

**JOB DESCRIPTION /  
PERFORMANCE EVALUATION**

**Employee Name:** \_\_\_\_\_ **Employee ID #:** \_\_\_\_\_

**Job Title:** Manager of Program Operations (Revenue Services Manager) **Supervised by:** Assistant Director Pharmacy

**Job Classification:** Professional Staff, salary grade 9, level 2 **Class Code:** 1509

**Prepared by:** Pharmacy Administration **Approved by:** \_\_\_\_\_

**Date:** Revised 9.19.4 **Date:** \_\_\_\_\_

**Job Summary:** This position is responsible for the maintenance and enhancement of revenue and compliance activities within UWAMC Pharmacy Services. This is a top leadership role among the Pharmacy team. The position requires close interaction with Finance, Billing, Compliance and Patient Care Services. This role supports operations at UWMC, HMC, SCCA and Hall Health Pharmacies (UW Medicine).

**DUTIES AND RESPONSIBILITIES:**

**Note: Comments are required for ratings of Exceeds the standards and Needs Improvement. Please make comments on the last page.**

- 5 = Outstanding in demonstrating skill and competencies.
- 4 = Exceeds the Standard in demonstrating skill and competencies. Sustained proficiency and excellent results.
- 3 = Meets the Standard in demonstrating skill and competencies. Consistently productive with good results.
- 2 = Needs Improvement in demonstrating skill and competencies.
- 1 = Doesn't Meet Standard in demonstrating skill and competencies.

**Demonstrates Competency in the Following Areas:**

	<u>O</u>	<u>E</u>	<u>M</u>	<u>N</u>	<u>D</u>
1. Provides professional leadership as the principle architect for revenue cycle and compliance programs within Pharmacy Services.	5	4	3	2	1
2. Ensures routine review and reporting related to revenue cycle management.	5	4	3	2	1
3. Reviews, analyzes and implements process improvements in operational areas related to compliance.	5	4	3	2	1
4. Ensures optimization and compliance of revenue capture.	5	4	3	2	1
5. Works with Finance departments to ensure appropriate pricing and reimbursement of Pharmacy Services.	5	4	3	2	1
6. Establishes and monitors policies and procedures related to cash management.	5	4	3	2	1
7. Streamlines systems in partnership with Patient Financial Services.	5	4	3	2	1
8. Develops and produces routine reports to ensure close monitoring of revenue cycle.	5	4	3	2	1
9. Manages system improvement activities when variances occur.	5	4	3	2	1

<u>Demonstrates Competency in the Following Areas:</u>		<u>O</u>	<u>E</u>	<u>M</u>	<u>N</u>	<u>D</u>
10.	Works with hospital Compliance Officers to plan routine audit functions.	5	4	3	2	1
11.	Participates in teaching activities for Pharmacy residents and students.	5	4	3	2	1
12.	Maintain patient confidentiality according to UW Medical Center standards.	5	4	3	2	1
13.	Adhere to UWMC Pharmacy Services and UW Medical Center policies and procedures.	5	4	3	2	1
14.	Performs other related duties as assigned.	5	4	3	2	1

