

Plan Readiness - Preparing for an Influx of Seniors and Persons with Disabilities Medicaid Beneficiaries

Lisa A. Rubino
President
Molina Healthcare of California



Caring for some of California's most vulnerable citizens is nothing new for Molina Healthcare of California. Currently Molina manages over 15,000 Seniors and Persons with Disabilities (SPDs) members (5% of Molina's total California membership). And company-wide Molina has been managing this population for 30 years and currently serves 150,000 in the states where we operate health plans. However beginning in June, Moli-

na and other Medicaid health plans will begin managing more of these members. Why?

The change is a result of the California Legislature's passage and federal approval of the Medicaid Section 1115 Waiver last November. The Waiver contained provisions to enroll over 360,000 SPDs in 16 counties across the State into Medicaid managed health plans. Plans like Molina are confident this will mean improved access and coordinated care for beneficiaries. And the State of California is expecting that not only will care improve but the move will reduce healthcare costs for this population.

Plan Readiness – Where Are We?

Molina is near-ready. Since the passage of the Waiver, Molina like other Medicaid health plans has been preparing for an increase in SPD enrollments. There is still work to do but Molina has:

- Continued assessing the adequacy of its provider networks. Staff has been visiting

physician offices to assess and communicate with staff and physicians about the need for accessibility ramps, parking, doorways, etc. to ensure SPDs have access to primary care and highly utilized specialists' offices.

- Continued to utilize the infrastructure and resources that have been successful in providing quality care to Molina's current SPD members. This in-

Please see> Rubino, P4

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Children's Hospital Central California Opens New Paramount Farms Plaza Expansion

By Nora Haile
Contributing Editor
California Healthcare News

North of Fresno, in Madera County, has been the home of Children's Hospital Central California since the 1990s, when seismic requirements drove the building of a new facility. Now consistent growth has driven an expansion. According to Jessie Hudgins, Children's Vice President of Facilities, "Inpatient services were up 4% and out-

patient services were up 10% annually. Demand forecasts showed a definitive need for additional capacity in pediatric care units, operating rooms, imaging and the ED." The hospital, which serves all of Central California, has recently completed a 60,000 sf, two-story addition, named for its largest contributor, Paramount Farms.

When the recession became evident, the hospital was well into the

permitting process and just beginning construction. Despite a small reduction in population growth in the area and challenges to physician recruitment, the hospital's board of directors elected to continue with the project. Even taking into account the broader economic issues, Hudgins said that the hospital is well-positioned in terms of capacity that the facilities offer for at least the next five years. The project significantly



Artist's Rendering of Children's Hospital Central California Paramount Farms Plaza Expansion

expanded the Emergency Department, added two operating rooms and eight new treatment rooms in the Pediatric Intensive Care Unit, and added a room to the Imaging Center along with another diagnostic X-ray suite. With the expansion, Children's Hospital Central California has 348 licensed beds, making it one of the nation's top ten largest pediatric hospitals.

For the project, Children's partnered with Karlsberger, with whom they'd worked on the original replacement hospital. To alleviate the firm's unfamiliarity with OSHPD, it established a partnership with a local associate architect, John Van Doren. For the general contractor, the hospital chose Turner, one of the largest healthcare contractors in the country, which had extensive experience in California and working with OSHPD. Those strong points, combined with the use of local subcontractors, created a winning team. "It's made for a very nice project; we're almost sad to see it come to an end!" said Hudgins.

When it came to design objectives, there were several important specifics, one of which was to blend the expansion's design into that of the relatively new original building to preserve the feel of the campus. "It followed the same design elements we used with the original hospital construction," Hudgins said. They also wanted to leverage adjacency with current services, allowing for departmental expansion without separating the core departments. That meant the expansion needed to be on the western end of the building, creating some complexities, such as the need to relocate the main heli-pad and some additional

buildings that were within the expansion's footprint.

The hospital, which performs over 13,000 surgeries annually, had another important design objective, which was to establish minimally invasive operating rooms. "O/R design has progressed significantly over the years, and that's the preferred layout for operating rooms now," explained Hudgins. Surgeons prefer the minimally invasive design, as today's surgical procedures promote use of endoscopic instruments and minor incisions. Most equipment is on booms, with more objects ceiling mounted, making for a much more open, obstacle-free operating room. The PICU now features decentralized nurse workstations for excellent line-of-sight visibility with the patients.

