for improved patient outcomes and nationwide partnerships to establish innovative programming, the new Laguna Honda will be a healing environment that will re-vision the possibilities of long-term and rehabilitative services for seniors and adults with disabilities.

## The City and County of San Francisco

Located on the west coast of the U.S. at the tip of the San Francisco Peninsula, the City and County of San Francisco includes significant stretches of the Pacific Ocean and San Francisco Bay within its boundaries. Several islands are part of the city, notably Alcatraz, Angel Island, Treasure Island and the adjacent Yerba Buena Island as well as the Farallon Islands. With an estimated population of approximately 800,000 in a 47-square-mile area, San Francisco is the fourteenth most populous city in the United States and the fourth most populous city in California. San Francisco is the cultural center of the much larger San Francisco Bay Area which is home to approximately 7.2 million people.

The economic hub of nine Bay Area counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Cruz, Solano and Sonoma; San Francisco's economy is also driven by the success and growth of advanced knowledge-based industries such as financial and professional services, life sciences, digital media/IT and tourism-related services like hospitality and food services. It also has a thriving retail sector.

The Federal Government also utilizes San Francisco as the regional hub for many federal agencies/organizations including the U.S. Court of Appeals, the Federal Reserve Bank, and the United States Mint. The State of California also uses San Francisco as the home of the State Supreme Court and other State agencies. Foreign governments maintain more than thirty consulates in San Francisco.

A popular international tourist destination renowned for its rolling hills and international character, San Francisco is ranked by *Condé Nast Travel Magazine* as the top travel destination in the U.S. for the 16th consecutive year, solidifying its reputation as one of the most exciting urban centers in the country. When 25 U.S. Cities were ranked by *Headline News, Travel & Leisure* and *CNN.com* in *America's Favorite Critics* poll, San Francisco ranked first in the *Notable Neighborhoods* category; second in the *Local Boutiques* category; and third in the *Specialty Stores and Farmer's Markets, Café and Coffee Shops Destination Restaurants* categories.

San Francisco is also well known for its cultural amenities including world-renowned opera, symphony and ballet companies, the American Conservatory Theater (A.C.T.), the San Francisco Museum of Modern Art, the Palace of Fine Arts, the California Academy of Sciences (Natural History Museum, Morrison Planetarium and Steinhart Aquarium), and the Moscone Center.

The city also boasts two major league sports franchises, the San Francisco 49ers and the San Francisco Giants. There is also the San Francisco Zoo, Pier 39, Fisherman's Wharf, the San Francisco Dragons of Major League Lacrosse, the California Victory of United Soccer League First Division, and much more. There are also ample resources and opportunities for participatory sports and recreation. San Francisco residents were judged to be among the fittest in the United States in a 2006 edition of *Men's Fitness*. Sports and exercise enthusiasts of all kinds can find what they're looking for, including boating, sailing, windsurfing and kitesurfing on the San Francisco Bay, a yacht harbor in the Marina District, the Bay to Breakers footrace (held annually since 1912), the San Francisco Marathon which attracts more than 7,000 participants annually, more than 200 miles of bicycle lanes, the Embarcadero and Marina Green for in-line skating, extensive public tennis facilities and the walking, boating and biking venues in Golden Gate Park.

Though tourism is the top industry, high tech and finance also help anchor the local economy. The city is just minutes away from Silicon Valley and is home as well to many large financial institutions, multinational banks and capital venture firms. Over thirty international financial institutions, six Fortune 500 companies and a large support infrastructure of professional services, including law, public relations, architecture, and graphic design help to make San Francisco a world-class city. Small businesses make up 85 percent of the city's firms and provide much of the community feel in this city of neighborhoods.

San Francisco is also a center of scholarship. The University of California, San Francisco (the city's second largest employer and ranked among the top-five medical schools in the United States) and the University of California, Hastings College of the Law are flagship institutions. The city is also home to San Francisco State University with over 30,000 students, City College of San Francisco with an enrollment



of 100,000, the San Francisco Art Institute, Academy of Art University, San Francisco Conservatory of Music, and the California Culinary Academy.

