

Newton-Wellesley Hospital
Newton-Wellesley PHO
Medical Director
Newton, MA

Overview

The Medical Director of Newton Wellesley Physician Hospital Organization (NWPHO) will be accountable to the Board of the Physician Hospital Organization through a direct reporting relationship to the Chairman. He/she will actively partner with the Executive Director of the NWPHO to fulfill the organization's mission and to achieve its strategic and operational goals. The Board is comprised of eight physicians and four hospital representatives. As such this governing body represents collaboration among respected voluntary and employed physicians, senior hospital leaders, and hospital trustees whose perspectives and constituencies may differ but who share the common mission of enhancing the quality, efficiency, and attractiveness of practice in the community and at Newton-Wellesley Hospital. See www.nwh.org.

The Opportunity

This is an exciting time in medicine for an individual who is excited about population medicine in a premier community hospital which is part of the Partners organization. This is an opportunity to be a leader in an organization that values innovation and visionary strategies and models around the evolving healthcare landscape.

The Organization

Newton-Wellesley Hospital (NWH) is a comprehensive medical center just west of Boston. Newton-Wellesley Hospital offers the services and expertise of a major medical facility with the convenience and personal attention of a community hospital. NWH is committed to delivering high-quality, safe and efficient medical care to each and every patient.

Newton-Wellesley Hospital is a member of Partners HealthCare, a network founded by Massachusetts General Hospital and Brigham and Women's Hospital. This Partners affiliation allows us to provide patients with seamless accessibility to the finest community-based medicine as well as the most advanced specialty care in the world. Through multiple collaborations with Massachusetts General Hospital and Brigham and Women's Hospital, NWH offers patients access to various centers of excellence.

Newton-Wellesley Hospital was named as one of Solucient's 100 Top Hospitals for five years, designated as a Distinguished Hospital for Clinical Excellence by HealthGrades and named to the 2005 Consumer Digest list of the 50 Exceptional Hospitals for Quality Nationwide. NWH also received the *Boston Business Journal's* Best Places to Work Award in 2007 and 2008.

Newton-Wellesley Hospital has a full range of medical, surgical and specialty programs and services as well as intensive care, coronary care, pediatrics, obstetrics, psychiatric services and urgent care. The Hospital has a 24-hour emergency department, pediatric emergency department and dedicated inpatient units with staff who are experts in their fields.

Patients who visit NWH have access to an excellent medical staff with more than 1,000 affiliated physicians with excellent credentials and the expertise and dedication to provide the highest level of patient care. Their highly skilled, professional nurses deliver quality care with compassion and sensitivity. The nursing staff is made up of qualified experienced individuals who stay current in new techniques through continued education and training.

As a result of many updates in technology, NWH has made numerous developments and enhancements in health screening, diagnosis and treatment. NWH is committed to providing patients with the most advanced technology and diagnostic services to better meet their health care needs and provide the superb patient care.

The Position

The Medical Director of the NWPHO will be formally responsible, at a minimum, for the design and success of:

- Quality and Performance Improvement programs
- Population Management programs
- Medical Risk, Utilization, and Resource Management programs
- Evolution of a Patient Centered Medical Home (PCMH) model
- Effectively representing the NWPHO as its clinical liaison with counterparts at Partners HealthCare

The Medical Director will be responsible for developing and implementing highly effective approaches to education, liaison, engagement, and problem resolution to ensure smooth adoption of its programs across the employed and voluntary medical staffs of NWH. He/she, in conjunction with medical staff leaders, is expected to be an active facilitator to engage member physicians, promote physician partnership with the hospital, and develop a culturally cohesive medical staff that is well positioned for success in an increasingly global payment oriented environment. This requires a correspondingly increased focus on population management. He/she therefore must have credibility as an experienced clinical and administrative leader who can guide the development, implementation and oversight of the medical and practice management programs and strategies needed to ensure success for both the physicians and the hospital.

Partners HealthCare has adopted the aggressive agenda of transitioning the majority of its affiliated primary care practices to a Patient Centered Medical Home (PCMH) model within a 2-3 year timeframe. A PCMH is viewed as the cornerstone of an effective program that aligns outstanding population based management with performance based payment. Achieving this status will require more leadership physician involvement in defining the structure and operational processes for their primary care practices, both private practice and employed.

The Medical Director will serve as the clinical lead for this initiative at NWH and will serve as a member on Partners HealthCare standing medical and performance management meetings as well as participation in work group meetings as appropriate. He/she must therefore be well versed in the functioning of a primary care practice, its role in the coordination and organization of care, approaches to the design and implementation of effective communications between primary and referral caregivers, and generally knowledgeable of the emerging models of practice design, care delivery, and performance base payment.