An organization's needs can change, especially during the protracted time that it takes to go through design, permitting and construction of a hospital in California. For Children's Hospital Central California, the mid-stream change was the increased demand for pediatric MRI services. "Pediatric patients tend to move, which compromises image clarity," he said. "Because we use sedation to help counter that issue, we saw significant increases in demand for MRIs." The change meant new structural needs, as well as the accompanying OSHPD process. With state budget deficits causing hiring freezes within agencies, their local area compliance officer took on larger responsibilities, making access more of a challenge. Once that was overcome, the hospital moved forward to adopt the latest and greatest imaging technology to help meet demand, a 3T (Tesla)

MRI Scanner, as well as adding a 1.5T MRI.

Further construction, in a renovation capacity within the original structure, will continue for the next year, as Children's adds a digital radiography room in imaging, and remodels the day surgery recovery and waiting room area. The move into Paramount Plaza occurred April 1st and the hospital was on-target for the area to see its first patient by the end of May. With Children's already recording the second largest number of inpatient admissions in the state of California, that's sure to be the first of many.

Nora Haile can be reached at nora@nhaile.com.

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Publisher and Editor
David Peel

Managing Director
Elizabeth Peel

Contributing Editor
Nora Haile

Advertising
Jennifer Sharp

Contact Information
Phone: 425-577-1334
Fax: 425-242-0452
E-mail: dpeel@cahcnews.com
Web: cahcnews.com

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LETTERS TO THE EDITOR

If you have questions or suggestions regarding the News and its contents, please reply to dpeel@cahcnews.com.

< **Rubino, from PI**

cludes complex case management, health risk assessments, and other healthcare services to make sure SPD members get the ‘right care in the right setting at the right time.’

- Hired additional case managers and social workers. With the high incidence of mental health issues in the SPD population, these additional plan staff will be essential for ensuring SPD members successfully transition into managed care.
- Offered cultural sensitivity training to network providers.
- Added customer service staff for this ‘high touch’ SPD population.
- Formed a statewide collaborative last year to better understand the needs and requirements of the SPD population and incorporated the ‘learnings’ from this group to create Molina’s Bridge2Access Program, which is focused on providing quality, effective care to the plans’ SPD members.

In addition to Molina’s own planning, the State of California required participating health plans to:

- Undergo a good standing review by the Department of Health Care Services (DHCS), the State’s Medicaid agency.
- Provide proof of provider network adequacy.
- Use a new facility site review form (Molina helped develop this form).

- Develop risk stratification tools and process for newly enrolling SPD members. Molina provided comment and this is now currently under review with DHCS.

Preparing the Molina Staff Model Offices

Molina Healthcare is unique. Molina is one of a few Medicaid health plans that owns and operates primary care staff model clinics in California. Over the last year, many of Molina Healthcare’s 16 clinics were expanded and equipped to meet the needs of SPD members. This included adding specialty equipment such as an exam table that adjusts to 17” off the floor. This makes it easier for wheelchair users and others to transfer to the table. And some Molina clinics are equipped with a Hoyer lift for wheelchair users who are not strong enough to self-transfer, or patients with balance difficulties. The clinic redesign includes a digital 800 pound wheelchair scale and reception counters being lowered to be more accessible. For hearing impaired and deaf patients, an assisted listening device and state of the art video interpreting service are now available.

How Will Enrollment Into Managed Health Plans Work?

The State of California began sending notices to SPDs in March of this year to inform them that they would need to choose a Medicaid managed health plan. If SPDs do not choose a Medicaid managed care plan, they will be defaulted to a Medicaid plan with their existing fee for service (FFS) provider assuming that provider has joined

a managed care network with a health plan.

Of the 16 counties, Molina is licensed to operate in five (Sacramento, Los Angeles, San Bernardino, Riverside, and San Diego). But it is in those five counties that over 70% of the SPDs live—nearly 275,000. Of this number, Molina expects to enroll between 1,000 and 2,000 new SPD members per month beginning in June of this year.

The Future

States are looking for ways to cut costs. As a result, states are becoming increasingly reliant on managed health plans to enroll Medicaid beneficiaries. According to a recent Kaiser Family Foundation report, state Medicaid programs continue to develop, expand and improve their managed care programs. The most common managed care policy changes involve adding counties to existing service areas, enrolling SPDs beneficiaries into managed care, and changing requirements so that enrollment in managed care is mandatory rather than voluntary for Medicaid populations such as the SPDs.