In addition, San Francisco's unique international culture, diversity and contemporary life-style combine to provide a uniquely exciting way of life.

## San Francisco Government and the Department of Public Health

The San Francisco municipal government is the only consolidated city and county in the state. It is governed by a Mayor and an 11-member Board of Supervisors who are elected to four year terms. Both the Mayor and Board of Supervisors are limited to two terms. Other elected officials are the Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Treasurer, Community College Trustees, School Board Members and the Judges of the Superior Court. The current Mayor is Gavin Newsom, and the President of the Board of Supervisors is David Chiu.

The elected Mayor of San Francisco appoints the heads of most City departments. Many departments are also advised by commissions or boards whose members are citizens appointed either by the Mayor or, in some cases, by a combination of the Mayor, Board of Supervisors and other elected officials. The budget for 2009 - 2010 is in excess of \$6.6 billion. Total employees are approximately 26,000.

Among other key offices and appointments, the Mayor has appointed a City Administrator who was also approved by the Board of Supervisors. The Office of the City Administrator has overall responsibility for the management and implementation of policies, rules and regulations promulgated by the Mayor, the Board of Supervisors and the voters. The Mayor also appoints a Health Commission of seven members who set policy and oversee the Department of Public Health. The commission is mandated by charter to manage and control the public hospitals, to monitor and regulate emergency medical services and all matters pertaining to the preservation and protection of the lives, health and mental health of San Francisco residents. The Commissioners serve four-year terms. The Director of Public Health is appointed by the Mayor with recommendation from the Health Commission.

Key services in the Department of Public Health are San Francisco General Hospital, Laguna Honda Hospital and Rehabilitation Center, 15 primary care health centers with a special emphasis on serving the city's most vulnerable popula-

tions, and a pioneering municipal health insurance system, *Healthy San Francisco*. The overall proposed 2009 - 2010 budget for the Public Health Department is about \$1.45 billion. The current Public Health Director is Mitchell Katz, MD.

## Laguna Honda Hospital and Rehabilitation Center and the Medical Director

Laguna Honda is currently licensed for 915 beds (870 SNF and 45 Acute) by the California Department of Health Services as a General Acute Care Hospital with distinct part skilled nursing and rehabilitation center.

Located on 62-acres of parkland west of San Francisco's Twin Peaks, Laguna Honda is among the country's largest skilled nursing facilities with 780 residents. It is a civic icon founded in 1866 to serve one of the first generations of San Franciscans, the Gold Rush pioneers, and has a strong civic presence. It is the cornerstone of a continuum of long term care services under the umbrella of the City's Department of Public Health.

In the spring of 2010 the hospital will move from its 1920s-era Spanish Revival buildings into a new, beautiful and technologically advanced facility that incorporates standards of evidence-based design to meet the needs of a safety-net population. Although operating at somewhat less total beds, it will remain one of the largest and become one of the most modern, physically attractive SNFs in the country.

Laguna Honda's organizational mission is to provide high quality, culturally competent rehabilitation and skilled nursing services to the diverse population of San Francisco. At Laguna Honda residents come first and Laguna Honda's leadership is committed to continuing its resident-centered programming. The mission is achieved through collaboration with residents and the greater community while emphasizing teamwork, mutual respect and accountability.

Reporting to the Public Health Director, the Executive Administrator (CEO) of Laguna Honda Hospital and Rehabilitation Center is responsible for the overall management of the Hospital. In addition to key managers in Legal, Pharmacy, Administrative Operations, Replacement Project and Community Affairs, other major divisions include: Human Resources, Finance, Information Systems, Clinical & Support Services, Nursing Services, and Medical Services. The proposed budget for 2009 - 2010 is about \$312 million (operations are about

\$158.7 million) with a projected staff of 1,200. The current Executive Administrator is Mivic Hirose, RN, MSN, CNS.

