

POSITION DESCRIPTION

Department: Outpatient Services - Administration Title: Chief Outpatient & Ancillary Services	
Date Created: 5/17/2026 Next Review Date: 5/17/2028	Reports to: Chief Executive Officer Approved by: <u>Aaron Edwards</u> Aaron Edwards (May 29, 2026 10:08:13 PDT) (Administrative Dept. Signature)

POSITION STATUS: ☐ Hourly ☒ Salaried

POSITION SUMMARY

The Chief of Ancillary and Outpatient Services is a senior leadership role responsible for the strategic direction, operational performance, and quality outcomes of ancillary and outpatient service lines at Lake Chelan Health. This position ensures the delivery of safe, efficient, patient-centered care while aligning services with organizational goals, regulatory requirements, and community needs.

The Chief collaborates closely with clinical, medical staff, and administrative leadership to optimize workflows, improve patient access and throughput, and drive continuous process improvement across all assigned departments.

DUTIES & RESPONSIBILITIES Strategic Leadership

- Develop and implement strategic plans for ancillary and outpatient services aligned with the hospital’s mission, vision, and goals
- Identify opportunities to expand services, improve access, and meet community healthcare needs
- Lead service line development, growth initiatives, and performance improvement efforts
- Serve as a key advisor to executive leadership on outpatient and ancillary operations

Operational Oversight

- Provide direct leadership and oversight for departments, which may include:
 - o Laboratory
 - o Imaging/Radiology
 - o Rehabilitation Services (PT/OT/ST)
 - o Respiratory Therapy
 - o Outpatient Clinics (e.g., primary care, specialty clinics)
 - o Pharmacy (if applicable)
 - o Cardiopulmonary and other diagnostic services
 - o Communications Manager

- Ensure efficient daily operations, staffing optimization, and workflow standardization
- Monitor and improve patient access, throughput, and scheduling processes
- Oversee implementation of best practices and evidence-based care models

Quality, Safety, and Compliance

- Ensure compliance with all federal, state, and regulatory requirements (CMS Conditions of Participation for CAHs, DNV, and DOH as applicable)
- Promote a culture of patient safety, quality, and accountability
- Monitor quality metrics, patient outcomes, and satisfaction scores, and lead improvement initiatives
- Support accreditation readiness and survey preparation

Financial Management

- Develop and manage departmental budgets
- Monitor financial performance, including expense control, productivity, and revenue cycle impacts
- Identify cost-saving opportunities and operational efficiencies
- Partner with finance to optimize reimbursement and outpatient revenue streams

Team Leadership and Development

- Provide leadership, coaching, and performance management for department directors and managers
- Foster a culture of collaboration, engagement, and continuous improvement
- Support workforce development, recruitment, and retention efforts, especially in rural healthcare settings
- Promote interdisciplinary teamwork across departments

Process Improvement & Innovation

- Lead and facilitate process improvement initiatives (e.g., Lean, Six Sigma, Kaizen events)
- Identify gaps in care delivery and implement solutions to enhance efficiency and patient experience
- Leverage data and analytics to drive decision-making and operational improvements
- Encourage innovation and idea generation across teams

Collaboration & Physician Engagement

- Partner with medical staff and providers to improve clinical integration and patient care processes
- Support outpatient care coordination, referral pathways, and care transitions
- Act as a liaison between ancillary departments, outpatient services, and executive leadership

QUALIFICATIONS

Education

- Bachelor's degree in healthcare administration, nursing, business administration, or related field required
- Master's degree (MHA, MBA, MSN, or related field) strongly preferred

Experience

- Minimum of 5–7 years of progressive leadership experience in hospital operations, preferably in ancillary and/or outpatient services
- Experience in a rural or Critical Access Hospital/Rural Health Clinic setting strongly preferred
- Demonstrated success in operations management, performance improvement, and team leadership

Knowledge, Skills, and Abilities

- Strong knowledge of CAH regulations, outpatient operations, and ancillary service delivery
- Proven ability to lead process improvement and change management initiatives
- Financial acumen with experience managing budgets and operational performance
- Excellent interpersonal, communication, and collaboration skills
- Ability to balance strategic thinking with hands-on operational leadership
- Data-driven decision-making and problem-solving skills



Our Values

The Values at Lake Chelan Health provide fundamental guidance to all staff in creating an exemplary patient experience and a wonderful environment for staff to care for our community. The Values of Lake Chelan Health ensure we consistently meet our Mission: *To Provide the highest quality healthcare with compassion and respect to the community we serve.* The Values at Lake Chelan Health Support our just culture – one of an accountable organization, that develops strong systems, treats all staff with respect and equity, and encourages employees to take responsibility for their choices while reporting errors and system vulnerabilities. Our values guide the way we interact with our employees across all levels and disciplines – framing the way we interact with our patients.

Vision: To improve community health and make our region a better place to live.

Mission: To provide the highest quality healthcare with compassion and respect to the community we serve.

