Blue Cross Blue Shield of Massachusetts
Chief Physician Executive
Boston, MA

Position Specification

August, 2015
The Opportunity

Blue Cross Blue Shield of Massachusetts (“BCBSMA” or the “Company”), New England’s leading health plan, is seeking a Chief Physician Executive (CPE). This individual will fill a critical senior executive role at the Company as a member of the Executive Management Team, leading its Division of Health and Medical Management and staff of 460 professionals, and representing BCBSMA to local, regional, and national constituencies. The Division includes medical policy, medical management, behavioral health, and provider program staff and activities.

The Organization

Blue Cross Blue Shield of Massachusetts

Blue Cross Blue Shield of Massachusetts (www.bluecrossma.com) is a community-focused, value driven, tax-paying, not-for-profit health plan headquartered in Boston. With $6.5B in premium revenue, BCBSMA is the health plan selected by more than 31,500 Massachusetts employers and has 2.8M members. 800,000 of these members are from outside Massachusetts and that number is likely to increase. The product lines include HMO/POS, PPO/Indemnity, Senior Products/Medicare and a dental plan. BCBSMA’s customers include more than 75 percent of cities and towns in Massachusetts and 6 of the 12 Fortune 500 companies headquartered in the Commonwealth.

Massachusetts has been a leader in implementing health care reform and BCBSMA leadership is widely credited with having contributed to the successful passage and implementation of legislation that made the state the first in the nation to achieve near universal health insurance coverage.

In 2007, BCBSMA was the architect of a new payment methodology that represented a major innovation as a voluntary payment model for physician groups and hospitals in its network. BCBSMA developed the Alternative Quality Contract (AQC). The AQC was designed to advance the goals of significantly improving health care quality and outcomes, while also significantly slowing the growth of medical spending. The AQC’s innovative approach to payment creates accountability for total medical spending through population level global budgets and for quality and outcomes through a broad set of nationally accepted performance measures, and has been emulated nationally by public and private payers, including the accountable care initiatives recently launched by Medicare. Ninety percent of the BCBSMA network providers participate in the AQC.

Since its launch in 2008, the AQC has led to improved quality of patient care and lowered costs. These results were documented in a study funded by the Commonwealth Fund and the National Institute of Aging and carried out by researchers at Harvard Medical School. The results were published in the New England Journal of Medicine in October, 2014.

BCBSMA is recognized by the National Committee for Quality Assurance (NCQA) as one of the highest rated plans in the nation for member satisfaction, access to high quality primary and specialty care and effectiveness of wellness and prevention programs. This recognition supports a high priority company focus on being a more consumer-centric organization and developing new initiatives to drive consumer engagement.

Zaffre Investments, LLC is a BCBSMA initiative created to add value through investments in new products, services and technologies that aim to improve the way healthcare is delivered and received. Zaffre focuses on companies across the healthcare landscape, with a primary focus on ACOs, consumer...
solutions, health information technology, and behavioral health. Zaffre employs a true partnership model for its portfolio companies, providing strategic direction, business support, industry connections and more. The wholly owned subsidiary has invested in and is collaborating with several health care companies to offer innovative services to members for behavioral health, fertility, urgent care and consumer tools. (http://www.zaffreinvestments.com/)

Outside of the health and wellness programs for which BCBSMA is well known and highly respected, BCBSMA is a good corporate citizen and encourages staff to commit to community based activities and organizations as volunteers. In the past year, almost 90 percent of BCBSMA associates participated in volunteer activities and contributed 30,000 service hours.

The Health and Medical Management Division

The CPE is the senior executive who leads and oversees the operations of the Health and Medical Management Division (HMM). To carry out the mission of the Division, there are 6 direct reports to the CPE. They are: the Vice President and Associate CMO for Operations; the Vice President and Associate CMO for Medical Quality and Strategy; the Medical Director for Behavioral Health; the Director of Cost Strategy and Business Planning; the Senior Medical Director for Health Informatics; and the Senior Director for Market Response and Clinical Program Development.

The Division has 460 staff, including clinical and non-clinical professionals and a budget of $44M. The Associate CMO’s and other physician members of the Division, partner with the Senior Vice President of Performance Measurement and Improvement and have specific provider networks with whom they meet and support on metrics of the AQC, reporting, and performance improvement.

The Division is the nexus of all medical operations and policy dialogue. The CPE has both a strategic role as leader and a significant operating role with medical management responsibilities.