This shift to managed care makes sense for the State of California. And it makes sense for the 360,000 SPD Medicaid beneficiaries who will benefit from this transition with improved access to coordinated, quality healthcare services.

Lisa A. Rubino serves as president for Molina Healthcare of California. Rubino is responsible for the overall strategic direction and operations for the California health plan.

Career Opportunities

To advertise call 425-457-4316
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Coalinga Regional Medical Center

Serving the Community since 1938

Coalinga Regional Medical Center is nestled in the coastal mountain range of California, just 70 miles from the Pacific Coast and 60 miles west of Fresno, California.

Coalinga Regional Medical Center is the single most important component of the health care delivery system in the City of Coalinga. Established in 1938, the hospital provides the following essential health care services to the community:

- Acute Care
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- Industrial Medicine
- California Licensed Laboratory
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- Radiographic and Fluoroscopy Studies
 - MRI - CT Scans
 - Mammography - Sonography
- Respiratory Therapy
- Skilled Nursing Facility

We are currently seeking the following key positions:

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- Phlebotomist (Full Time)
- Physician Assistant - Rural Health Clinic (Full Time)
- Respiratory Care Practitioner (Per Diem Only)
- RN – Emergency Room
- RN Supervisor – SNF (Full Time)
- Speech Pathologist (Per Diem Only)
- Weekend Activities Assistant (Per Diem Only)

For job postings and applications, please visit:

www.coalingamedicalcenter.com

Email: jobs@coalingahospital.com

Phone: 559.935.6420

Fax: 559.935.6512



Director of Revenue Cycle Management (Wenatchee, WA)

Provide strategic leadership and vision for revenue cycle management of hospital and dialysis services. This leadership role is responsible for registration, billing, collections and cash posting functions. This position will collaborate with directors of patient care units, ancillary departments; Health Information Management, Case Management, Utilization Management, Accounting, Decision Support, Compliance and Information Technology to assure the standards outlined in Hospital policies for compliant registration, billing and collection practices are met throughout the revenue cycle.

Bachelor's or advanced degree in Business Administration, Accounting or related field required. Equivalent experience may be considered.

Minimum of five to seven years of healthcare related financial experience with a minimum of three to five years management experience.

Thorough understanding of third-party reimbursement methodologies.

Strong working knowledge of revenue cycle IT systems and processes.

Experience in reimbursement and other revenue cycle areas.

Professional certification by the Healthcare Financial Management Association preferred.

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Health Services Team Manager/UM (Fairfield, CA)

Partnership HealthPlan of California (PHC) is a public organization designed to provide a quality, accessible and cost-efficient health care system to the low-income residents in several Northern California counties. PHC continually strives to improve its services in the communities it serves.

We pride ourselves on our commitment and dedication to the Healthcare Industry.

Position

We are searching for a **Health Services Team Manager/UM**. The successful candidate will provide day-to-day guidance and management in all aspects of utilization review and case coordination activities; ensuring compliance with established criteria and HealthPlan benefits, in a fast-paced and ambiguous environment.

Requirements

Bachelor's degree in Nursing. Five (5) years of acute care experience. Two (2) years managed care (utilization or case management) experience. One (1) year prior experience in management. Current CA Registered (RN) license. Strong knowledge of nursing requirement in a clinical setting. Thorough knowledge of utilization and case management program and application or related clinical criteria and protocols. Working knowledge and experience with ICD-9-CM and CPT coding schemes.

To view the complete job description, including all requirements, or to apply, visit our website: www.partnershipphp.org



RN Case Manager (French Camp, CA)

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Memorial Medical
Center
A Sutter Health Affiliate
Community Based, Not For Profit

Director of Accounting (Modesto, CA)

The Director of Accounting is responsible for the leadership and operation of the accounting, accounts payable, and payroll functions for Sutter Health's Central Valley Region (CVR) entities and other supported organizations. The Director is responsible for the development of departmental goals and priorities that are consistent with organizational objectives. He/she will lead a motivated, innovative, high performing, customer service oriented team. As well as develop, implement, and monitor compliance with internal accounting policies and procedures to ensure that effective internal controls are in place, that organizational assets are safeguarded and that all accounting transactions are properly recorded and reported. The Director of Accounting has ultimate responsibility for the timely and accurate production and distribution of internal and external financial reports in accordance with Generally Accepted Accounting Principles and other standards or regulations applicable to non-profit health care organizations, multispecialty medical groups, philanthropic foundations and joint ventures.

