Memorial Hospital of Rhode Island

Chief Medical Officer

Pawtucket, RI

Position Description

April 2015
Summary:
Memorial Hospital of Rhode Island ("MHRI" or "Memorial") is seeking a Chief Medical Officer (CMO) to provide physician executive leadership for Memorial Hospital's clinical quality, care programs, care delivery and GME programs and its efforts to align these with the Care New England (CNE) system continuum while nurturing strong and mutually satisfying relationships between MHRI and its employed and voluntary community physicians.

The Opportunity:
The CMO of Memorial Hospital is a new senior leadership position that will report to the MHRI President and COO with a dotted line to the Chief Quality Officer of the Care New England system. The CMO will primarily focus on the hospital's emerging clinical, quality, and physician relationship strategies. In addition, the CMO will provide an important point of leadership linkage within MHRI's relatively new system relationship with Care New England (CNE). Memorial Hospital recently joined CNE as its fourth hospital partner. The CNE Health System is in an accelerated growth mode and in good financial health. The Rhode Island Primary Care Physicians Corporation (RIPCPC) affiliation agreement, the largest independent network of primary care physicians and physician practices in Rhode Island, was finalized in June 2014. There are now over 500 physicians in community based groups or employed by CNE. The physician recruitment efforts in 2014 have added fifty-nine new primary and specialty care physicians as well. CNE is a major affiliate of the Warren Alpert School of Medicine at Brown University and is home to the Department of Family Medicine and the Department of Psychiatry at Memorial and Butler Hospitals, respectively.

CNE, with its solid foundation of primary care physicians, was the first integrated health care system in Rhode Island approved by the Centers for Medicare and Medicaid Services as an accountable care organization (ACO). CNE has reorganized its governance structure and created a team of physician and executive leaders to oversee the system. They have identified clinical integration as the fundamental strategy for readiness for health care reform and are pursuing 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.

Memorial Hospital:
Memorial Hospital is the home and teaching site for the Brown University, Warren Alpert School of Medicine’s Family Medicine Program and Internal Medicine Program. Our main campus is in Pawtucket, RI, where they have a state-of-the-art cancer program, a cardiology program affiliated with Brigham and Women's Hospital, and the state’s only hospital-based Hernia Center. In addition, MHRI offers primary and ambulatory care services at separate sites in Pawtucket and Central Falls, RI, and Plainville, MA.

There are seventy residents at Memorial in Family Medicine, Internal Medicine, and Podiatry and fellows in a variety of specialties. Seventy percent of all practicing family medicine physicians in Rhode Island were trained at Memorial. The Hospital is committed to providing education and research programs within the community health based milieu. The Hospital is one of eight charter hospitals included in the Brown University program.
The volume statistics for the Hospital in the past year are:

- 2,600 medical admissions
- 1,100 surgical admissions
- Combined medical surgical patient days of 15,700
- 3,300 observation cases
- 3,900 rehab patient days
- 34,000 emergency department visits
- 480 deliveries
- 1,100 inpatient surgical procedures
- 5,300 outpatient surgical procedures

There are chiefs of service in all clinical departments; some are salaried physicians and some are independent community based medical staff.

The research interests of the staff at the Hospital focus on Primary Care, Cancer Research and Cardiology. The Primary Care Research is conducted by investigators with the Brown University Center for Primary Care and Prevention at Memorial. The Oncology research includes Phase I, II, and III clinical trials in numerous clinical areas. The Cardiology research involves a variety of clinical trials carried out by the Brigham and Women’s Cardiovascular Associates at Care New England.

**Care New England:**

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.

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 6,800 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 and Infants Hospital; the VNA of CNE; The Providence Center and the CNE New England Wellness Center.

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:

Reporting to the President and COO of Memorial Hospital of Rhode Island (MHRI) and to the Chief Quality Officer of the Care New England system, the Chief Medical Officer (CMO) will provide outstanding physician executive leadership for MHRI based clinical programs and activities. In addition, s/he will ensure that these efforts result in optimal integration of Memorial’s patient care services and delivery across the CNE continuum, and will nurture strong and mutually satisfying relationships with employed and voluntary community physicians. This position will have “dotted line” matrix reporting to the CNE system Chief Quality Officer (CQO), thereby emphasizing its strong alignment with CNE system strategy and leadership. As the first CMO at Memorial, this individual will have the opportunity to create his/her imprint on the way in which this position evolves as a critical link between practitioners, academicians, the institutional executive team, and system leadership.