<u>UWMC-Wide Competencies:</u>		<u>O</u>	<u>E</u>	<u>M</u>	<u>N</u>	<u>D</u>
15.	<b>HIPAA Compliance</b> – Demonstrates knowledge and understanding of patient privacy rights. Maintains complete confidentiality of all medical, financial, or other sensitive materials and information in printed, electronic or verbal form, which may jeopardize the privacy of patients. Accesses and uses the minimum necessary patient identifiable information and only when necessary to perform job responsibilities and duties.	5	4	3	2	1
16.	<b>HIPAA Compliance</b> - Demonstrates knowledge and understanding of, and maintains complete confidentiality of employee information and medical center strategic plans and initiatives, financial information or other sensitive materials and information in printed, electronic or verbal form, which may jeopardize employee rights or medical center operations. Accesses and uses the minimum necessary employee and medical center information and only to perform job responsibilities and duties.	5	4	3	2	1
17.	<b>Compliance Program</b> - Demonstrates knowledge and understanding of, and adherence to, UWMC's Compliance Program policies, procedures and standards of conduct. Demonstrates conduct that reflects a commitment to these standards. Participates in training activities as required by the compliance program by the stated deadlines. Has completed Compliance and Ethics Annual Training.	5	4	3	2	1
18.	<b>Cultural</b> - Demonstrates an awareness of the patients' and coworkers' views, traditions, and actions in light of individual cultures. Asks patients and families about specific beliefs, practices, and customs that may be relevant and important during medical treatment and hospitalization. Understands and is able to incorporate into patient care how those preferences affect the way in which care should be delivered. Respectfulness is shown to coworkers.	5	4	3	2	1
19.	<b>Communication</b> - Ability to proficiently read, write, understand, and communicate in English commensurate with the duties and responsibilities of the position to understand and respond to policies, procedures, overhead pages and alarms, in a manner that will ensure personal health and safety, and the safety of other staff, patients, and visitors, during the course of an emergency or an unusual incident, should one occur while present at the work site or in the facility.	5	4	3	2	1
20.	<b>Service Orientation</b> – Supports the organizational and service area's mission and vision. Demonstrates knowledge of and applies the UWMC Standards for Service Excellence: <b>Introduces</b> themselves; <b>Escorts</b> as needed; <b>Responds</b> and follows through with complaints; <b>Asks</b> what name the person wishes to be called; <b>Refers</b> people to those who can give assistance; <b>Apologizes</b> and provides additional services for patients who have been inconvenienced or who need special assistance; <b>Assists</b> if someone looks lost; <b>Privacy</b> is maintained and care-related discussions are	5	4	3	2	1

conducted in private settings; **Anything** else is always the manner in which conversations are ended. Demonstrates the **ARISE** (Accountability Respect Innovation Service Excellence) values.

- |     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 21. | <b>Relationships and Teamwork</b> – Communicates effectively and respectfully with individuals and groups. Contributes to positive working relationships and collaborative teamwork with all disciplines and departments. Recognizes own stress and the impact on others. Identifies and manages stressors utilizing the guidance of others. Remains flexible with changes that are occurring in the department and/or medical center. Concerns/issues regarding departmental/organizational operations are communicated to the employee’s supervisor/manager. | 5 | 4 | 3 | 2 | 1 |
| 22. | <b>Economics of Care</b> - Demonstrates knowledge of cost efficiencies in the delivery of care such as identifying and pursuing quality improvement opportunities and utilizing appropriate supplies and resources.  | 5 | 4 | 3 | 2 | 1 |

**Professional Requirements:**

	<u>O</u>	<u>E</u>	<u>M</u>	<u>N</u>	<u>D</u>
1. Appearance is neat, clean, and appropriate to position.	5	4	3	2	1
2. Actively participates in performance improvement and continuous quality improvement (CQI) activities.	5	4	3	2	1
3. Maintains regulatory requirements, including JCAHO, state and federal regulations and standards.	5	4	3	2	1
4. Is punctual and attends meetings as scheduled, completes work within designated time.	5	4	3	2	1
5. Represents the university in a positive and professional manner.	5	4	3	2	1

**Total Points**

\_\_\_\_\_

**Total of Performance Evaluation Scores: \_\_\_\_\_**

**Regulatory Requirements:**

- Must be licensed or registered as either a registered pharmacist, pharmacy technician, or pharmacy assistant with the Washington State Board of Pharmacy during employment.

**Language Skills:**

- Communicates effectively in English, both verbally and in writing.

**Skills, Experience, Education:**

- Advanced degree preferred (i.e., M.B.A or M.H.A.)
- Intermediate to advanced understanding of hospital operations, including inpatient and outpatient pharmacy services including revenue cycle management.

