TITLE: Director, Rehabilitation Therapy Services

ROLE OVERVIEW: The director's primary role is to achieve our mission through the development of a new partnership between team members, physicians and the facility that is consistent with the facility's mission and goals. Partnerships need to be developed in a manner that is consistent with the facility's guiding principles, mission and vision.

PREREQUISITE EXPERIENCE:

- Minimum of five years management experience in allied health field, with minimum two years at senior leadership level.
- Minimum of ten years clinical experience in specified discipline.
- Graduate level degree in clinical specialty or business.
- Current state license to practice in specified discipline.
- Demonstrated leadership and relationship skills that are consistent with the facility's leadership philosophy.

PREREQUISITE SKILLS: Candidates for this position will have:

- Knowledge of, and ability to apply facility's philosophy, principles and technology;
- Ability to demonstrate, and provide examples of, continuous personal development and improvement in each of the essential functions listed in the section below;
- Familiarity with budgeting principles and procedures;
- Knowledge of human resource functions;
- The ability to manage multiple departments and the employees associated with those cost centers;
- Effective communication skills (verbal and written);
- Ability to make independent decisions after gathering information from internal and external sources; and
- A customer-focused attitude.

SPECIAL POPULATIONS: Must be able to direct care appropriate to support the specific populations (child, adult, geriatric) served in rehabilitation services.

REPORTS TO: Vice President of Rehabilitation and Occupational Health Services

SUPERVISES: Rehab services managers, physician schedules, audiologists, certified athletic trainers, certified occupational therapist assistants, occupational therapists, physical therapists, physical therapist assistants, program coordinators/directors, rehab services aides, secretarial staff, speech language pathologists, students, neuropsychologists and volunteers in assigned areas.

ESSENTIAL FUNCTIONS: The following functions describe the essential duties of this role. Individuals may not perform all of these duties, or may perform additional, related duties not listed here.

1. Supervise and mentor therapy program managers.
2. Communicate effectively and proactively with physicians.
3. Ensure positive financial performance of therapy areas.
4. Manage multi-million dollar budgets, capital projects and capital resources efficiently and effectively.
5. Appropriately align human resources across multiple departments to maximize quality and productivity.
6. Coordinate activities, human resources and marketing/strategic plans for therapy services across all locations and offsite facilities.
7. Facilitate a positive environment for staff and physicians.

8. Develop and maintain positive relationships with physicians, external customers and internal customers.
9. Prioritize to meet the needs of multiple cost centers and their employees.
10. Develop new business while growing existing business, as well as develop exit strategies for those businesses that are no longer are mission or financially viable.
11. Provide relevant program knowledge, analytical leadership, administrative guidance and advice in the day-to-day management of therapy programs.
12. Seek input from affected customers regarding directional decisions and develop strategic plans and smarter strategies to accomplish goals.
13. Be accountable for implementation of goals and objectives for the therapy areas.
14. Apply professional judgment in solving difficult issues.
15. Assess financial data to determine effectiveness of therapy program.
16. Understand and work to meet and exceed the patient needs.
17. Communicate respectfully, openly, honestly and directly.
18. Facilitate the development of trusting relationships and partnerships with physicians, payers, patients and co-workers.
19. Promote an environment that facilitates innovation, creative solutions and empowerment.
20. Ensure that decisions involve those who perform, and are affected by, the work.
21. Foster teamwork and organizational structures to improve communication and simplify the organization.
22. Effectively communicate with everyone involved in rehabilitation (physicians, patients, employees, employers, other departments, volunteers and students).
23. Demonstrate competency in leadership skills, work and service.
24. Serve as coach, mentor and positive role model.
25. Hold self and other leaders accountable to the highest standards.
26. Align all work and resource management with the facility's mission, vision, philosophies and values, goals, and strategic imperatives.
27. Demonstrate clinical competency.
28. Manage department in accordance with state law.
29. Ensure appropriate fiscal management of the department.

Master List of Competencies
Rehab Services Team Leader

GENERAL

Lead to shared vision.

- Communicate and reinforce the facility's vision and values consistently in words, actions and behaviors;
- Engage commitment to the vision through dialogue and learning;
- Take a stand and courageously step forward to deal with important problems, issues or conflicts that get in the way of achieving the vision;
- Think strategically about the business and factors influencing the vision;
- Create and use a process for measuring results, and revise strategies and tactics as necessary;
- Enable the organization to achieve results by providing direction, support and coaching required; and
- Champion change.

