Chief Information Officer
Care New England

Providence, RI

Position Specification

January 2014
Summary:

Care New England (CNE) is seeking a Senior Vice President and Chief Information Officer to provide strategic vision, leadership, oversight and the vision for the direction, planning, operations and continued implementation of projects in progress, and assessment of priority of two projects already approved. The CIO will be succeeding an outstanding CMIO/CIO who has provided a blueprint, has been actively assessing and modifying it, and has been implementing the plan in a continuous process.

Care New England is a dynamic health system that has been growing rapidly and consists of four hospitals and numerous employed and affiliated physician groups and other health units. Care New England now includes: Butler Hospital; Kent Hospital; Women and Infants Hospital; Memorial Hospital; the VNA of Care New England; and the Wellness Center. Thus, CNE is now the first integrated health care system with all the components of an accountable care organization (ACO) in Rhode Island, including a solid foundation of primary care physicians. CNE has reorganized its governance structure and created a talented system leadership team of physician and executive leaders. They have identified clinical integration as the fundamental strategy for readiness for health care reform and announced a plan to pursue a Malcolm Baldrige Award for Quality. These strategies reveal an organization and leadership team that is uniquely qualified to continue the growth, integration, and effective population health priorities that will benefit the community, patients, and employers in Rhode Island.

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

The IT staff is well regarded and has been a stable work group with little turnover and substantial history. The Care New England Board has developed and is implementing Balanced Scorecard initiatives in which Information Services (IS) figure prominently.

The Opportunity:

Care New England consolidated the information systems and services departments of its founding operating units into a shared corporate service model during its first several years of operation. Since that time, the CNE Information Services Department has provided all information technology (IT) services to support clinical, administrative, and research computing needs in its operating units. An early collective investment in IT infrastructure at Care New England was the construction of the Trowbridge Center, a state-of-the-art primary data center located on the Kent Hospital campus.

A subsequent significant capital investment in IT was made between 2004 and 2006 with the systems-wide CNERgy Projects, which replaced all major clinical and supporting administrative systems at its three hospitals. Cerner Corporation’s Millennium™ EMR platform was implemented at Women & Infants and Kent Hospitals and the Avatar™ System from Netsmart Corporation was implemented at Butler Hospital. Since that time, the progressive deployment of Cerner Millennium solutions for inpatient and ambulatory EMR functions and workflows has culminated in the anticipated successful attestation of Meaningful Use in Fiscal Year 2011 - 2013 by both Women & Infants and Kent Hospitals, which are both dually eligible for Medicare and Medicaid Meaningful Use Incentive programs.

Since the implementation of Cerner Millennium, the HIMSS Analytics EMR Adoption Model scores advanced significantly from 2007 to 2011. In 2012, both Women & Infants and Kent Hospital achieved Stage 6, an accomplishment achieved by less than 10 percent of responding hospitals in the US. Butler
Hospital, though neither eligible for Meaningful Use Incentives nor rated by HIMSS Analytics benchmarks, has made significant advances in EMR adoption with fully electronic documentation of care in all treatment settings using the Avatar system.

Most significant is the IT strategic plan, which includes the implementation of EPIC Ambulatory EMR and practice management at all CNE employed physician practices. In addition to this multi-year project there will be an implementation of Infor Lawson System for accounts payable, general ledger, and materials management, the onboarding and consolidation of Memorial Hospital information systems to CNE information systems, the conversion to ICD-10, and the achievement of Stage 2 Meaningful Use by both eligible hospitals and providers in 2014. Care New England’s information technology strategy, operations, and governance have been largely physician driven.

The CNE Organization and History:

October 1, 2011 marked the transition of Care New England (CNE), formed in 1996, from a federation model of individual components each with its own board to an integrated health system with a single Board of Trustees. The new structure supports the strategy of clinical and operational integration across the continuum of care. In addition, it better positions the System to compete in the nation’s ever-changing health care marketplace. See www.CareNewEngland.org.

