

Position Specification

Chief Executive Officer

Dedham Medical Associates (Founding Member of Atrius Health)

Dedham, MA

January 2012

The Opportunity

This position is an opportunity to lead a mature and highly regarded multispecialty group practice that has been in the forefront of medical group practice in the Boston area for decades. Dedham Medical Associates (DMA) evolved from a small group of physicians into a highly organized 501(C) 3 not-for-profit group practice that retains the scale of a community-based physician group, yet now has the sophisticated infrastructure of a much larger practice. DMA is a founding member of Atrius Health and will enjoy the benefits of Atrius Health's selection as a Pioneer Accountable Care Organization (ACO). A Pioneer ACO is a CMS Innovation Center initiative to support organizations with a new payment model, allowing them to provide more coordinated care to beneficiaries at a lower cost. The initial group selected as Pioneer ACO's were recognized as having experience offering coordinated, high quality, patient-centered care, and operating in ACO-like arrangements.

The challenges ahead include retaining DMA's highly valued personal care mission while meeting the simultaneous goals of continuously improving clinical quality, increasing productivity, and reducing cost.

The Organization

Recognized as one of the leading multispecialty care practices in the Greater Boston area, Dedham Medical Associates (DMA) has been caring for patients for more than 70 years. It is a \$130M operation with two office locations, the original practice in Dedham and a second office in Norwood that is being substantially expanded by adding physicians, space, and programs. DMA's physicians, advanced practice clinicians, nurses, therapists, technicians and support staff bring outstanding clinical expertise, advanced technologies, superior primary and specialty care and compassion to their patients. DMA has strong primary care departments of Internal Medicine and Pediatrics including physicians and nurse practitioners. There are over 70 providers in the practice in Obstetrics, Surgery, Urology, Allergy, Orthopedics, Physiatry, Gastroenterology, Cardiology, Endocrinology, Hematology/Oncology, Otolaryngology, Dermatology, Physical Therapy, Rheumatology, Podiatry, and Ophthalmology. DMA provides in-house laboratory and radiology services, including digital mammography.

DMA physicians have been recognized for excellence with awards such as the "Outstanding Community Pediatrician Award" from Children's Hospital, the "Excellence in Primary Care Award" from Blue Cross and Blue Shield, the "Physician of the Year Award" from Harvard Pilgrim Health Care and the "Women in Medicine Award" from the Massachusetts Medical Society. The Pediatric and Internal Medicine staffs have been named to the Harvard Pilgrim Health Care Physician Group Quality Honor Roll every year since 2004. For more information see www.dedhammedical.com.

Atrius Health is the sole corporate member of Dedham Medical Associates, which along with all its member groups, is a not-for-profit organization comprised of Dedham Medical Associates, Granite Medical, Harvard Vanguard Medical Associates, Southboro Medical Group, South Shore Medical Center and most recently Reliant Medical Group (formerly Fallon Clinic). With close to fifty practice locations, Atrius Health medical groups serve nearly 1 million adult and pediatric patients with more than 3.8 million visits annually. Atrius Health member groups have more than 1,000 physicians and 1,425 other medical professionals, with a combined total of almost 7,200 employees. For more information see www.atrusheralth.org.

Atrius Health is exceptionally well-positioned as a leader in health care reform in Boston, in the Commonwealth, and nationally. Its leadership, impressive growth, scale, and recognition as a group of

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independent, multi-specialty group practices providing quality health care led to its selection as a Pioneer ACO by CMS.

Dedham Medical Associates is highly respected in the community, known as “a great place to work” that is well managed, collegial and financially healthy. DMA providers and staff are known as compassionate, dedicated and hard working. As reflected in the rewards DMA has received, clinical quality and patient satisfaction are among its highest priorities.