Think and act innovatively and creatively.

- Create, support and champion new ideas, innovative thinking and reasonable risk taking;
- See change as an opportunity;
- Take what already has been learned and apply it effectively to new problems and situations; and
- Make connections among ideas, perspectives and approaches that have been successful in different areas to come up with alternative ways at looking at problems and solutions.

Focus on the customer.

- Recognize, commit to and provide leadership for high levels of customer satisfaction and loyalty (for both

internal and external customers);

- Instill and maintain a customer focus throughout area of responsibility;
- Build strong relationships and partnerships with customers and employees;
- Demonstrate a thorough understanding of customers' needs and requirements; and
- Keep strategic and operational goals, plans and activities focused on addressing and aligning with customer needs.

Build relationships with individuals and teams.

- Build strong, lasting relationships with people by being respectful, honest and sincere;
- Show respect for and effectively relate to each person, regardless of his/her background or perspective;
- Value and leverage team diversity to improve effectiveness;
- Create an environment where people want to and are able to get involved, participate and cooperate to achieve team and organizational goals;
- Encourage teamwork and collaboration; and
- Directly, openly and constructively confront disagreements and conflict.

Communicate effectively.

- Create open channels of communication;
- Keep people informed about events and decisions that affect them;
- Actively listen to employees and understand their issues and commitments;
- Deliver organizational messages to staff on a timely basis, and in a simple, clear, straightforward way;
- Speak clearly, concisely and persuasively in one-on-one interactions and in groups;
- Handle self well in difficult situations.

Manage for results.

- Translate facility priorities and objectives into concrete short- and long-term directions, plans and objectives for the department;
- Hold self and others accountable to ensure plans lead to successful, measurable results and outcomes;
- Establish and continually improve work processes;
- Understand complex concepts and relationships;
- Consider viable alternatives for solving key problems and moving the business ahead; and
- Make sound, informed decisions quickly and decisively when necessary.

Develop and improve performance capabilities.

- Provide helpful feedback, coaching, and developmental opportunities that clearly define expectations for employees and instill in them a sense of ownership, responsibility and accountability;
- Staff, build and develop diverse, high performing teams and organizations committed to organizational goals;
- Empower individuals, teams and organizations; and
- Recognize and celebrate organizational, team and individual accomplishments.

Operate across boundaries.

- Be aware of external business, social, political and competitive environments;
- Establish and maintain formal and informal networks and relationships with key stakeholders both inside (in other units and functions) and outside the organization; and
- Serve as an effective ambassador for the clinic.

Establish and maintain skills.

- Commit to and actively pursue learning, growth and self-development activities;
- Actively seek feedback and take action based on feedback;
- Demonstrate strong general business knowledge, skills and awareness, as well as relevant technical and professional skills;
- Understand the organization and what it takes to get things done; and
- Benchmark skills, activities and results.

Display personal commitment and courage.

- Maintain integrity and follow through on commitments;

- Display personal strength and resilience in coping with stress;
- Demonstrate a strong drive to achieve results, resolve issues and care about people; and
- Hold self and others to the highest professional and technical standards.

RELATIONSHIP COMPETENCIES:

- Act in a responsible manner and be accountable for own actions.
- Recognize when others need help or relief and offer assistance.
- Strive for excellence while realizing that no one is perfect.
- View mistakes as lessons and opportunities for improvement.
- Display openness to change and new learning.
- Demonstrate advocacy, honesty and respect.
- Strive to maintain a non-judgmental posture.
- Take initiative.
- Maintain a sense of humor.
- Practice effective communication skills.
- Demonstrate flexibility by adapting to the needs of patients, peers and changing situations.

TEAM COMPETENCIES:

- Actively participate in all group meetings.
- Take responsibility for maintaining departmental appearance.
- Assist with transportation needs.
- Inform supply coordinator when supplies are low.
- Assist with generalized patient needs as time permits.
- Understand the needs and expectations of customers and strive to meet them.
- Know the processes of the work team.
- Pitch in and work as a team to manage and cover for absent therapists.
- Continuously strive for quality improvement.
- Practice cost effectiveness and resource utilization.
- Maintain awareness of others and assist as needed.