The Position

The Chief Physician Executive (CPE) reports to the Chief Operating Officer and is a valued and critical member of the BCBSMA senior executive team, participating in the highest level strategic conversations and decisions, and directly accountable for its medical policy, medical management, behavioral health, and government program activities. S/he ensures that the clinical and care management perspectives on strategic and operational issues are heard, understood, and appreciated throughout the Company. The CPE is an essential partner to the product development, marketing, and communications areas within the Company, thereby ensuring consistency of its clinical, business, and messaging directionality.

The CPE has direct oversight and accountability for BCBSMA’s Health and Medical Management Division (HMM). HMM is responsible for care management and utilization management for both medical and integrated behavioral health, oversees clinical pharmacy, medical policy, and peer review. All Company Medical Directors and clinicians work in well-functioning teams and report to the CPE. The CPE is the ultimate guarantor of an outstanding work environment for HMM and for the highest standards of medical care for all members. S/he is the face representing outstanding clinical quality and professional integrity to both members and providers.

The CPE leads the Division in collaborating with other members of the senior management team to implement and expand BCBSMA’s innovative health care quality, effectiveness, and efficiency strategies and for facilitating their linkage to new payment methodologies. This includes advancing the quality,
effectiveness, and efficacy of the member experience with wellness and health care. The CPE assists with the preparation of annual medical expense targets and clinical targets. To accomplish this effectively, the CPE serves as a trusted convener of parties with disparate perspectives, regularly collaborating with and providing clinical and strategic leadership to providers across the state, to create unique programs for improving quality and efficiencies that generate high provider enthusiasm and participation. As the health care payment environment evolves, the CPE will be critical to creating a new vision for the health plan’s role in medical management. S/he will be a major participant in designing and implementing innovative approaches to partnering with provider organizations and networks to redesign care management activities that conform to what is expected to be enhanced risk sharing by provider entities and which will largely occur in the network, not the health plan. The CPE plays a lead role supporting the Sales team with RFP’s, attending key client meetings and presentations and consulting with Sales on product and program design.

The CPE is the Company’s thought leader, and its medical advisor to its Zaffre Investments subsidiary, in assessing emerging and early stage treatments, technologies, devices, and innovations related to health care quality, efficiency, and effectiveness. S/he serves as its clinical and medical policy spokesperson locally, regionally, and nationally, reviewing and testifying, as appropriate, regarding the medical impact of upcoming legislation and representing clinical aspects of the Company’s business with organizations such as the National Council of Physician Executives at the Blue Cross Blue Shield Association (BCBSA) which represents 34 plans across the country to collectively insure over 105 million members. The position often requires Committee and Board participation at the local and national level. Most recently, some of the national roles have been with: NCQA, NEHI, AHIP, and BCBSA.

Key Accountabilities:

1. Lead clinical decision-maker; responsible for medical policy and shaping the dialogue when necessary to reach ethical, equitable, scientifically based policy determinations.
2. Serves as lead clinical and medical policy spokesperson for the Company.
3. Responsible for the direction of Clinical Coordination decision making and content for all health management programs.
4. Responsible for care management and utilization management for both medical and behavioral health and for the development of health management strategies and programs within HMM.
5. Oversees clinical pharmacy and peer review.
6. Works extensively with provider community leadership across the state including, academic medical centers, community hospitals, Massachusetts Medical Society, and Mass Hospital Association to understand their perspectives and gain their support for BCBSMA initiatives.
7. Working with other members of the executive management team, assists in the development of network contracting and provider relations strategies for both short and long term.
8. Supports sales functions by assisting in the response to RFP’s, development of realistic performance guarantees, participating in account presentations, and assisting with new product and program design that is responsive to customer needs while representing sound medical policy and aligned with BCBSMA care management capabilities.
10. In partnership with other members of the senior management team, develops and implements initiatives that result in health care industry simplification and improvement in high quality access and outcomes.

11. Leads the Physician Advisory Board(s), Medical Innovations Team, and other forums to gain physician support and ensure appropriate input is received.

12. Provides oversight, guidance, support, and mentoring to all clinicians employed by BCBSMA.

13. In collaboration with other HMM senior leaders, helps prepare annual medical expenses targets and clinical targets by service type, region, and major diagnostic group of BCBSMA members.