The CMO will play an integral role in ensuring quality care delivery and effective clinical operations. S/he will be responsible for leading the coordination of performance improvement, resource management, and quality-related activities in the hospital and outpatient services. The CMO will be responsible for integrating both quality and cost information, leading data-driven improvement initiatives, and for ensuring appropriate involvement from physician Departmental and Committee leaders. The CMO will also lead the effort to examine physician productivity and provide data to support desirable changes to meet national and regional benchmarks.

The CMO will be the executive lead for Memorial’s Graduate Medical Education programs at the CNE system level and will assist the Designated Institutional Officer and Program Directors in securing the resources and support required to optimize program integrity. S/he will oversee Medical Staff Services, Credentialing, Risk Management, Infection Control, Performance Improvement, Clinical Research Administration, and JCAHO regulatory compliance.

The CMO will promote a culture that fosters a continuing and strong commitment to hospital-physician collaboration, safe and high quality care, postgraduate education, community service, and patient, staff, and physician satisfaction. In order to be effective, the CMO will need to actively engage both employed and independent physicians in a collaborative initiative to enhance opportunity, professionalism, and excellence with the aim of solidifying the reputation and appeal of general and subspecialty medical services delivered at Memorial and its interface with other elements of the CNE system.

To be successful in the Memorial environment, the CMO must be a respected clinician and administrator with sufficient experience to earn the respect and accountability of colleagues and administration as well as the energy to drive growth, change, and improvement. S/he must able to work effectively with community physicians and constituents, while also winning the respect of academic leaders.

The CMO must be viewed as making well informed, reasoned, authoritative, collaborative, and implementable recommendations at MHRI regarding clinical program structure and operations, resource stewardship, standards of quality and performance, and support for academics and research, and ensure that these are well aligned with CNE system approaches.
Key Responsibilities:

1. As a member of the MHRI Senior Management team, work closely with the hospital’s senior leadership and participate in strategic planning and execution, assist in matters related to the MHRI medical staff and clinical care delivery systems, and collaborate with administrative leadership on the development of clinical service lines at MHRI. In addition, the CMO will serve to represent MHRI’s perspectives and ensure alignment of the hospital’s strategic plans at the CNE system levels.

2. Work collaboratively with the Chief Nursing Officer, nursing staff, allied staff, and other administrative professionals to ensure the delivery of outstanding care to MHRI patients.

3. Build strong relationships with community practitioners that will result in enhanced allegiance to MHRI. Collaborate on the development of appropriate recruitment, compensation, and retention programs to ensure optimal physician staffing.

4. Work closely with the CQO of CNE and all clinical Chairs and Chiefs to ensure optimal performance of each clinical Department.

5. Collaborate with the system CQO as well as the Medical Staff and other Professional Staff members to ensure a modern and comprehensive quality, safety, and performance improvement approach that includes developing, measuring, implementing, and evaluating policies and programs for continual improvement in the delivery of high quality, safe, and cost effective care and services is in place at MHRI.

6. Ensure compliance with the requirements of all entities regulating healthcare quality and accreditation.

7. Lead physician efforts to enhance patient satisfaction, based on survey results and programs.

8. Lead business planning and establish milestones and metrics for monitoring performance improvement toward the goals.

9. Evaluate opportunities for developing clinical services and programs, prioritizing those opportunities with the greatest potential for producing positive clinical and business results.

10. Spearhead physician leadership development at MHRI to further build clinical, operational and management strength in physician leaders at all levels.

11. Facilitate and lead teams in identifying and implementing resource management opportunities and outcomes management programs, including: pathway development, disease management, and clinician education.