Requirements: A bachelor's degree in business administration, with an emphasis in accounting or other related field. An active CPA license. Seven years of progressive accounting experience including two years of multi-entity experience. Five years of experience supervising or managing accounting personnel and functions. Five years of health care industry experience. Demonstrated knowledge and experience in auditing, accounting and financial reporting, and information and tax return preparation for non-profit health care organizations, multispecialty medical groups, philanthropic foundations and joint ventures. Additional requirements can be viewed at www.memorialmedicalcenter.org.

Visit www.memorialmedicalcenter.org to apply or learn more about the position or email LittleV@sutterhealth.org. EOE.



Vice President, BHP Finance (Whittier, CA)

Bright Health Physicians, a division of Presbyterian Intercommunity Hospital (PIH), is a nonprofit medical foundation focused on delivering the full continuum of care by offering comprehensive services through our PIH affiliation. We are currently seeking a **Vice President, BHP Finance**. The Vice President, BHP Finance is responsible for ensuring the organization's financial performance through the development and implementation of financial policies and procedures; monitoring the financial activities of the organization; and, oversight and preparation of periodic financial reports and projections. As a key member of the senior leadership team, the V.P. Finance collaboratively provides vision, evaluation and recommendations for corporate strategy and direction; is accountable for leading in a manner consistent with the organization's mission, values, leadership model and customer service philosophy; and directing critical administrative functions; including Financial Analysis & Planning and Business Services. The VP of Finance will act to ensure the overall integrity of the financial systems and operating protocols driving performance for the BHP Managed Care Organization (MCO), supporting all BHP managed care lines of business.

Requirements: A Bachelor's degree in Business Administration with an emphasis in accounting or finance. Certified Public Accountancy certificate preferred. Ten to fifteen years of progressively responsible accounting experience. Five to ten years of progressive management experience, preferably in a health care environment – the majority of which should be in a hospital, physician group or integrated system setting.

To apply or to find out more about this position, contact our recruiter at recruitment@pih.net or online at www.pih.net EOE



CITRUS VALLEY HEALTH PARTNERS Director Care Coordination (West Covina, CA)

Under the direction of the Vice President of Patient Care Services, the Director of Care Coordination will manage, through an integrated process, the area of Utilization Management, Discharge Planning, and Social Services. You will design, develop, implement, evaluate and revise the delivery of the service to ensure optimum patient outcomes with appropriate utilization of services. You will serve as a liaison with community resources to promote networking, and you will promote organizational interdisciplinary collaboration.

Qualifications include: Associate or diploma degree in Nursing required. Bachelor's degree in Nursing or in a related field is preferred. Current California RN license and BLS certification. 2 years managerial experience in case management, discharge planning, utilization management and/or other related area. Working knowledge of regulations as they relate to UR, Discharge Planning and Social Service is preferred. Ability and knowledge in program development. Effective written, verbal and time management skills. Ability to supervise and motivate employees, establish relations and function within a team. Knowledge of the delivery of Social Services. Knowledge of medical information systems.

We offer competitive compensation and benefits in a positive work environment. Please visit <http://www.cvhp.org/Careers.aspx> and search Job ID #11.87530-1-05149 to apply online or to learn more, you may call Angela Bernacki, Employment Manager at (626) 858-8517. EOE/drug-free workplace.



Chief Financial Officer (Port Townsend, WA)

Under the general direction of the Hospital Administrator, the CFO is responsible for the overall financial management of the Hospital District. Acts as financial advisor providing financial analysis and budgetary planning. Prepares, analyzes, and interprets all financial and budget reports to assist the Administrator and Commission.

Requirements

A Bachelor's Degree in Business Administration with major in Accounting or equivalent. The candidate should have a minimum of three years continuous recent experience in the hospital field, experience in hospital accounting practices, and management of the fiscal departments of a hospital.

The candidate should also have knowledge of experience in theory and/or application of critical access hospitals, general and cost accounting methods and techniques, prepare financial statement sand budgets, and interpret financial statements. Be familiar with patient accounting practices and have highly developed organizational skills.

Salary is open and negotiable. We offer a comprehensive benefits package.

