



**Chief Executive Officer**  
**Tenet Physician Services**  
**Multiple Locations**  
[WWW.TENETHEALTH.COM](http://WWW.TENETHEALTH.COM)

**THE COMPANY**

Tenet Healthcare Corporation (NYSE: THC) is a national diversified healthcare services company headquartered in Dallas, TX, with 110,000 employees. Through an expansive care network that includes United Surgical Partners International (USPI), it operates 65 hospitals and approximately 500 other healthcare facilities, including surgical hospitals, ambulatory surgery centers, urgent care and imaging centers and other outpatient facilities. It also operates Conifer Health Solutions that provides revenue cycle management and value-based care services to hospitals, health systems, physician practices, employers and other customers. At the center of everything Tenet does is a commitment to delivering the right care, in the right place, at the right time through its *Community Built on Care*, and to continually improving and advancing the healthcare delivery system in the markets it serves.

Below is a snapshot of Tenet's network and the impact it has have across the country:





Tenet is composed of three business units: Hospitals, Ambulatory Care (USPI) and Conifer.

### **Hospital Operations**

Tenet operates integrated care delivery networks with 65 acute care and specialty hospitals, as well as other facilities designed to meet evolving patient and community needs. Additional facilities within the hospital operations segment include primary and specialty care clinics, diagnostic imaging centers, micro-hospitals and off-campus emergency departments. Many of the local hospital networks also include facilities operated by USPI, such as ambulatory surgery centers and urgent care centers.

Our hospital networks are in urban and suburban markets in nine states. Each facility serves the unique needs of its communities, while delivering high quality care and an exceptional patient experience.

### **United Surgical Partners International**

USPI operates the largest ambulatory platform in the country. With over 400 facilities across the United States, the company serves patients in ambulatory surgery centers, surgical hospitals, imaging centers, and in urgent care centers through its CareSpot and MedPost brands. USPI serves over 2.7 million patients each year.

USPI is a trusted partner to over 50 not-for-profit health systems and more than 4,000 physicians, working collaboratively to expand convenient, high-quality ambulatory networks and enhance patient access to care.

### **Conifer Health Solutions**

Born from the patient financial services division at Tenet, Conifer helps 750 clients in 135 local regions across the nation to enhance patient experience, improve financial performance, drive clinical alignment, manage risk-based agreements and engage members in personal health management.

Conifer processes more than \$30 billion in net revenue annually, supports care management for more than 6.1 million people and supports clients across multiple healthcare industry segments including healthcare systems, hospitals, physician groups, health plans and self-insured organizations.



## A Community Built on Care

Tenet employees are committed to delivering the right care, in the right place, at the right time. They take great pride in the work they do, are passionate about the path they've chosen, and take seriously the privilege of serving others as a *Community Built on Care*. As a team and individually, they are guided by the following core values.



## POSITION SUMMARY

Tenet Physician Resources (TPR) employs more than 2,200 physicians and healthcare providers across the United States. TPR providers serve those markets where Tenet Healthcare provides a variety of ambulatory and inpatient services. The CEO TPR has oversight of all physician practices in that market. The CEO TPR coordinates with local hospital management and corporate functional departments (Legal, Managed Care, IT, HR, etc.) to ensure swift and effective, standardized execution of start-up and on-boarding activities. S/he will manage and direct activities in practices including physician human resources requirements, customer service, customer satisfaction, financial, medical, business information systems, practice profile analysis, compliance with regulatory bodies, participates in planning and development and position specific requirements.

The CEO TPR participates in monthly operational and financial reviews along with other department team members to hold hospital and physician practice managers accountable for improving operational and financial performance.

## RESPONSIBILITIES & DUTIES

- Strategic planning of the physician/practice development in connection with management company and respective hospital market leadership team (to include physician recruitment, practice location selection)



- Management of Physician Employment Agreements renewals (through tracking term dates and assigning responsible party for handling renewal).
- Oversight of Market Operations Councils (which include Hospital Administrative Team membership).
- Oversight of the Market
- Physician Advisory Councils
- Management of the employed Physician Practice leases (initial and renewal) to include review and signature. Ensure the language in Physician Employment Agreements is consistent with proforma assumptions. Identify and tracking of capital needs for physician practices. Oversight of Net Patient Revenue.
- Management of Financial results for employed physician practices, to include daily/weekly monitoring of results.
- Management of volume growth for employed physicians, to include (but not limited to) ZocDoc initiative, DrScore patient satisfaction (or like product) and any other volume growth initiative.
- Adhere to and support the mission, purpose, philosophy, objectives, policies, and procedures of Tenet.
- Conform to the Tenet HIPAA Compliance Plan and the Privacy Standards Confidentiality Agreement.
- Demonstrate support for the Tenet Corporate Compliance Program by being knowledgeable of compliance responsibilities as expressed in the Code of Conduct; adhering to federal and state laws, rules, regulations, and corporate policies and procedures policies that affect his/her specific job functions/responsibilities; and reporting compliance issues/concerns in a timely and appropriate manner.
- Participate in Monthly Operations Reviews with TPR and Market senior leadership.
- Lead various meetings with physicians, practice operations, revenue cycle management and TPR leadership. Responsible for working with practice leadership to identify opportunities for improving EBITDA and cash flows.

