

**President**  
**MetroWest Accountable Health Care Organization**  
Framingham, MA

**The Organization**

The MetroWest Accountable Health Care Organization (MWAHO) is the newly-created Physician-Hospital Organization (PHO) formed by Vanguard-owned MetroWest Hospitals (the former Leonard Morse and Framingham-Union Hospitals) and its referring physician organization, the MetroWest Healthcare Alliance. MetroWest AHO joined the New England Quality Care Alliance (NEQCA) network in October, 2010.

New England Quality Care Alliance, Inc. (NEQCA), a subsidiary of Tufts Medical Center, is an innovative collaboration originally founded by Tufts Medical Center and Primary Care, LLC in 2005. Since then, NEQCA has grown to a network of about 1,500 physicians, including autonomous solo and group practices, Independent Practice Associations (IPAs), a Physician Hospital Organization and academic physicians who work together to improve health care quality and efficiency. NEQCA physicians maintain control of their practices, but recognize that there is opportunity to improve as the current health care environment requires it.

NEQCA network physicians are organized in groups called Local Care Organizations (LCOs). The physicians in each LCO are committed to keeping care at local community hospitals and utilizing Tufts Medical Center and the Floating Hospital for Children when tertiary care is required.

MWAHO is one of the larger NEQCA LCOs, with 47 Primary Care Physicians and 124 specialists, and growing. LCO physicians are on staff at community hospitals throughout Eastern Massachusetts.

NEQCA physician members desire to maintain a significant voice in the governance of their organization and also recognize the current need to invest in and use health care technology. NEQCA provides many services to its physician network including unified contracting on behalf of system members, medical operations, IS/IT, Electronic Health Record implementation and support, provider relations, and network and business development support.

MWAHO is the only Physician Hospital Organization (PHO) within NEQCA. In anticipation of the prevalence of Accountable Care Organizations (ACOs), MWAHO is unique in its opportunity to closely integrate physician primary care, specialty care and hospital care within the MetroWest region.

**The Position**

The President is responsible for the development and oversight the newly-created MWAHO. The President of MWAHO must be a visionary leader and builder, able to position the organization, build programs, develop infrastructure and be a trusted agent of both the physicians and the Hospitals. He or she must be able to work independently without great infrastructure in building a new organization.

Reporting to and working very collaboratively with the MWAHO Board of Trustees and the MetroWest hospitals, MWAHO physicians and AHO affiliates, the President works to fulfill the organization's mission vision and strategy. He or she will work with the Board to understand the changes in the healthcare environment, the impact on the organization and how best to position MWAHO for current and future success. The President will develop effective, constructive and collaborative communications and work processes between the organization's different constituents. Under direction from the MWAHO Board, the President leverages extensive experience, communication skills and judgment to plan and accomplish goals.

The President develops and maintains excellent relationships with both internal and external customers and works to build the consensus needed to for MWAHO to succeed. He or she oversees and manages the operations between MWAHO and New England Quality Care Alliance (NEQCA), and is responsible for development, management, and oversight of the MWAHO operating budget and actual revenue and expenses. He or she will hire and manage all MWAHO employees. Specific responsibilities include:

- Developing and recommending business plan and goals for the MWAHO Board and implements agreed upon plan and goals. Participates in the strategic planning of the MWAHO with hospital and physician leadership.
- Developing, overseeing and directing the activities of the MWAHO and the operational relationship between the AHO and NEQCA.
- Negotiating and managing agreements on behalf of the MWAHO as directed by the MWAHO Board. Coordinates with NEQCA on enterprise-wide contracts and agreements.
- Monitoring, reviewing and evaluating MWAHO performance on managed care contracts. Communicates regularly with the MWAHO leadership regarding risk, utilization and quality performance, and works with clinical leadership to develop and implement programs for improving performance. Coordinates with NEQCA on performance initiatives.
- Working with the physician and hospital leadership to develop, implement and manage AHO medical and quality improvement programs, such as pharmacy utilization, quality improvement and referral programs.
- Educating physician practices regarding MWAHO contractual and performance obligations. Keeps the physician, hospital and practice staff informed about AHO activities through newsletters, website, other printed material and meetings.
- Developing, producing and disseminating insightful and actionable reports on MWAHO performance.
- Developing (and recommending to the Funds Flow Committee for consideration by the Board) methods to distribute surpluses/losses between PCPs, Specialists and the Hospital.
- Developing and recommending annual operating budget for the MWAHO to the MWAHO Board and implements approved budget. Monitors MWAHO revenue and expenses, manages accounts payable and coordinates business/tax matters with AHO accountant.
- Planning and coordinating the activities and initiatives of the MWAHO Board of Directors, committees and workgroups.
- Overseeing all business matters of the MWAHO, including but not limited to renewal of insurance policies and ongoing review of AHO governing documents and policies.
- Working with AHO leadership to develop, implement and oversee IT/EHR and database strategies.
- Overseeing all hiring, training, orientation and management of MWAHO staff.

## The Candidate

The right candidate for this position will have a strong background in managed care, incorporating experience with independent medical group practices, hospitals, payors and other providers. He or she must thoroughly understand the principles of managing a risk contract, including accurately interpreting utilization, cost, quality and financial reporting data. In-depth knowledge and experience in hospital/provider network operations is essential; ideally he or she will be familiar with operation of a Physician Hospital Organization (PHO). An MBA, MHA or equivalent is highly desirable.

As important as technical experience are the personal attributes that the selected candidate brings to the position. He or she must be an entrepreneurial person who will work well without a great deal of infrastructure, and will in fact help form the infrastructure required to transform MWAHO from a young start-up to a highly functional entity. Important personal characteristics include:

- Leadership credibility arising from high professionalism, competence and confidence
- The ability to gracefully build trusting and productive relationships with physicians, the hospitals, NECQA and others.
- Strong analytic and problem solving skills, with the ability to interpret data and information.
- Being an excellent listener and transparent communicator
- The poise and diplomacy to represent MWAHO to internal and external groups, and to achieve results through influence and persuasion, rather than direct control
- The ability to work well with others and build collaborative relationships; he or she must be a true team player, inclined to build both internal and external consensus. Is a natural “bridge builder.”
- Being at ease in a high visibility role
- A broad, long-range strategic vision that is well-integrated with being a hands-on “doer” who pays appropriate attention to detail.
- Strong negotiation and mediation skills.
- Excellent “soft skills”: an outgoing and engaging personality, political *savior faire*, composure, good judgment, flexibility and creativity
- Excellent written skills and presentation ability, understanding how to customize messages appropriately to varying targeted audiences

He or she should have strong commitment and high professionalism, always bringing initiative and energy to their work. The ability to anticipate and proactively address strategic performance issues is essential.

## Compensation

A compensation package will be constructed commensurate with the background and accomplishments of the selected candidate, and will include competitive base salary, incentives and liberal benefits.

## For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to [MetroWestAHOPresident1986@ZurickDavis.com](mailto:MetroWestAHOPresident1986@ZurickDavis.com). For additional questions please contact **Beth Ross** or **Jeff Zegas** at 781.938.1975. All contact with our office will remain confidential.