- Advanced knowledge and experience in e-mail, word processing, spreadsheet, and workflow software.
- Advanced knowledge and skills in using the internet to research, track, and monitor primary information from federal, state, managed care, and proprietary electronic resources.
- Demonstrated experience with working with teams in the development and support of all revenue and compliance activities.
- Ability to work within a matrix environment.
- Knowledge of healthcare compliance issues.
- Ability to work well with others at organizational levels.
- Demonstrated communication skills.

**Physical Demands:**

- For physical demands of position, including vision, hearing, repetitive motion and environment, see following description. (see physical demands attachment)

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of the position without compromising client care.

=====

I have received, read and understand the Position Description/Performance Evaluation above.

\_\_\_\_\_  
Name/Signature

\_\_\_\_\_  
Date

# DESCRIPTION OF PHYSICAL DEMANDS

Per Eight or Ten Hour Shift

JOB TITLE Manager of Program Operations (Revenue Services Manager)	DEPARTMENT: Pharmacy Services	Job Code: 1509
NAME:	# HOURS/WORKDAY:	Budget #:08-7170/Multiple
DEVELOPED BY: Pharmacy Administration	DATE Revised: 9/19/04	
MANAGER SIGNATURE:	DATE:	

CHECK APPROPRIATE BOX FOR EACH OF THE FOLLOWING ITEMS TO BEST DESCRIBE THE EXTENT OF THE SPECIFIC ACTIVITY PERFORMED BY THE STAFF MEMBERS IN THIS POSITION

## PHYSICAL DEMANDS

On-the-job time is spent in the following physical activities  
Show the amount of time by checking the appropriate boxes below.  
**N** = Never, **R** = Rarely, **O** = Occasionally (0-2.5 hrs.); **F** = Frequently (2.5-5.5 Hrs.); **C** = Constantly (5.5+ Hrs.)

		— Amount of Time —				
		N	R	O	F	C
Stand:					x	
Walk:						x
Sit:						x
Talk or hear:						x
Use hands to finger, handle or feel:						x
Push/Pull:				x		
Stoop, kneel, crouch or crawl:				x		
Reach with hands and arms:					x	

This job requires that weight be lifted or force be exerted. Show how much and how often by checking the appropriate boxes below.

		— Amount of Time —				
		N	R	O	F	C
Up to 10 pounds:						x
Up to 25 pounds:				x		
Up to 50 pounds:			x			
Up to 100 pounds:			x			
More than 100 pounds:			x			

This job has special vision requirements. Check all that apply.

- Close Vision (clear vision at 20 inches or less)
- Distance Vision (clear vision at 20 feet or more)
- Color Vision (ability to identify and distinguish colors)
- Peripheral Vision (ability to observe an area that can be seen up and down or to the left and right while eyes are fixed on a given point)
- Depth Perception (three-dimensional vision; ability to judge distances and spatial relationships)
- Ability to Adjust Focus (ability to adjust eye to bring an object into sharp focus)
- No Special Vision Requirements

Specific demands not listed: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Note: Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

## WORK ENVIRONMENT

This job requires exposure to the following environmental conditions. Show the amount of time by checking the appropriate boxes below.

		— Amount of Time —				
		N	R	O	F	C
Wet, humid conditions (non-weather):			x			
Work near moving mechanical parts:				x		
Fumes or airborne particles:			x			
Toxic or caustic chemicals:				x		
Outdoor weather conditions:				x		
Extreme cold (non-weather):			x			
Extreme heat (non-weather):			x			
Risk of electrical shock:			x			
Work with explosives:		x				
Risk of radiation:			x			
Vibration:			x			

The typical noise level for the work environment is: Check all that apply.