CNE has 643 beds, 9,360 deliveries, 205,001 patient days, 41,100 discharges, 95,500 Emergency Department visits, 1,190 active medical staff and over 8,000 employees. Total revenue in 2012 was $846,153,342 with a total margin of 2.9 percent. Research grants totaled $26,696,000. CNE members provided more than $7 million in community benefits to people across the three states in its service area. CNE is located in Providence and serves Rhode Island and the southeastern New England community, with provider sites in southern Massachusetts, southern Rhode Island, and Connecticut.

The CNE System has academic centers affiliated with the Warren Alpert School of Medicine of Brown University and community hospitals that are important providers of care. The CNE System includes: Butler Hospital; Kent Hospital; Memorial Hospital; Women & Infants Hospital; the VNA of CNE; and the CNE New England Wellness Center. Memorial Hospital of Rhode is the newest member of CNE, joining the System in September, 2013.

The second recent organizational development that enhances CNE as a System is the partnership agreement with Rhode Island Physicians Corporation Primary Care (RIPPCP). It is an IPA with 150 primary care physicians, a statewide presence, and practices that care for over 220,000 people in Rhode Island. This relationship is one of the strategic alliances that has been established in the past year that makes CNE the only truly integrated health system in the state and positions it to become an effective ACO as defined in the Affordable Care Act. CNE’s components include:

- **Butler Hospital** was founded in 1844 and was Rhode Island’s first hospital. Butler is the premier treatment, teaching and research hospital for psychiatric and neurological disorders, serving Rhode Island and southeastern New England. It is a major affiliate of the Warren Alpert School of Medicine. Butler provides acute inpatient and partial hospital services for psychiatric patients, substance abuse treatment for adults and adolescents, and has a state-of-the-art senior treatment center.
- **Kent Hospital**, the state’s second largest hospital, is a 359-bed nonprofit, acute care hospital serving approximately 300,000 residents of central Rhode Island. Kent offers a
full range of inpatient and outpatient health care and operates the second busiest emergency department in the state, caring for 60,000 patients per year.

- **Women & Infants Hospital** is a nationally renowned academic medical center that provides comprehensive care for women and newborns. It is the ninth busiest obstetrical service in the nation, with more than 8,500 deliveries a year. It is the primary hospital teaching affiliate for the Warren Alpert School of Medicine, with training programs in women’s health and newborn care.

- **Memorial Hospital** is the home and teaching site for the School of Medicine’s Family Residency Program. There are 70 residents at Memorial in family medicine and internal medicine. Seventy percent of all practicing family medicine physicians in Rhode Island were trained at Memorial.

- Since 1908, the **VNA of Care New England** has provided quality health care to patients in their homes. A staff of highly-trained nurses, home health aides, physical, occupational and speech therapists, social workers, and a chaplain deliver individualized home and hospice care to thousands of adults each year. The VNA is an essential program for the System as they design population health programs and focus on true care integration.

- The **CNE Wellness Center** offers an array of clinical services and personalized wellness and prevention programs. Staff partner with patients on care management programs to help manage chronic diseases.

A year following the creation of a unified Board, CNE has assembled the building blocks of an integrated system. The CNE Planning Committee developed a Five Year Strategic Plan and the first system-wide Balanced Scorecard. In addition, the streamlined governance has made it possible to look inside the system for clinical integration opportunities and outside for key partnerships to continue to expand the capabilities and services CNE can provide.

The Five Year Plan outlines the five major strategic directions for Care New England – clinical excellence, physician alignment, strategic partnerships, academic excellence, and system strength. The Balanced Scorecard is the detailed plan for execution, measuring progress and ownership of the initiatives that will drive the strategies. There are numerous initiatives that are tied to the new senior leadership positions in the Physician Organization and Quality. The Strategic Plan and the Balanced Scorecard reflect the comprehensive demands entailed in creating an effective, compassionate, financially viable, integrated system that can operate in an environment where the incentives for population health management are designed to improve health and drive down cost. CNE is the only health care organization in Rhode Island that has the necessary components of an integrated health care system and the governance and leadership structure most likely to succeed.