14. Develops business vision, strategies, and plans consistent with division and corporate strategies and goals.

15. Develops and implements effective communications to ensure dissemination of critical information to staff and other areas of the Company as well as external constituencies and solicit input into decision making process.

16. Co-leads the Medical Cost Council focusing on medical trend issues and solutions.

The Candidate

The ideal candidate for Chief Physician Executive at BCBSMA will be an innovative, flexible physician leader with a deep understanding of population management and clinical risk strategies, who has had broad executive responsibility and a record of successful accomplishment in a complex managerial environment. S/he must have a substantive clinical practice background, strong operational skills and experience in core medical management areas, and have the ability to represent HMM at the BCBSMA executive table and to represent BCBSMA in external high level forums involving medical quality and cost. The CPE’s external facing role as BCBSMA’s physician leader is high priority and often complex. The CPE interacts with many different organizations, including national, local and regional professional committees, medical societies, policy making groups, the media, regulatory agencies, and hospital executives. The CPE will enjoy and be skilled at sustaining a productive team environment within HMM, able to both delegate and hold accountability for a Divisional management team including Medical Directors and senior executives.

Experience as a physician leader within a payer organization is desirable but not required.

Specific Qualifications (Knowledge, Skills, and Abilities)

1. Strong clinical leadership and credibility at the local and national level.
2. Demonstrated executive presence, public speaking, and communications skills with experience presenting to providers, Boards, senior executives and leadership teams.
3. Prior experience leading large or complex physician organizations, health systems, or health care management areas within payer organizations.
4. Demonstrated leadership accomplishments in the overall improvement of strategic, financial, quality, and operational performance of a health care organization.
5. Strong leadership skills and accomplishments including the demonstrated ability to work cross-functionally, build consensus, coach and develop staff, manage performance, and build morale.
6. Able and willing to take calculated risks in pursuit of innovation.
7. Strong record of attracting, developing, and retaining high performing talent.
8. Ability to develop strong relationships with multiple stakeholders in order to gain alignment on key issues.
9. Ability to listen and understand diverse perspectives.
10. Comprehensive knowledge and understanding of both payer and provider roles, and operating realities within the health care delivery system.
11. Ability to function well in a dynamic environment characterized by uncertainty and ambiguity.
12. Comprehensive knowledge of medical management practices and functions.
13. Previous experience designing and implementing business process change to improve efficiency and reduce costs while maintaining quality care.
14. Ability to create high performing teams and build culture of inclusion and diversity. Management skills must include a strong operational component.

Education/Relevant Experience:

- MD Degree, qualified to be licensed in Massachusetts.
- Board Certification.
- Minimum of 5 – 10 years’ experience in direct clinical practice preferred.
- Minimum of 10 years’ experience as a senior leader in either a health plan or a provider entity with similar responsibilities and health plan knowledge and with gradually progressing levels of accountability.
- Experience with line management and major budget accountability.
- Experience with full risk sharing, capitated, or pay for value based systems.
- Significant understanding of Massachusetts provider environment, issues, and leaders.
- Experience working in complex organizations.

Critical Success Factors

Success in the first year of the CPE’s tenure will be determined by his/her ability to:

- Sustaining satisfaction, energy, and allegiance within the HMM leadership and staff over the year following CPE transition.
- Becoming a known and respected voice for medical policy and clinical operations throughout the Company and with external audiences.
- Successfully transitioning visibility and key external relationships at the regional and national level.
- Maintaining a high degree of efficiency and effectiveness within critical HMM service areas such as medical management.
- Contributing expertise and innovation to BCBSMAs evolving initiatives for care management redesign in partnership with provider entities.
- Forming effective partnerships with sales, marketing, and communications leaders in the Company and with external partners and organizations.

Compensation

The compensation package will reflect the senior physician leadership role of an innovative and nationally recognized health plan and be commensurate with the role and responsibilities of the Chief Physician Executive.
For More Information

We welcome nominations, applications and confidential inquiries. Interested parties please send a resume and cover letter to BCBSMACPE2136@ZurickDavis.com. For additional questions, please contact Jacqueline Rosenthal (jrosenthal@zurickdavis.com) or Lida Junghans, PhD (ljunghans@zurickdavis.com), at 781.938.1975. All contact with ZurickDavis will remain confidential.

Blue Cross Blue Shield of Massachusetts is an Equal Employment / Affirmative Action Employer. Applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, veteran status, disability, sexual orientation, gender identity or expression, or any other characteristics protected by law.