Appointed by the Hospital Executive Administrator with approval of the Public Health Director, the Medical Director is responsible for overall medical services. The Medical Director supervises a staff of 120 employees (45 medical staff), appoints the department chiefs of service including for Rehabilitation, Mental and Behavioral Health, and Informatics in the medical division, and works closely with the Hospital Executive Administrator, Chief Nursing Officer, Director of Quality Management and other clinical and administrative leaders. As its Medical Director, the hospital seeks a skilled clinician and entrepreneurial administrator to help lay the foundation for a new era of innovative excellence. The successful candidate will be someone with a strong interest in promoting the independence, quality of life and quality of care for a diverse population of seniors and adults with disabilities.

Programs that will require the clinical and managerial expertise of the Medical Director include:

- The Diversion and Community Integration Program, which seeks community placement and wrap-around services for residents and potential residents who are appropriate candidates for community living
- Complex care for residents with multiple diagnoses
- A growing program of rehabilitative and therapeutic services
- Specialized dementia and Alzheimer's programming
- The Bay Area's only HIV/AIDS skilled nursing program
- Monolingual services for speakers of Spanish and Chinese
- A palliative care program that includes a hospice

The new Medical Director must be a strong leader who believes in quality services, strategic cooperation/partnership and is eager to assume challenge and implement positive change. Other responsibilities include:

### ***Strategic Planning and Executive Leadership***

- Formulates the mission statement, goals and objectives for medical and rehabilitation services, based upon those of the Department of Public Health in consultation with the Executive Administrator.

- Participates with the Executive Committee and department managers in major decision making processes of the hospital including program development, budget planning and expenditures, and capital projects.
- Develops and administers professional contracts.
- Develops, implements and evaluates the hospital's plan for provision of medical and rehabilitative care.
- Advises the Executive Administrator on matters pertaining to the medical staff; reports on compliance with medical staff bylaws, rules, regulations, hospital policies and established professional standards.
- Develops, monitors, and manages a budget for each department in collaboration with the Executive Administrator.
- Assists the Executive Administrator in developing, implementing and monitoring the annual departmental budget for personnel, equipment and supplies.

### ***Medical Staff Management***

- Selects, supervises and evaluates medical staff directly and through subordinate personnel as assigned; develops and enforces standards for the selection, appointment and retention of medical staff, including maintaining a formal program of continued medical education.
- Plans, organizes and directs the professional and administrative activities of the medical staff.
- Plans and directs medical staff development and in-service training activities at the facility, division, or program; conducts staff meetings and conferences.
- Appoints the Department Chiefs of Service in the Medical Division and provides oversight in the operation of the services.
- Coordinates medical activities with other hospital services such as laboratories, pharmacy and radiology; represents the department in contacts with representatives of governmental and community agencies.
- Collaborates with Human Resources on the preparation of job descriptions for all levels of medical personnel within the changing context of resident care objectives.
- Directs and delegates management of professional and ancillary personnel.



- Provides support and direction for academic rotations and staff development programs, creating and maintaining a learning environment providing appropriate educational experiences and opportunities.
- Establishes staffing patterns, which provide sufficient and appropriate personnel to deliver safe and therapeutically effective medical care.
- Establishes a climate of trust and support where creative thinking and planning can be accomplished by the staff.
- Participates and collaborates with the Hospital Executive Committee to develop mechanisms for promoting teamwork, shared governance, resident-centered care, education and advancement of staff members.
- Encourages active collaborative problem solving among medical staff, nursing staff and other staff.

### **Quality Management**

- Plans, organizes and directs the professional and administrative activities of the medical staff; ensures effective delivery of medical services in compliance with applicable Federal, State and local laws and regulations, including medical staff bylaws, established professional standards, Nursing Core Quality Initiative (N.C.Q.I.), and Title 22 of the California Administrative Code; monitors quality assurance and utilization review programs.
- Establishes standards of care, standards of practice and standards of performance with which to measure effectiveness and efficiency of medical service personnel and activities consistent with quality management policies and procedures.
- Interprets, develops and enforces policies in accordance with the California Department of Public Health's regulatory requirements, Title XXII and other regulations and professional standards.
- Implements effective programming to monitor, evaluate and improve the quality of medical care to residents.
- Develops, plans, and directs programs and policies for integrating medical services for the hospital.
- Performs other related duties as assigned by the Executive Administrator.