To learn more about Jefferson, please visit our website at www.jeffersonhealthcare.org

To see additional requirements, learn more and apply contact George Deering of Deering and Associates at gdeering08@comcast.net

Manager, Surgery Department (San Diego, CA)

Sharp isn't just San Diego's health care leader; we're also the No. 1 integrated health care network in California. Sharp is a recipient of the 2007 Malcolm Baldrige National Quality Award, the highest Presidential honor for quality and organizational performance excellence.

Sharp Grossmont Hospital, a 536-bed Magnet designated hospital that is part of Sharp HealthCare, is known for its outstanding programs in cardiac care, orthopedics, neurology, behavioral health, rehabilitation services and women's care. The Surgery Department has 12 operating suites and performs all inpatient surgical specialties including open heart. The hospital's Total Joint Replacement Program is nationally recognized. Sharp Grossmont is seeking a Manager for the Surgery Department in the Main Operating Room. The successful candidate will bring strong customer service and teamwork, and leadership skills to this dynamic and expanding department. This cohesive team challenges nurses to be self-motivated. The Clinical Manager will provide leadership to ensure smooth and efficient operations and lead the team to quality outcomes. If you are searching for a position with a dedicated staff and excellent support, consider this opportunity.

Qualifications

- Current California Registered Nurse licensure required
- Current CPR certification required
- BSN required, Master's preferred
- CNOR preferred
- Recent 3 to 5 years management or leadership experience required
- Recent clinical OR experience required
- Knowledge of State, Federal and JCAHO compliance guidelines required
- Must have the ability to facilitate and lead large, diverse, multi-disciplinary teams and have a history of successful change implementation.
- Must possess strong interpersonal communication skills and the ability to interact productively with varying levels of leadership, staff, and physicians.

Please visit our website at www.sharp.com to apply on line or feel free to contact our Nurse Recruiter at Elmerissa.Sheets@sharp.com.

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California Medical Association

Associate Director of Medical and Regulatory Policy – The California Medical Association (Sacramento, CA)

The California Medical Association (CMA), a non-profit advocacy organization representing physicians and patients, is looking for a senior staff member for the policy and regulatory advocacy team. The ideal candidate will have an advanced degree and at least five years of policy and/or advocacy experience. Knowledge in one or more subject areas related to health policy preferred.

Reporting to the Vice President of Medical and Regulatory Policy, the Associate Director will be a vital member of CMA's leadership team as well as strategic advisor for a range of regulatory and policy issues. Responsibilities include policy development, regulatory advocacy, research, and writing. Candidate will have strong analytical ability, organizational skills, writing and communication skills.

Salary is dependent on experience. We offer a comprehensive benefits package.

To learn more about CMA, please visit our website at www.cmanet.org

Send resume, along with cover letter and writing sample to hr@cmanet.org

The California Medical Association is an equal opportunity employer.



Chief Finance Officer (Anchorage, AK)

St. Elias Specialty Hospital is seeking a Chief Financial Officer responsible for administering the general accounting, patient business services, including third party reimbursement, financial and statistical reporting functions of the hospital with established policies and accounting procedures. The Chief Financial Officer keeps administration and Board of Directors informed of the financial condition of the organization so that adequate planning may proceed and proper controls instituted. Reporting directly to the CEO, he/she assures that policies and regulations established by the Board of Directors are enforced.

Minimum Qualifications:

This position requires a BS/BA in Accounting; MBA or CPA desired. Minimum of eight, preferably ten year's hospital experience in a senior role. Up-to-date knowledge of current financial and accounting computer applications, Long Term Acute Care Hospital (LTCH) financial experience highly desirable, Medicare reimbursement experience required. Must be capable of supervising general accounting, HIM, management info systems, materials management that is consistent with proper financial internal controls and operations for the hospital.

Application Process:

Detailed job description and list of position requirements can be viewed at <http://www.st-eliashospital.com/> or call the Human Resources Office at 564-2224.

To apply please submit a cover letter and resume to the e-mail listed above

Equal Opportunity Employer

St. Elias Specialty Hospital is Alaska's first Long Term Acute Care Hospital (LTACH/LTCH). We are accredited by The Joint Commission. We are Medicare-certified and the only hospital of its kind in Alaska.

At St. Elias Specialty Hospital, we provide customized, physician-driven programs for patients requiring longer stays in an acute care environment due to multiple or complex medical conditions. We are not a permanent placement for patients; rather we are an answer for many patients who are acutely ill and need to take the first steps towards rehabilitation.



