The Pediatric Physicians’ Organization at Children’s (PPOC) is one of the largest pediatric physician organizations in the country, with over 200 member pediatricians in 75 community-based primary care practices in Eastern Massachusetts. It is also an organization that recognizes the dramatic changes taking place in our healthcare system and is willing to take bold action to develop new models and systems of care. See www.ppochildrens.org.

The organization benefits from its relationship with Children’s Hospital Boston, one of the most highly respected and rated pediatric medical and research centers in the country and an institution that is also striving to adapt to a changing healthcare environment. Through its participation in the Children’s Hospital Integrated Care Organization (CHICO), the PPOC works closely with the hospital’s leadership and its pediatric subspecialists to better integrate primary, specialty and hospital care and ensure that care is organized around the needs of children and families.

In many respects, the PPOC and its member practices are already well positioned for the future. The organization has implemented a common EMR platform, adopted the patient-centered medical home (PCMH) model for organizing and delivering coordinated and high quality care to patients and families, created and instituted a network-wide quality improvement program, and incorporated a critical research component into its operations.

It is also currently focused on improving the quality of the data it collects from its EMR systems and using these data to drive improvements in quality and efficiency and enhance its position with and reputation among payers, purchasers of health care, government officials, and the general public.

The PPOC is made up of a wide variety of practices of different sizes, patient populations, approaches to care, and opinions about what is necessary and possible. What unites these diverse practices is an extraordinary commitment to patients and families. While a high degree of practice independence has served the PPOC and its members well over the years and will continue to be supported, the organization recognizes that balancing practice independence with what will be necessary for “the whole to be more than the sum of its parts” will be a critical challenge in the years ahead.

The organization has just completed an extensive strategic planning process, which calls for it to grow in size and stature over the coming years in response to expected changes in care models and payment systems. It plans to distinguish itself by:

- Consistently and reliably applying best practices where consensus or evidence exists.
- Maximizing the potential of the patient-centered medical home.
- Reducing the cost of care across the healthcare continuum.
Together, these themes form the foundation of the PPOC’s strategy, which is to become a network of pediatric primary care practices that individually and collectively demonstrate the highest quality and most cost-effective care possible by moving:

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td>Managing quality of patient encounters</td>
<td>Managing the health of our patients</td>
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<tr>
<td>Quality considered only within contracts</td>
<td>Quality broadly addressed</td>
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<tr>
<td>Successful PCMH pilots</td>
<td>Adoption of PCMH as hallmark of PPOC practices</td>
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<tr>
<td>Initial EMR implementation</td>
<td>Full optimization of EMR for quality, efficiency, contracting, research</td>
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<tr>
<td>FFS major form of reimbursement</td>
<td>Successful contracting with multiple payment models</td>
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<tr>
<td>No systemic perspective on cost of care</td>
<td>Cost of care a consideration for all initiatives, with demonstrable competency in utilization management</td>
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<tr>
<td>Maximal independence of practices</td>
<td>Recognition of growing interdependence of practices for maximizing quality, addressing cost of care and maximizing reimbursement</td>
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The Position

Reporting to the Executive Director, the Chief Information Officer (CIO) is responsible for leading the design, implementation, and continuous improvement of the technology infrastructure that supports the PPOC’s initiatives to promote clinical quality, operational efficiency, member engagement and satisfaction, and financial stability. The CIO leads a department of analysts, trainers, and application/system administrators who provide implementation, training, optimization and support for the PPOC’s electronic health record, practice management, and data analytic systems, as well as those technologies that support collaboration and communication among the PPOC and its member practices. The CIO ensures that all efforts are cost-effective, practical, flexible and scalable in achieving their aims. Importantly, the CIO plays an instrumental role in ensuring achievement of the PPOC’s strategy and transformation of the network as summarized above. Principle responsibilities of the CIO include:

- Providing strategic and tactical planning, development, evaluation, and coordination of the information and technology systems for the PPOC and its member practices.
- Overseeing the team responsible for implementation, training, support and optimization of the eClinicalWorks (eCW) EMR and practice management systems, and the data analytics and reporting infrastructure, including its claims and clinical data repositories.
- Tightly aligning this infrastructure with the work of quality consultants and analysts to ensure the PPOC’s technical tools most effectively support achievement of contractual measures, Meaningful Use, and Patient Centered Medical Home (PCMH) certification.
- Ensuring that PPOC clinical systems provide necessary capabilities for members to collaborate in patient care with the hospitals and specialists to whom they refer.
- Ensuring that PPOC financial analytic capabilities support detailed cost modeling for PPOC internal uses and for collaborative analysis with its contractual partners.
- Managing the vendors on whom the PPOC depends for service desk, systems hosting, hardware support, and other technically-oriented consulting initiatives to established service levels and deliverables.
• Working collaboratively with organizational leaders of the Children’s Hospital Boston (CHB), the Physicians’ Organization at Children’s Hospital (PO), and the Children’s Hospital Integrated Care Organization (CHICO).

