Chief Medical Officer
Partners Community Healthcare, Inc.
Boston, MA

Position Specification

June 2014
Summary:
Partners Community Healthcare, Inc. (PCHI) is seeking a Chief Medical Officer (CMO). The new CMO will lead PCHI in fulfilling its mission as the community physician enterprise of Partners Healthcare. The CMO is a key member of the senior management team of the community network of Partners Healthcare System (PCHI), working in partnership with and directly reporting to the President of PCHI. S/he is an important contributor to the development of the overall organizational strategy of PCHI and population health management, with major responsibility for the development and implementation of programs that improve clinical performance in the community based network of Partners. The CMO will work with senior physician and executive leadership across the Partners system to implement community physician practice strategies, enhance the performance of the network, and further develop PCHI infrastructure to support alignment and coordination across the system.

PCHI is a founding member of Partners Healthcare, which was established in 1994 by two world renowned hospitals, the Massachusetts General Hospital and Brigham and Women’s Hospital. The PCHI network was an effective model and functioned well in the health care environment of the mid-90’s and early years of the new century. PCHI’s history is notable in its achievement of community physician network firsts. It led the market locally and nationally in achieving EMR adoption and effective use among independent community based physicians. It was a pioneer in population health management and its programs and resources remain a critical practice support for PCHI medical groups.

The Opportunity:
The Chief Medical Officer will lead PCHI physicians and practices to develop and execute a strategy to ensure that PCHI providers are supported and able to deliver high-quality, cost-effective care to patients so that the right care is delivered at the right time and in the right place. PCHI will become the Partners Community Physician Organization (PCPO), the network of choice for community-based physicians and patients. The community practices that constitute the PCHI network (PCPO) benefit by having a shared mission, a strong community voice, and Partners’ support for clinical care and outcomes for our patients. The CMO is the senior physician leader of the PCHI network and will work as a dyad with the President of PCHI. S/he will also work closely with the VP of Practice Operations of PCHI, the VP of Network Development, the Medical Directors of the RSO’s, and the VP of Partners Healthcare Population Health Management and team. There will be ample support and collaboration with the physician leaders of specialized clinical teams throughout Partners Healthcare.

As an integral enterprise of Partners Healthcare, the PCHI organization has unique advantages relative to its peers in the local market. Partners has a solid financial foundation with an operating revenue and expense revenue of $10.3 and $10.2 billion respectively in FY 2013. Partners is committed to continuing its leadership role in clinical care and system innovation and to driving the shift to value driven health care.

The CMO will be a highly visible leader in PCHI and Partners Healthcare. S/he will collaborate with colleagues at MGH, BWH, and the other Partners organizations. The CMO will be the senior physician leader of the PCHI network.
The Organization:

PCHI has its own Board of Trustees, chaired by a physician from one of the PCHI physician groups, and includes: the PCHI President; the CMO; a variety of network constituents, and lay trustees. The President of PCHI is a member of the Partners Leadership Team and the Partners Executive Committee.

The President has five direct reports in addition to the CMO; they are: the Vice President of Network Development; the Vice President of Practice Operations; the Vice President of Finance; the Chief Information Officer; and the Vice President of Human Resources.

The Position:

The CMO is a visible and influential leader in PCHI. S/he has major responsibility for the development and implementation of programs that improve clinical performance (quality, efficiency and safety of care) in the PCHI network. Performance involves publicly reported health care metrics and measures of population health management. It also includes components of clinical performance and measures of efficiency and performance improvement, as defined in payer contracts. The CMO will participate in and will also chair various PCHI practice and governance committees as well as Partners Healthcare groups focused on population health and performance improvement. S/he plays a critical role in strengthening the relationships between Partners and the Network’s RSOs to advance performance, clinical integration, and population health initiatives.

Working closely with the Population Health Management team, the CMO will work with Partners Healthcare member organizations to design and implement innovations in care delivery that will improve patient health, satisfaction, and access, which will also reduce the growth trajectory in health care spending. Responsibilities include the development and vetting of effective population health management strategies, the development and implementation of metrics that assess quality and costs of care, and the provision of technical assistance to member organizations as they redesign care delivery.

The CMO will provide the strategic and clinical thought leadership required to sustain an environment of on-going clinical excellence, innovation, and operational efficiency. Another dimension of the CMO’s position will be to function as an internal consultant to the VP of Network Development to track market trends, current issues, and best practices, along with potential impacts and potential interventions.