Care/Case Manager (Apple Valley, CA)

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You will manage specific patients throughout their admission to ensure the availability of sufficient clinical and medical center resources. Requirements include a current CA RN license, BCLS certification and 3 years' acute nursing experience with evidence of progressive clinical experience. CCM preferred.

We offer a competitive compensation and benefits package. Please apply online at www.stmaryapplevalley.org. EOE



Nurse Auditor

(West Covina, CA)

As a full-time Nurse Auditor, you will be responsible for performing government and private payer audit reviews and appeals, as well as act as a resource for clinical issues that arise in Patient Business Services. Other responsibilities include, but are not limited to, completing clinical reviews for medical necessity and applying InterQual level of care criteria, contacting providers to resolve billing issues relating to level of care and length of stay.

Qualifications include: Current California RN license required. Bachelor's degree in Nursing or related health field preferred. A minimum of 3 years nursing experience required. Knowledge of government payer guidelines, third party administrators, appeals and claims. Knowledge of coding and billing. Clinical knowledge needed to effectively interact with all levels of health care providers. Good written and verbal communication skills. Proficiency with Microsoft Office products. Charge master work experience preferred. Excellent customer service skills required.

We offer competitive compensation and benefits in a positive work environment. Please visit <http://www.cvhp.org/Careers.aspx> and search Job ID # 40.85320-1-05199 to apply online or to learn more, you may call Angela Bernacki, Employment Manager at (626) 858-8517. EOE/drug-free workplace.



Chief Medical Officer (Santa Barbara, CA)

CenCal Health is a health care administrator who provides comprehensive health care coverage to the residents of Santa Barbara and San Luis Obispo counties who qualify for one of several publicly-sponsored health programs. We currently have the following job opening:

Chief Medical Officer

Responsible for the oversight of medical services provided to members covered by CenCal Health. This position is responsible for: the clinical direction of CenCal Health managed programs. This position is also responsible for developing, implementing and monitoring the Health Services Quality Improvement Plan, including quality of care, utilization management and peer review functions; supervising the administration of CenCal Health's prospective concurrent and retrospective review of health care program benefits; assist in implementing and monitoring health management programs; developing clinical policies related to the use of the formulary and therapeutics; and overseeing the management of the pharmacy benefit program.

Qualifications

Doctor of Medicine, preferably in a primary care specialty, with a minimum two years experience in a managed care plan and experience administering medical programs, or equivalent combination of education and experience; Knowledge of the California Medi-Cal program and the Santa Barbara medical community preferred; Excellent leadership skills, written and oral communication skills; interpersonal skills and the ability to handle varying situations with tact and diplomacy.

For a detailed job description, visit our website:

<http://www.cencalhealth.org/careers/index.html>

If you are interested in joining the team at CenCal Health, please submit your resume to: hr@cencalhealth.org. We offer competitive salaries and a great benefits package. EOE.

Director of Quality and Performance Improvement (Fairfield, CA)

Partnership HealthPlan of California (PHC) is a public organization designed to provide a quality, accessible and cost-efficient health care system to the low-income residents in several Northern California counties. PHC continually strives to improve its services in the communities it serves.

We pride ourselves on our commitment and dedication to the Healthcare Industry.

Position

We are searching for a **Director of Quality and Performance Improvement**. The successful candidate will be responsible for the development, implementation, and evaluation of all medical quality and performance improvement activities of Partnership HealthPlan of California (PHC). The individual will provide leadership and direction to promote quality throughout the organization and performance and access improvement initiatives.

Requirements

Five (5) years operational and/or clinical management experience within a managed care/health care system. Baccalaureate degree in applicable field; master's degree in health administration, public health, or closely related field preferred. Grant writing and grant management experience is desirable. Knowledge of NCQA, QI, and UM. Knowledge of HEDIS technical specifications and HEDIS compliance audit procedures preferred. Knowledge of health care safety net and how clinical practices function. Demonstrated skills in effectively delegating and meeting deadlines. Excellent project management skills, including project planning, resource allocation, and completion status tracking and reporting. Clinical license such as Registered Nurse (RN) preferred. Formal certification in areas of professional expertise such as CPHQ is desirable.

To view the complete job description, including all requirements, or to apply, visit our website: www.partnershipphp.org



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