Since more intensive focus on care coordination and management for chronic and medically complex patients in the ambulatory setting will be required than currently exists today, the Medical Director will need to evaluate and recommend for adoption, elements of the various care coordination models. He/she will need to educate the medical staff about these elements and lead efforts to achieve consensus among medical staff and hospital members regarding one best suited to the NWH community and practice environment. The Medical Director must be viewed as making well informed, reasoned, authoritative, and implementable recommendations on resource requirements and ongoing program oversight.

In order to develop the quantitative and outcomes oriented results required for the above, the Medical Director will provide leadership, consultation and direction to the ongoing development of an NWPPO analytic team. The team will be increasingly relied upon to advance their data and reporting capabilities to more effectively measure and then improve upon the cost effectiveness and the quality of care provided by their delivery system. In addition to the use of claims data, their reporting systems will increasingly rely upon clinical data derived from their EHR to provide more useful and accurate quality metrics. The Medical Director must therefore be conversant with the application of the EHR and its data output to the active management of population health.

In addition to the above, the Medical Director will also work closely with the NWH Senior Vice President for Outpatient Services, Director of Ambulatory Services and practice site physician leaders and business managers to bring his/her expertise and experience to bear on effectively managing the hospital's employed multispecialty physician group. The continued growth in the number of employed practices and physicians at NWH has created a need for greater clinical leadership and operational oversight for these practice sites. The Medical Director can greatly assist in the development and introduction of clinical and operational standards and protocols to promote exceptional patient experience and consistently high quality and efficiency of practice.

Maintaining a limited clinical practice to ensure current clinical credibility regarding the experience, issues, and challenges facing practicing physicians is desirable but not required. Any administrative/clinical time allocation would be designed in a flexible fashion conformed to the needs and interests of the candidate selected.

The Candidate

The ideal Medical Director will be a physician with outstanding clinical and executive/administrative leadership credentials. He or she will bring:

- Strong practice experience
- A track record as a convener of effective medical staff - hospital collaborations
- Experience in the design and implementation of accountable payment relationships
- A working knowledge of effective population health programs
- An understanding of the important role of quality and safety systems
- Demonstrated experience as an effective teacher and mentor with the ability to motivate physicians to adopt new evidence based practice standards and systems of care
- High energy and passion for enhancing patient and physician experiences in the context of a highly respected community setting of care

At a minimum he/she will have functioned in an administrative role in a practice management or managed care setting or in a medical staff leadership role. The successful candidate must have

substantial and credible prior practice experience which enables him/her to gain the respect of practicing physicians, health system leadership and to credibly participate in clinical quality and operations discussions.

An academic background, desirable in the context of the professional level of the NWH medical staff, the metro-Boston location of NWH, and the liaison role with Partners, is not required. However, success in this position will in part depend on having the knowledge and experience base required to be seen as an expert in the eyes of NWH peers; many of whom have practiced in academic settings and in his/her role as representative of NWPHO with counterparts whose professional activities are based in academic settings.

Candidates for this position should have:

- Excellent communication skills
- The experience to value the role of community physicians as well as that of nursing and other non-physician health professionals
- The ability to coalesce inputs from diverse constituencies into a broadly supported agenda
- The attributes to be articulate, approachable, collaborative and take appropriate risks
- A mature approach to working with other physicians and medical staff leaders, hospital administrators and staff, community representatives, and patients
- A good working knowledge of clinical information systems and the importance of such systems in facilitating quality, safety and efficiency improvement initiatives
- Strong communication and interpersonal skills to effectively communicate and collaborate with practicing physicians and clinical and administrative leadership

Critical Success Factors:

The following are the initiatives that the new Medical Director will be expected to accomplish in their first year.

- Create a model for the employed and independent physicians that will address the needs of both constituencies.
- Earn a reputation as an enthusiastic and positive representative of NWPHO at Partners meetings.
- Make significant progress in moving forward with Medical Home.
- Earn the trust of all the physicians who practice at Newton-Wellesley Hospital.
- Positively articulate the opportunities around the new healthcare initiatives and provide education around those issues.

Compensation

Compensation package will be constructed 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 NWPHOMedicalDirector2001@ZurickDavis.com. For additional questions please contact **Annette Cooke** or **Myranne Janoff** at 781.938.1975. Contact with our office will remain confidential.