- Very Quiet
- Quiet
- Moderate Noise
- Loud Noise
- Very Loud Noise

Hearing:

- Ability to hear alarms on equipment
- Ability to hear client call
- Ability to hear instructions from physician/department staff

## REPETITIVE MOTION ACTIONS

		— Number of Hours —				
		0	1-2	3-4	5-6	7+
<b>Repetitive use of foot control</b>						
A. Right only		x				
B. Left Only		x				
C. Both		x				
<b>Repetitive use of hands</b>						
A. Right only				x		
B. Left Only				x		
C. Both						x
<b>Grasping: simple/light</b>						
A. Right only					x	
B. Left Only					x	
C. Both					x	
<b>Grasping: firm/heavy</b>						
A. Right only			x			
B. Left Only			x			
C. Both			x			
<b>Fine Dexterity</b>						
A. Right only					x	
B. Left Only					x	
C. Both					x	

Name: \_\_\_\_\_

**ANNUAL COMPETENCY  
SKILLS ASSESSMENT  
Revenue Services Manager**

3 = Can Perform Skill Independently

2 = Requires Some Assistance to Perform Skill

1 = Cannot Perform Skill Independently

1. Demonstrates leadership skills and abilities consistent with Continuous Quality Improvement philosophy.	3	2	1
2. Demonstrates fiscal accountability to revenue cycle management demands for multiple UW Medicine sites.	3	2	1
3. Demonstrates effective and appropriate direction to department consistent with UWMC and departmental vision, mission and values.	3	2	1
4. Demonstrates knowledge and practice of efficient, customer-focused operations.	3	2	1
5. Demonstrates technical competencies, knowledge and ability to conceptualize, plan and implement new technologies, programs and services.	3	2	1
6. Demonstrates ability to effectively establish positive working relationship with other UWMC and UW campus departments. Effectively participates in establishing quality interdisciplinary practices policies and procedures with these departments.	3	2	1
7. Demonstrates professional and effective verbal and written communication skills.	3	2	1
8. Demonstrates effective and appropriate critical thinking skills and decision-making abilities consistent with UWMC mission and values.	3	2	1
9. Demonstrates excellence in operational utilization of and management of assigned staff.	3	2	1

**\*\*Total of Competency Assessment Scores: \_\_\_\_\_**

**PERFORMANCE EVALUATION  
AGE-RELATED COMPETENCY**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Position: Revenue Services Manager

Evaluator: \_\_\_\_\_

Unit: \_\_\_\_\_

Not responsible for Age-Related Competencies

M = Meets Compliance Criteria

NC = No Compliance

N/A = Not Applicable for this Staff Member

COMPLIANCE CRITERIA	M	NC	N/A	COMMENTS
<b>NEONATE/INFANT (Newborn to 12 mo.)</b>				
Maintains safe environment: small objects, tools and equipment are not left unattended, no small items, i.e., paperclips, rubber bands left on desk.			X	
Involves parents, encourage parents to assist in care.			X	
Keeps parents/caregivers in field of vision.			X	
Allows child to have familiar objects (as possible and appropriate).			X	
Interacts with patient/family in a calm, tender manner.			X	
<b>PEDIATRICS (13 mo.-13 yrs)</b>				
Maintains safe environment: small objects, tools and equipment are not left unattended, no small items, i.e., paperclips, rubber bands left on desk.			X	
Involves parents.			X	
Allows choices if possible.			X	
Plans activities in relation to child's impulse gratification needs and decreased attention span.			X	
Explains procedures in language that child can understand.			X	
Approaches child in calm manner; allows for privacy needs (ages 9-11).			X	