Values: Relationships, Integrity, Compassion, Respect, Excellence

Relationships

We hold relationships as a foundational value for all interactions. We seek first to understand in all relationships- patients, coworkers, and our community.

At Lake Chelan Health we will:

- Place the highest value on developing and maintain sincere relationships with those we interact with.
- Expect more from ourselves than we expect from others.
- Empower each other to carry out tasks and actions.
- Foster growth and improvement in our peers and our teams
- Include those closest to the problem when making decisions.
- Create a working environment that encourages working to the "top of one's license"
- Seek to create a working environment that we enjoy, and patients trust.

Integrity

We demonstrate strong behavioral and ethical standards. We are accountable to our patients, our peers, and our community to these high standards in all our actions.

At Lake Chelan Health we will:

- Always do the right thing for our patients and their families.
- Work to earn the trust of those we serve.
- Communicate in an open and honest manner with the highest of ethical standards.
- Trust others while seeking, allowing, and expecting open and honest feedback.

Compassion

We treat every interaction with compassion, valuing every experience and story that our patients and their families bring with them. We seek to heal the whole person.

At Lake Chelan Health we will:

- Treat each patient, family, and caregivers with kindness and caring.
- Be respectful and understanding of the needs of our diverse community.
- Treat all of those we serve with humility, equity, and understanding.
- Provide care with grace and humanity.

Respect

We place a priority on equality and inclusion on a daily basis, honoring the dignity and worth of each individual.

At Lake Chelan Health we will:

- Honor our differences, regardless of issue.
- Celebrate the accomplishments of those we work with.
- Interact with humility and understanding.
- Be open minded and appreciate the perspectives and life experiences of all.
- Acknowledge and celebrate diversity in our community and our organization.
- Encourage transparency – encourage constructive identification of problems and take concerns directly to those involved.
- Communicate expectations clearly, dealing with content not assumptions.

Excellence

We demonstrate a full commitment to providing the highest level of quality and value in all aspects of our work, including operational, clinical, governance, financial, and relational.

At Lake Chelan Health we will:

- Expect quality and excellence for ourselves and those we interact with.
- Exemplify a just culture by focusing on improving systems – and treating staff equitably.
- Report errors, systems issues and provide solutions to improve, and not blame.
- Seek opportunities for continuous improvement in all our works.
- Use education and training as the foundation for improvement.

PHYSICAL REQUIREMENTS ANALYSIS

Department:

Job Title:

Mark all responses using the following codes:

N = Never

O = Occasionally, represents 1 to 33% or 1 to 2 hours of an 8-hour workday

F = Frequently, represents 34 to 66% or 2.5 to 5.5 hours of an 8-hour workday

C = Continuously, represents 67 to 100% or 6 to 8 hours of an 8-hour workday

N	O	F	C	PHYSICAL ACTIVITY
☐	☒	☐	☐	Walking
☐	☐	☐	☒	Sitting/Standing
☐	☒	☐	☐	Reaching: Shoulder Height
☐	☒	☐	☐	Above Shoulder Height
☐	☒	☐	☐	Below Shoulder Height
☐	☒	☐	☐	Climbing
☐	☒	☐	☐	Pulling/Pushing: 25 pounds or less
☐	☒	☐	☐	25-50 pounds
☐	☒	☐	☐	Over 50 pounds
☐	☒	☐	☐	Lifting: 25 pounds or less
☐	☒	☐	☐	25-50 pounds
☒	☐	☐	☐	Over 50 pounds
☐	☒	☐	☐	Carrying: 25 pounds or less
☐	☒	☐	☐	25-50 pounds
☒	☐	☐	☐	Over 50 pounds
☐	☒	☐	☐	Crawling/Kneeling
☐	☒	☐	☐	Bending/Stooping/Crouching
☐	☒	☐	☐	Twisting/Turning
☐	☒	☐	☐	Repetitive Movement

PHYSICAL EXPOSURE: (mark where applicable with "X")

☐ Unprotected heights

Lighting: ☒ Bright

☒ Dim

☐ Mechanical hazards

☒ Hazardous substances

☒ Infectious diseases

Harmful physical agents:

☐ Heat/Cold

☐ Noise

☐ Ionizing/non-ionizing radiation

ACCEPTABLE MINIMUM PHYSICAL ABILITY:

Vision:

☐ Good

☒ Correctable

☐ Blind

Color Vision:

☒ Normal

☐ Impaired

DISCLAIMER STATEMENT

The above statements are intended to describe the general nature and level of work being performed. They are not intended to be an exhaustive list of all responsibilities, duties and skills required of personnel so classified, nor do they address the performance standards that must be maintained.

EMPLOYEE:

I have read and understand the duties and responsibilities of this position. I have reviewed and agree to the contents of this position description, and I am able to perform the job functions and meet the physical requirements without restriction(s):

Employee Signature

Date

Job Description: Chief of Outpatient & Ancillary Services May 2026

Final Audit Report

2026-05-29

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