Specific responsibilities are to:

• Develop the newly redefined and established IT organization into a cohesive, enthusiastic, and high-functioning team.
• Serve as the IT point of escalation for information technology related issues for eCW or other technology related domains.
• Establish member relationship management tools [CRM] to aggregate and integrate practice-specific information to enable more coordinated and cost-effective delivery of PPOC services (e.g., QI consulting, PCMH support, contract management support).
• Extend PPOC infrastructure to enhance members ability to communicate and collaborate across the significant geographical distances between practices.
• Enhance clinical data exchange and the operational tools that support the workflow processes that enable coordination of care between with CHB, the PO, and other hospitals and specialists to which members commonly refer.
• Be the face of the PPOC in dealing with member physicians and external constituencies around all matters of information technology.
• Represent and advocate for the PPOC to outside groups (health plans, CHICO, PO, CHB, other government/private groups) around matters of information technology.
• Meet regularly with the President, Executive Director, Medical Director, Director of Clinical Education and Director of Research and Analysis to vet and develop ideas for organizational IT initiatives and to monitor progress towards achieving organizational goals.

Objectives for the CIO are in the following areas:

Quality

• Work collaboratively with the Medical Director to ensure that technical infrastructure and initiatives strongly support quality and contracting efforts.
• Ensure that the PPOC’s investment in healthcare IT and analytics supports efforts to produce measurable improvements in healthcare quality, utilization and population health.

Clinical Alignment and Training

• Represent the PPOC in technical issues involving clinical integration and joint quality initiatives with CHICO, CHB and PO, including regular meetings with their respective technical leadership teams.
• Work collaboratively with the Director of Research and Analysis to ensure that technical infrastructure and initiatives support clinical research initiatives.
• Work collaboratively with Director of Clinical Education to ensure that technical infrastructure and initiatives support educational programs.
• Support the effort to develop clinical integration programs and associated performance measures in collaboration with CHICO, PO and CHB leadership.
**IT Budget and Vendor Management**

- Propose annual budget for IT operations, externally purchased services, and capital expenditures, and manage to approved budget levels.
- Monitor and manage external vendors to establish service levels and deliverables for application support, hosting services, service desk, field support, and ad hoc consulting.

**Planning and Policy Development**

- Propose and evolve the PPOC IT Strategic Plan at regular intervals in order to support strategic clinical, contractual and business initiatives of the PPOC and its member practices.
- Establish and maintain PPOC data use policy and procedures as it relates to clinical and claims information.

**System Administration and Reporting**

- Establish internal benchmarks and service levels for application support escalation, training request intake and delivery, dataset and reporting request intake and delivery.
- Use aggregated information from service desk, field support, and practice requests to develop continuous improvement processes for technical infrastructure and services.
- Ensure that PPOC systems are properly inventoried and documented.

**The Candidate**

The right candidates will have at least five years experience with increasing responsibilities for management and support of healthcare information systems and information technology, with direct management of a major IT operation preferred. He or she should be familiar with physician practices, particularly small, independent ones. Experience working with a physician network/organization is desirable.

- Significant experience in a health care setting is desirable, specifically in technology and information systems planning to support clinical, operation, and financial goals.
- Experience should also include exposure to both shared and outsourced solutions, in a geographically distributed, multi-site environment.
- Strong history of working effectively with physicians to bring about change and innovation.
- Understanding of behavioral and organizational change methodology.
- Knowledgeable of how Health IT supports current trends in models of care, care coordination and/or integration and reimbursement.
- Demonstrated commitment to cultivating data as an organizational asset, and supporting data-driven decision-making.
- Experience with electronic medical records and implications for meaningful use.
- Specific experience with practice management, financial management and clinical management information systems is a plus.
Personally, the right candidate will have exceptionally strong people skills. He or she will drive increased collaboration between the several organizational entities interfacing with the PPOC. The CIO must project the credibility and capability to shape behavior through influence rather than through institutional authority. The new CIO must be a relationship builder and someone who is able to build bridges, diffuse silos and build collaboration between discreet organizational entities. A big-picture strategic vision is essential, as is a hands-on operational capability. The right candidate will be a business builder who can work well without great infrastructure, and in fact create structure in a new organization.

The right candidate will function effectively both inward-facing and outward-facing. He or she must be able to assemble and guide a strong team, training and developing subordinates. The right candidate will:

- Show strong leadership credibility
- Have a proven track record working effectively with physicians to bring about change
- Thrive in a fast-paced, fluid and matrixed organization
- Be innovative in developing a department to serve the PPOC members
- Work collaboratively and decisively
- Show great flexibility and creativity
- Be skilled at mentoring internal staff
- Demonstrate excellent written and verbal communication skills

**Compensation**

Compensation package will be constructed to commensurate with the selected candidate’s background and accomplishments. Most significant is the opportunity to assume a leadership role in a highly successful, progressive and well-run medical group.

**For More Information**

We appreciate and value all referrals. Interested parties send resume and cover letter to PPOCCIO1991@ZurickDavis.com. For additional questions please contact Annette Cooke or Jeff Zegas at 781.938.1975. Contact with our office will remain confidential.