<b>ADOLESCENT (14-17 yrs)</b>				
Maintains safe environment: small objects, tools and equipment are not left unattended.			X	
Allows for privacy needs.			X	
Maintains patient confidentiality with parental/ caregiver involvement, as appropriate to age and consent of patient.			X	
Involves patient in process. Allows time for and encourages questions, explaining issues to patient in language patient can understand.			X	
Interacts with patient in a calm and caring manner.			X	
<b>ADULT (18-69 yrs)</b>				
Maintains safe environment: small objects, tools and equipment are not left unattended, and mental status.			X	
Respects patient privacy. Maintains patient confidentiality.			X	
Involves patient in procedures. Allows patient to maintain control; involves patient in decision-making, as appropriate to condition and situation.			X	
Assesses ability to read if printed materials are to be used in patient education.			X	
Encourages family visitation and support.			X	
Interacts with patient/family in a calm and caring manner.			X	
<b>GERIATRIC (70+ yrs)</b>				
Maintains safe environment: small objects, tools and equipment are not left unattended, fall precautions, and mental status.			X	
Involves patient in procedures. Allows patient to maintain control; involves patient in decision-making, as appropriate to condition and situation.			X	
Allows for possible hearing and/or vision loss, speaking in lower, louder tones as necessary; provides additional or brighter lighting, larger print, etc.			X	
Provides all patient instructions slowly, speaking distinctly and assesses for patient understanding.			X	

Considers mobility needs, provides appropriate transportation.			X	
Encourages family support, involving family in admitting decisions, as appropriate.			X	
Interacts with patient/family in a calm and caring manner.			X	

- I have observed that the above named employee has demonstrated competency in providing assistance and /or other services for the typical age ranges of patients as designated above.
- I have observed that the staff member requires further education to provide assistance and services to age ranges indicated. Scheduled Date of Re-review: \_\_\_\_\_

Comments:

This position not responsible for age related competencies.

Individuals must be able to demonstrate the knowledge and skills necessary to provide assistance and other services based on physical, psychological, educational, safety, and related criteria appropriate to the age of the patients serviced in his or her service area.

Age specific competency is an on-going assessment. The process is initiated during the hiring process and continues through orientation. Performance evaluation along with observation of duties performed help to continually assess a staff member's competency to perform the duties defined in his/her job description.

Reviewer's Signature: \_\_\_\_\_

Review Date: \_\_\_\_\_

# UWMC Performance Evaluation / Competency Assessment Summary Sheet

Employee Name: \_\_\_\_\_ Job Title/Class Code: Revenue Services Manager / 1509

Performance Evaluation Average Score
$PE_{Avg} = \frac{\text{(Performance + UWMC Wide Comp + Professional Requirement) Scores}}{\text{Total Number of Performance Statements}}$ $= \left( \frac{\boxed{\phantom{00}} + \boxed{\phantom{00}} + \boxed{\phantom{00}}}{\boxed{\phantom{00}}} \right) = \underline{\hspace{2cm}}$

Performance Category	Score Range
Outstanding	4.51 – 5
Exceeds Standard	3.51 – 4.5
Meets Standard	2.51 – 3.5
Needs Improvement	2 – 2.5
Doesn't Meet Standard	< 2

Annual Competency Average Score
$AC_{Avg} = \frac{\text{Sum of Annual Competency Scores}}{\text{Total Number of Competency Statements}}$ $= \left( \frac{\boxed{\phantom{00}}}{\boxed{\phantom{00}}} \right) = \underline{\hspace{2cm}}$

Competency Category	Score Range
Can Perform Skill Independently	3
Requires Some Assistance	2 – 2.99
Cannot Perform Skill Independently	< 2

*If you need additional space, please attach separate sheets of paper.*

**Reviewer's Comments on Performance Evaluation:** Must comment on *all* performance duties, UWMC competencies, and professional requirements scored with **Outstanding**, **Exceeds**, **Needs Improvement**, and **Doesn't Meet Standard**. Items scored below **Meets standard**, must have an accompanying performance improvement plan.

**Development Plan:** Identify Training / Development Goals for the coming year.

**Staff Member's Comments:**

▶ \_\_\_\_\_  
Staff Member Signature

▶ \_\_\_\_\_  
Date

*Employee signature means that the employee has seen and is aware of the content of the evaluation, but does not mean that the employee agrees with the evaluation content.*

▶ \_\_\_\_\_  
Rater/Reviewer Signature

▶ \_\_\_\_\_  
Date

▶ \_\_\_\_\_  
Department Head/Manager Signature

▶ \_\_\_\_\_  
Date