As a leader within Tenet, the CEO TPR will be expected to demonstrate the following traits and activities:

#### **Learning and Growth Management**

- Communication - active listening, coaching, giving and receiving feedback, communication planning, disagreement/consensus building, effective written and verbal communications, meeting facilitation, and presenting information.
- Manage Relationships - conflict management, negotiations, persuasion/soliciting ideas, and team building.
- Develop Talent – identify and recruit diverse talent, apply behavioral interviewing, develop retention and succession plans, evaluate performance, and set goals and standards.



- Lead – create supportive innovation environment, motivate and influence, manage a vision/goals and purpose, manage change, prioritize and delegate, make decisions, and lead work teams.

#### **Experience Service Management**

- Enhance Customer Satisfaction – use complaint management and service recovery, apply clinical quality management, monitor and improve patient and customer satisfaction, and use stakeholder identification and communication.
- Plan Strategically – utilize patient and customer satisfaction data, utilize employee engagement data, and assess population needs.

#### **Results and Outcomes Management**

- Use Support Standards – apply benchmarking, collect and analyze data, create performance improvement environment, and apply LEAN principles.
- Plan and Execute – apply analytical thinking, plan and prioritize, problem solve and innovate, manage projects, and hold self and others accountable.

#### **Budget and Financial Management**

- Financial Acumen – analyze reports and data/take appropriate action, develop/monitor and adjust budget, manage staffing and scheduling based on productivity, develop and analyze Requests for Proposal.

### **REQUIRED QUALIFICATIONS, KNOWLEDGE AND ABILITIES**

At least ten years of practice management experience in a large multispecialty group of physicians that includes management responsibility for all operational areas including finance.

Must have advanced understanding of physician practice start-up requirements, RVU (Relative Value Unit) principles and concepts, billing/collections, accounts receivable management, employee supervision, managed care, patient relations, physician credentialing, medical office policies/procedures, marketing, coding EHR/Practice Management IT systems, and MGMA (Medical Group Management Association) benchmarks.

- Exceptional interpersonal skills with an outstanding ability to build trusting relationships with physicians.
- Strong leadership skills and understanding of group processes, teamwork, and site/cost center management.
- Skill in establishing and maintaining effective working relationships.



- Strong communication skills at all levels.
- Ability to analyze problems and consistently follow through to creative solutions.
- Knowledge of and experience negotiating with third-party payers
- Ability to take initiative and exercise independent judgment, decision-making, and problem-solving expertise
- Ability to effectively, respectfully and professionally communicate, both in writing and verbally, with physicians, management, vendors, consultants and other clients.
- Works well under pressure and meet tight deadlines.
- Ability to organize work with large amounts of information efficiently, manage multiple projects and deadlines simultaneously with attention to detail in a fast-paced and results-oriented environment.
- Must be computer literate with proficiency in Microsoft Outlook, Excel, Word and other accounting software packages. Experience with Microsoft Access is preferred.

#### **Professional Attributes**

- Solves problems by building consensus and support, working across functional lines to engage disparate resources to work together to achieve desired results.
- Thinks broadly and strategically; a team player who works well with ambiguity.
- Transfers the vision/mission of the organization into a focused strategy and a detailed practical plan for the future.
- Generates ideas and improved approaches.

#### **Personal Attributes**

- Impeccable integrity, strong principles and deeply knowledgeable.
- Earns respect and support when making difficult decisions and choices.
- Establishes immediate credibility with peers, senior leadership, medical staff.
- Active listener who encourages input from others.
- Provides clear directions. Maintains an ongoing dialogue with employees to ensure continual progress.
- Works collaboratively with individuals critical to the successful execution of financial tasks.
- Excellent oral and written presentation skills. Articulate conversationalist with a gracious demeanor.

#### **EDUCATION**

A Bachelor's degree in Management or related field is required. An MD or an MHA or MBA is preferred.



### **APPLICATION PROCESS**

All inquiries, nominations and applications are to be directed to [cydnee@dubrof.com](mailto:cydnee@dubrof.com). Applications should include a letter of interest and resume in MSWORD. Please indicate in your cover letter where you learned of the opportunity. NO PHONE CALLS PLEASE.

Please note that only those candidates invited for screening will be contacted.

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The above statements are intended to describe the general nature and level of work performed by people assigned to this classification. They are not intended to construe an exhaustive list of all responsibilities, duties, and skills required of personnel so classified. All employees may be required to perform duties outside of their normal responsibilities from time-to-time, as needed.