## **Issues, Challenges and Opportunities**

Some of the issues and challenges include the following:

- Assume a key role in the transition to the new Laguna Honda Hospital and Rehabilitation facilities including providing clinical and administrative leadership as part of anticipated changes in operational culture and skill



mix challenges that will likely result from the move and new facility structure.

- Help address the clinical and management challenges presented by the reduction in available beds from the previous 915 authorized beds to the new 780 bed hospital.
- Take the lead in a “focus on function not disease” while developing strong clinical standards, and helping to enable a complete continuum of long-term healthcare services that encourages rehabilitation and independent living while setting the standard for enhancement of the quality of life of residents.
- Evaluate the Hospital's medical delivery structure to ensure efficient operations, regulatory compliance, quality management, and superior service delivery.
- Continue to strengthen credibility with residents, other healthcare and social service organizations in the region and the clinical and general community.
- Continue to improve/maximize clinical/medical functions and strengthen partnerships with university, academic/training and medical school organizations and programs.

## **Qualifications**

### **Education and Experience**

- A degree in medicine and a current valid medical license. A medical license from the Medical Board of California will be required at time of official hire (with reasonable time for reciprocity considerations etc).
- Board Certification/Eligibility in Internal Medicine or Family Practice. Certification of added qualifications in geriatrics from the American Board of Internal Medicine or the American Board of Family Practice would be a significant plus.
- Four (4) years of recent administrative experience in planning, organizing, managing and evaluating medical services in a hospital setting.

## **Candidate Expertise**

The successful candidate should have strong clinical and management leadership, communication, and interpersonal skills. This person should demonstrate significant expertise in:

- Clinical/medical practice and management
- Supervision of clinical and medical staff
- Project management to include direction and implementation of comprehensive, complex clinical and management project plans, including ongoing quality improvement and evaluation.

In addition, the Medical Director must be able to:

- Work successfully and collaboratively in a diverse community
- Demonstrate an energetic management style
- Possess a strong commitment to public health service

## **Management Style and Personal Traits**

The successful candidate will be a creative and visionary leader and a systems thinker who has a collaborative work style and a commitment to innovative programming.

He/She should be someone who is open to staff, the clinical/medical and academic community and the resident community; is an active listener, a team builder and leader with strong interpersonal skills and communication ability and is comfortable working in a complex public healthcare organization.

This person should also be a leader who embraces challenge, is open minded, thinks collaboratively and plans creatively.

The selected individual must also have a high degree of integrity, be facilitative rather than confrontational in nature, be an advocate of superior patient care, and be sensitive to patient/resident needs and quality of life issues.

Finally this person should be able to interact well and comfortably with a population of various ethnic, social, cultural and economic backgrounds and be able to approach challenges with confidence, energy and an honest desire to make a positive difference.

## **Compensation**

The salary range for this position is open, competitive and commensurate with experience. Laguna Honda Hospital and Rehabilitation Center and the City and County of San Francisco also offer an excellent fringe benefits package. Details are available upon request.

## **How to Apply**

This search is on a fast track. If you are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, Jr., President or  
Rahn Sibley, Vice President

### **Neher & Associates**

299 Westlake Drive, Suite 200  
West Sacramento, CA 95605

Telephone: (916) 443-2421  
Facsimile: (916) 443-5949

Applications are preferred electronically at:  
[robertneher@executivesearchneher.com](mailto:robertneher@executivesearchneher.com)

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above. The position will be open until filled; however, it is advisable to apply as early as possible.

**The City and County of San Francisco is an Equal Opportunity employer. Qualified women, minority, veteran and disabled candidates are encouraged to apply.**