Principal Duties and Responsibilities:

- Maintain high visibility in the community based physician market.
- Convey the vision of PCHI, the concept of clinical integration, and the breadth of Partners programs and services to others in a compelling manner.
- Collaborate with the senior management teams across the Partners System to assess innovative ideas to improve current physician business practices.
- Participate with members of the Department of Clinical Performance on care redesign and improvement programs.
- Convey the vision of PCHI, concept of clinical integration, and the breadth of Partners programs and services to the physician practices in a credible manner as a physician colleague.
• Perform regular site visits to the hospitals, RSOs, and physician POD level meetings in the PCHI network to understand current issues, to promote communication, and to improve performance at the RSO level.
• Work closely with clinical informatics and analytic staff to understand the clinical performance of PCHI and its components.
• Collaborate in the development and implementation of systems and programs to improve efficiency, quality, and safety of care within the Partners community network.
• Develop partnerships with Partners clinical leaders and colleagues to improve quality, consistency of practice, and effective performance in key areas of utilization, such as imaging, pharmacy, and other diagnostic and treatment modalities.
• Provide oversight and medical direction for contractual obligations, such as the Medicare Preferred contract, the Pioneer ACO, and commercial HMO contracts and ad-hoc payer issues that arise.
• Lead internal PCHI groups focused on disease management in targeted clinical areas.
• Represent Partners and PCHI at external and internal meetings as requested by the President of PCHI and the Partners Vice President for Population Management.
• Collaborate with IT to create tools and methods to leverage electronic systems that meet and exceed performance targets.

The Candidate:

The right candidate will be a recognized physician leader with a reputation for clinical excellence and an understanding of the nature and challenges of community based practice. The candidate will be a dynamic leader with excellent relationships with physicians in academic medical centers and community based practices, and who understands how to navigate effectively in these organizations.

Practical personal experience with and knowledge of the core principles of population health management and care integration is essential in this role. Core responsibilities include: development, implementation, and ongoing responsibility for primary care redesign strategy; adoption of patient centered medical home (PCMH) in the PCHI practices; high risk patient management programs; palliative care; end of life care; and behavioral health integration in primary care practices.

Qualifications:
• The skill and experience to work with and motivate physicians, understand the economics that drive their practices, successful recruitment, and the ability to convey a vision that attracts new physicians to the organization
• Comprehensive understanding of managed care, medical management, and the economics of physician practice
• Leadership experience and the ability to lead teams and achieve results through influence
• Successful experience as a member and leader of inter-disciplinary teams
• Experience with analytics to assess quality and efficiency of care and return on investment for medical management programs
• Clinical expertise on data issues, health status, severity adjustment, analytic tools and LMR content
- Practical experience with and understanding of ambulatory quality measurement and improvement, care continuum strategies, patient engagement strategies, and the expansion and modification of programs for the Medicaid and Medicare population
- Skills to present scheduled and sometimes unrehearsed extemporaneous presentations
- The ability to thrive and succeed in an environment of regular ambiguity
- Keen political intelligence and strong collaboration skills within a highly matrixed and complex healthcare organization
- The ability and emotional intelligence to lead operational change in a thoughtful and nuanced manner

**Critical Success Factors:**
- Establish a Three Year Clinical Quality Strategy for the PCHI Practices
- Achieve at least one high priority Clinical Quality improvement goal and demonstrate its sustainability for 12 months
- Develop a President/CMO PCHI Presentation for internal and external audiences

**Educational and Experience Requirements:**
Candidates must be Board Certified physicians and have a Massachusetts Medical License or be eligible to attain a license to practice. Having five years of clinical practice and five years of physician leadership experience is necessary. Experience with PCMH, clinical integration, group practice management, performance improvement and metrics is highly desirable.

**Compensation:**
A compensation package will be constructed commensurate with the background and experience of the selected candidate and will include a comprehensive benefits program. Most significant is the opportunity to assume a significant leadership role in PCHI, a major enterprise in a nationally recognized and respected organization.

**General Environment:**
Partners Healthcare is a fast paced professional environment requiring a high level of initiative and robust decision-making skills. There will be frequent early morning and early evening meetings, and visits to RSO offices for meetings and chart reviews. Effective use of a personal computer and multiple communication modalities is important.

**Location:**
The office will be based in the PCHI Needham facility, with many meetings at the Prudential Center in Boston. Local travel to participating RSOs and to health plan partners is expected.

**For More Information:**
We welcome referrals and nominations. Interested parties please send resume and cover letter to PCHICMO2093@ZurickDavis.com. For additional questions please contact Lida Junghans, PhD or Jackie Rosenthal or at 781.938.1975. All contact with ZurickDavis will remain confidential.

Partners Community Healthcare, Inc. is an Equal Opportunity Employer