The Position

Under the direction of DMA’s Board of Trustees, the CEO works for the providers of the organization and is responsible for the overall financial, operational, clinical, compliance and cultural management of the organization. With the support and involvement of DMA’s senior management team and physician and Board leadership, the CEO develops goals and major policies that are essential to the success and well being of the practice and its patients. The CEO functions as Clerk to DMA’s Board of Trustees, providing leadership and direction that is consistent with the mission, vision, and values of DMA. He or she will establish and perpetuate a culture of innovation, creativity, collaboration, and integration that will enhance DMA’s capacity to provide excellent patient care, meet and exceed quality goals, continue to improve patient satisfaction, and provide a satisfying work environment. The DMA CEO is also a central member of the Atrius Health CEO Council representing the greater good of the affiliation and the interests of DMA. The DMA CEO will need to establish a strong working relationship with the Atrius Health CEO and other senior Atrius Health leaders.

Specifically, the new CEO will:

- Provide the vision, inspiration, and leadership to guide the organization as providing health care becomes increasingly challenging.
- Seek, consider and act on opportunities for growth to remain competitive in the Greater Boston ambulatory care medical market.
- Lead and participate with DMA’s Board of Trustees and Senior Management in the development and implementation of strategic plans that reflect DMA’s mission, vision, and values. The CEO will report to the Board on a monthly basis the activities, achievement, challenges, and opportunities facing DMA and the healthcare marketplace. He or she will work with the Board to assess whether the governance structure adequately addresses the importance of accountability for clinical and administrative leaders and staff and promotes collaboration to maintain clinical and financial success.
- In concert with the CFO, manage the financial performance of the organization whose revenues exceeded \$130 million (2011). Ensure that budgeted financial goals are met and opportunities for increased revenue are maximized. Together with the COO and CFO, reviews the P&L’s of individual departments and individual providers, to ensure optimal revenue and expense management.
- Effectively lead the DMA senior management team to achieve desired metrics and results in executing strategic and operational plans. Lead and support the individual accountability of DMA’s senior management team and physician leaders to develop and implement strategies and tactics that will achieve the overall clinical, operational, financial, and cultural goals of the practice. Create an environment of continuous

improvement and efficiency that fosters physician and staff collaboration, improves overall performance and job satisfaction for staff and promotes member satisfaction.

- Report to the medical staff in regular open meetings, as well as on an individual basis, the relevant business issues of the company. Ensure that all stakeholders are well informed of the pertinent issues and have ample opportunity to discuss and provide input.
- Strategically leverage the programs of DMA with those of the local healthcare community to best serve DMA's patient base by developing clinical services that will best match their needs.
- Create strategic affiliations with local hospitals and clinical service providers to complement the clinical needs of DMA's service area. Negotiate contracts that create a marketplace advantage for DMA's clinical services.
- Participate on the Atrius CEO Council providing direction and leadership to the greater affiliation as well as representing the interests of DMA. Consider decisions that will have a positive impact on all of the affiliate organizations that maximize the overall strategic position of Atrius Health and DMA, in the community. Play an active role in establishing and evaluating the Atrius Health annual goals and strategic planning process. May be asked to be Executive lead on Atrius Health related initiatives.
- Effectively manage the fiscal affairs of DMAP (DMA's real estate limited partnership). With the support of the CFO, regularly review and ensure that all documents, share values, and participation opportunities are being realized.
- In concert with the COO and the Board, maintain the strategic goal of developing and implementing the initiatives of Quality, Performance, and Lean/Continuous Improvement initiatives. This will guide and inform all program initiatives of the clinical departments, effect implementation, and improvements to the physical plant. The priority is to improve operational efficiencies to provide an operating environment that supports safe and appropriate patient care. Monitor metrics and initiate necessary changes to ensure that DMA customer service standards reflect the Quality and Performance initiatives and enhance the patient experience, and DMA's reputation in the community. In concert with the CIO, oversee and advise on the technical infrastructure that will securely support, continuously improve and integrate the clinical and operational goals of the organization and synchronize platforms and plans with Atrius as much as practical. Consult with the CIO on matters of security and privacy to assure that integrity of DMA's clinical, financial, and strategic information is safeguarded and all compliance measures are met.
- In concert with the HRO, oversee and advise on the strategies for staff and management recruitment and effective training programs that support the operational goals of the organization. Oversee and advise the HRO on the administration and compliance structure of employee benefits and the staff compensation model that will promote a positive, productive, and safe working environment. Advise regarding DMA employment related legal matters to mitigate exposure.
- In concert with the Medical Director, ensure that the scope of DMA's clinical programs meet the needs of the DMA patient population. Champion the ongoing review of metrics that promote coordinated care and greater productivity and reduce practice

variation and waste. Achievement or failure to achieve these milestones should be reported on a regular schedule. Remedial action should be managed by the Clinical Chiefs and the Medical Director. Ensure that all payers Quality goals are included as part of the Medical Director's annual clinical agenda.