**The Position:**

The Senior Vice President and CIO report to the CNE President and CEO. The direct reports are: Director Revenue Cycle Administrative Applications; Contract Budget Manager; Director IS Technical Services; Director Information Security; Director Clinical Application; Director PMO; Director of Physician Practice Applications; and the Director End Use Production. Key Partnerships and Matrix Reports are: the CNE President and CEO, IT Executive Steering Committee, Information Services Department, Project Management Office and Medical Staff.
The Candidate:

The right CIO candidate will be responsible for determining long term, system-wide information needs, for developing the overall strategy for information technology, systems development, hardware technology, and clinical systems, S/he must collaborate with all CNE entities in education to provide relevant information, will be responsible for participating in business planning and for bringing to CNE current knowledge and future vision of technology and systems. The position assures the integrity and availability of CNE information resources through information security and access management.

The CIO chairs the CNE IT Executive Committee and participates on other CNE operating units and IT governance groups to implement the CNE strategic plan through information systems applications. The CIO will be a strategic and innovative resource in building partnerships with CNE physicians, senior leadership, and the CNE research community. The position will be on the CNE Executive Leadership Team. S/he will coordinate the use and adaptation of Clinical Information Systems in CNE to promote patient safety, best clinical practices, standardize clinical practices where possible, and promote physician satisfaction and adoption of clinical technology.

A Master’s degree in a related field, as well as strong leadership skills, ability, and highly evolved persuasion skills are essential. Strong oral and written communication skills, along with strong planning and organizational skills are important qualities. The best candidates will have in depth knowledge of the current environment in the health care industry and be an expert in the implementation and optimization of EPIC. The CIO must possess good problem solving skills and excellent financial acumen, with the ability to work collaboratively with individuals at all levels.

Other important attributes:

- Ensures the smooth, professional and cost effective operation of CNE information systems
- Ensures the integrity of the CNE information resources. Directs the development of effective security, backup, and disaster recovery plans. Works with IT management and staff to monitor compliance to CNE data integrity policies and procedures
- Assures the availability of the CNE information resources. Directs the development of effective system availability plans, goals, and measures. Periodically reviews system availability measures. Works with IT management and staff to proactively resolve availability problems
- Stays abreast of changes and trends in computer and systems technology. Keeps CNE management abreast of applicable developments in the information systems field. Keeps informed of issues and directions in the health care field. Develops strategies for the integration of new technology
- Participates in planning with CNE Executive Leadership Team for the long-range information systems needs of CNE. Acts with other CNE administrators to develop approaches to implement CNE strategies. Maintains an overview and awareness of CNE-wide activities and priorities
- Directs the information systems’ effort to achieve short-term objectives, to react to environmental events as necessary to keep CNE competitive and to concurrently assure progress toward long-range goals. Reviews information systems projects proposed by users and IT managers
• Manages resources, screens ideas and requests, and responds to corporate objectives and priorities to optimize effectiveness. Provides direction and coordination of project management and operations management
• Prepares, presents, and promotes capital and operating budgets for the information systems' departments. Manages information systems' department expenditures to meet approved budgets
• Works with CNE Purchasing to purchase computer equipment and supplies to assure value, availability, order time, capability, and capacity in accordance with budget, growth, new application implementations and opportunities. Exercises judgment in dealing with vendors to negotiate the most favorable prices and terms, and to provide for reliable uptime and system response time
• Consults with other CNE administrators, physicians and staff concerning information systems capabilities and technology. Provides feasibility guidance and cost estimates
• Chairs the CNE IT Executive Committee and provides staff direction to this governance body. Presentation skills to communicate effectively at all levels of the organization and with various managerial and clinical audiences are essential, as is being an active member of Senior Management Team
• Administrative leadership for all of the information systems departments. Develops and inculcates the CNE philosophy, character, style, standards and procedures. Provides for staff development and training
• Hires information systems staff in accordance with CNE policy to support the information systems department’s developmental activity. Maintains the staff standard of excellence and professionalism
• Coordinates the system design of all information systems' development projects to assure integration, efficiency, effectiveness and consistency with departmental and CNE objectives
• Translates complex IT information to non-IT professionals to assist them in making appropriate decisions and provides visionary direction for future IT investments and sound knowledge of and expertise in information/communications technology and equipment
• Cost-conscious, pragmatic, and resourceful, working well with Clinic administrators, physicians and staff, and exhibiting patience and the ability to accommodate change in an industry undergoing rapid transformation.