Key Success Factors:

In his/her first year, the CMO will:

- Develop close and trusted relationships with MHRI and CNE system level executive leadership as well as with MHRI’s medical staff, employees, and community referring physicians
- Create a vision for increasing the engagement of community physicians who currently do not practice at MHRI
- Recommend and begin implementing enhancements to the MHRI’s quality and performance improvement programs
- Support the academic faculty through strong advocacy for MHRI’s academic and training programs at CNE system forums
The Candidate:
The ideal CMO for Memorial Hospital of Rhode Island will be an energetic, entrepreneurial Board Certified and licensed physician (MD or DO) with a passion for physician engagement and for improving the delivery of care in a community setting. S/he will be a capable physician leader who has previously been effective in a complex physician group or hospital leadership position where clinical and academic reputation, community relationships, physician-hospital collaboration, and high standards of quality are valued. Ideally, the CMO will have an excellent working knowledge of modern quality, safety, and performance improvement methodologies, will have experience in bridging the academic and community settings, and will understand the factors necessary to maintain and grow medical services in a community setting that includes and engages both independent and hospital employed physicians. An interest in maintaining ten to fifteen percent clinical activity would be an asset for the CMO.

The CMO will demonstrate:

- Strong prior practice experience and a genuine commitment to maintaining clinical credibility
- A track record as an effective and articulate convener of positive physician - hospital and hospital-community collaboration
- Commitment to an environment of accountability
- Facility in strategically aligning business operations with organizational goals
- The ability to understand, gain acceptance for, and manage change
- A working understanding of the design and operation of modern quality and safety systems in both inpatient and ambulatory settings
- Experience and skills as an effective teacher and mentor
- The ability to motivate physicians and staff at all levels of experience to adopt evidence based practices and to participate in performance improvement activities
- High energy and passion for the mission and potential of community hospitals as strong health system partners
- The ability to manage through influence and to develop a collaborative culture

Candidates for this position should:

- Be passionate, dynamic, entrepreneurial, and values driven advocates for clinical and operational excellence
- Enjoy and be committed to the active practice of medicine in a mixed community-academic and academic setting
- Demonstrate the ability to advocate for local (MHRI) priorities while maintaining a strong commitment to overall system (CNE) vision and strategy
- Be effective at developing and implementing a vision for program growth and development and community physician engagement
- Be appealing and genuine in varied leadership roles such as role model, partner, confidante, colleague, coach, and manager so that s/he can recruit, secure, and solidify physician commitment to that vision
- Be seen as a thoughtful “problem solver” who understands the perspectives of varied constituencies and is able to identify and build a team approach to advance commonly held values
- Value consensus and mutual respect, while being able to hold accountability and effectively advance an agenda forward in settings where there is less than total agreement
- Possess excellent written, oral, and presentation skills, enabling him/her to be an effective communicator and persuader in dialogue with community as well as academic partners
- Have credibility with physicians, nursing, and allied health professionals
- Have the ability to coalesce input from diverse constituencies into a broadly supported agenda
- Be articulate, approachable, collaborative and unafraid to take appropriate risks
- Display the warmth and interpersonal skills required to effectively communicate and collaborate in the face of disagreement or skepticism
- Be a leader who enjoys and thrives in a community with stakeholders with varied educational levels and cultural and ethnic backgrounds

**Living in Rhode Island:**

Pawtucket holds an important place in the history of the Industrial Revolution. Pawtucket was a major contributor of cotton textiles during the American Industrial Revolution. Slater Mill, built in 1793 by Samuel Slater on the Blackstone River falls in downtown Pawtucket, was the first fully mechanized cotton-spinning mill in America. Slater Mill is known for developing a commercially successful production process not reliant on earlier horse-drawn processes developed in America. Pawtucket is home to the Pawtucket Red Sox, the AAA affiliate/Minor League team of the Boston Red Sox. The longest professional baseball game in history, 33 innings, was played at McCoy Stadium in 1981.

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 trips. 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, and glamorous historic mansions. Providence is the perfect small city that offers great shopping, dining and nightlife. 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.

**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 health care system.
For More Information:
Interested parties please send resume and cover letter to MemorialHospitalCMO2102@ZurickDavis.com. For additional questions please contact Lida Junghans PhD (ljunghans@zurickdavis.com), Jackie Rosenthal, or Myranne Janoff at 781.938.1975. All contact with ZurickDavis 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.