- Work with the Provider recruiting/contracting effort to ensure that DMA recruits and retains superior and quality driven clinicians. The CEO will be the lead on medical-legal matters that involve DMA and DMA clinicians.
- Communicate, adhere to, and enforce all DMA policies and procedures as set forth in the DMA Handbook and corporate by-laws.

The Candidate

The best CEO candidates will have leadership experience in operations and financial management at an executive level, of a multi-location multispecialty ambulatory physician practice. They will have demonstrated success in managing the complex financial arrangements and operations of a health care practice and working with sophisticated clinical and administrative professionals. He or she must be familiar with global capitation contracts, managed care policy and politics, medical economics, medical billing, real estate and physical plant expansion, among other health care issues. He or she must be a respected player in the policy, political and regulatory environment, with access to power brokers and decision makers.

The CEO must have proven leadership skills with the ability to leverage and implement the dimensions of continuous quality improvement (i.e., LEAN, Six Sigma, TQM, CQI, etc) that are most appropriate to DMA's setting. The new CEO must be skilled at contracting and negotiating on strategic and financial matters, and have a thorough understanding of current health care issues. Personally, DMA's new CEO:

- Has the personal attributes and qualities of a leader, who can inspire organizational change and proactively adapt to health care reform
- Thinks strategically and with farsighted vision
- Demonstrates honesty and impeccable ethics
- Has exceptional interpersonal skills, listens well, communicates articulately, and is respectful of others
- Shows skillful leadership of a competent management team

Critical Success Factors

It is expected that in the next three years the new CEO will:

- Effectively oversee the completion of the Norwood site and ensure adequate patient and provider growth to maximize the return on investment.
- Maintain the current financial stability of the practice in an environment where global capitation contracts are an increasing portion of revenue.
- Develop and leverage hospital relationships and referral arrangements that are consistent with the medical and geographic needs of the DMA population, are realistically integrated with Atrius Health, and enhance DMA membership growth and patient care services.
- Support an employment culture for all staff and providers that fosters fair, consistent, and open communication while recognizing positive professional achievements.

- Work with the Clinical Chief's Committee and ultimately the Board to strengthen the role and accountability of physician leadership roles and establish changes as necessary.
- Establish performance measures in collaboration the physician leadership and endorsement of the Board that will capture key clinical indicators to illustrate performance related to improved efficiency, standardization, productivity, and reduced waste.
- Promote and achieve selected priorities of the Lean/Continuous Improvement program to realize improved efficiency, patient satisfaction, and increased job do-ability for providers.
- With the benefits of the Atrius Health relationship, improve management of total medical expense by developing strategic alliances with other healthcare providers and organizations to optimize and accelerate DMA's transformation into a Patient Centered Medical Home.

Compensation

A compensation package will be constructed commensurate with the experience and accomplishments of the selected candidate.

For More Information

Referral of prospective candidates and/or networking sources is welcome. Interested parties please send resume and cover letter to DMACEO2012@ZurickDavis.com. For additional questions please contact **Annette Cooke**, **Jacqueline Rosenthal** or **Jeff Zegas** at 781.938.1975. All contact with our office will remain confidential.

Equal Opportunity Statement

Dedham Medical Associates, Inc. is firmly committed to providing equal employment opportunity. We do not discriminate in either our hiring practices or our employment practices on the basis of race, color, gender, age, national origin, ethnicity, ancestry, religion, disability, veteran status, sexual orientation, or physical characteristics. It is integral to our mission and vision that we provide a work environment that actively promotes respect, dignity, equal participation, and facilitates job performance, job satisfaction, and excellent patient care.