Education and Experience:
Bachelor’s degree is required. Master’s degree strongly preferred in business, computer science, healthcare administration, or a related field. The best candidates will have ten years of experience in healthcare IT. S/he will be results-oriented with a proven track record of systems delivery and support, including systems assessment and evaluation, new systems identification and implementation, and technical skills over a broad range of functional information management. Additional qualifications include a comprehensive understanding and expertise in the implementation and optimization of EPIC and prior experience leading in an integrated EPIC environment will be most essential to the success of the selected candidate.
Critical Success Factors:
The CIO will:

- Assume a strategic leadership role at CNE. S/he will create short and long term IT goals to support the leveraging of technology to achieve organizational excellence.
- Develop strong and sustainable relationships with the CNE senior leadership team and organizational peers.
- Be considered an effective leader whose collaborative style garners the respect of physicians and physician leaders across CNE.
- Ensure that a consistent technological platform is created that will result in greater optimization and seamless clinical integration.
- Create a mentoring and coaching environment within the IT department and further develop what is already a highly functioning team so that an atmosphere of professional development is encouraged and adopted by all.
- Capitalize on the technology investment by CNE and be able to articulate a clear and comprehensive ROI as continual technological advances and upgrades are being considered.

Living in Rhode Island:
Living in Rhode Island is a unique experience. This New England community offers the residents a great sense of pride and purpose since the size of the state is considered to be an asset as nothing in the state, from city to beach to countryside, is more than an hour away. Rhode Island offers easy access to all of New England. Massachusetts, New Hampshire, Vermont and Maine are all short car rides away, perfect for weekend get-aways. The summers in the Ocean State are filled with boating, sailing, and going to some of the best beaches in the country. Rhode Island is home to great places to visit, like Newport and Providence. Newport has wonderful shops, restaurants, glamorous historic mansions. Providence is the perfect small city that offers great shopping, dining and night life. Providence is also home to the nationally known theater, Trinity Repertory Company, which showcases a wide variety of pieces throughout the year. Rhode Island offers some of the best fresh seafood in the United States.

Lobsters, crabs, and fresh fish are caught daily right off the Rhode Island shores. New England has some of the best professional sports teams in the country. Every season offers at least one team to follow, including the Red Sox, Patriots, Celtics, and Bruins. There is always a team to root for every weekend. Rhode Island also has many great options for schooling. The state is home to many top rated public and private schools in the country as well as home to many well respected universities, such as Brown University, The University of Rhode Island, and Providence College. The people of Rhode Island are generous and friendly, always offering warm welcomes to newcomers, making it easy to make friends.

Compensation:
A compensation package will be constructed commensurate with the background and experience of the selected candidate and includes a comprehensive benefits program. Most significant is the opportunity to assume a key leadership role in a thriving and growing organization.
For More Information:
We welcome all referrals. Interested parties please send resume and cover letter to CNESVPCIO2073@zurickdavis.com. For additional questions, please contact Tamar Axelrad at 617.272.0087 or Annette Cooke at 781.938.1975. All contact with our office will remain confidential.

Affirmative Action:
Care New England is proud to provide Equal Employment Opportunities to all qualified applicants and employees irrespective of race, color, national origin, sex, gender identity or expression, religion, age, disability or veteran status.