Vice President

Floating Hospital, Pediatrics and Women’s Health

Tufts Medical Center Physicians Organization

Boston, Massachusetts

Position Specification

May 2016
Summary

The Vice President, Floating Hospital, Pediatrics and Women’s Health (VP) is a newly designed senior executive position at the Floating Hospital of Tufts Medical Center (TMC) and the Tufts Medical Center Physicians Organization (PO). It reflects the Hospital’s commitment to integrating clinical care and operations for its families and patients at the Floating and its network hospital affiliates.

The scope of the Vice President’s role encompasses inpatient care and all ambulatory services at the Floating and its hospital affiliates. The Vice President functions as the senior executive operational leader at the Floating Hospital and is the service line leader of Pediatrics and Women’s Health in partnership with the respective academic Chairs and nursing leaders. The Medical Center and Physicians Organization leaders envision integrated processes and transitions of care throughout inpatient and ambulatory spectrum of care that create fully aligned pre- and post-hospital of care at the Hospital and its hospital affiliates. The Floating also has six Ambulatory Specialty Centers where their pediatric specialists see patients in community based offices.

Floating Hospital affiliates are: Cape Cod Hospital; Lawrence General Hospital; Lowell General Hospital; MetroWest Medical Center; and Signature Healthcare Brockton Hospital. The Vice President is the accountable leader for ensuring the success, effective collaboration, and growth of these relationships. The VP portfolio will also embrace priorities regarding patient satisfaction, financial stewardship, and effective collaboration among the staff at the Floating and Pediatric Service and Women’s Health service lines.

S/he will be the convener and work with the Chair of Pediatrics and Chair of Ob/Gyn on cross-organizational collaboration, operations, and care management activities to ensure optimal population health management, alignment with emerging healthcare payment contracts, and reduction in overall medical expenses, while also maintaining and improving the quality and effectiveness of care. For more information: [https://www.floatinghospital.org/](https://www.floatinghospital.org/)

Relationships

Reports to: President and CEO of the Tufts Medical Center Physicians Organization

Partners with: Chairman of Pediatrics and CAO, Floating Hospital, Chairman OB-GYN, Executive Director of Patient Care Services, Floating Hospital.

Collaborates with: CFO PO, VP Operations PO, Division Chiefs in Pediatrics and OB-GYN, President/CEO New England Quality Care Alliance and senior leaders, SVP/CFO TMC, VPHR (TMC) Chief Strategy Officer (TMC), VP Research (TMC), VP Trust (TMC), Floating Hospital Community Hospital Affiliates leadership

The Opportunity

The new Vice President, Floating Hospital, Pediatrics and Women’s Health role represents a unique opportunity to create a fresh and coordinated approach to service line leadership in pediatrics and women’s health at the Floating Hospital with a broad internal and external portfolio. This is an opportunity for an individual with exceptional leadership skills and an entrepreneurial spirit to be the administrative leader of the Floating Hospital for Children and the Pediatric and Women’s Health service
lines. The VP will articulate a vision, develop and execute a strategic plan, work with the Physicians Organization and the Chairs to recruit and retain high performing physicians committed to the vision of the Floating. The goal is to enhance patient care and team work, ensure an outstanding patient and family experience, maintain financial stewardship and continue to achieve high staff and faculty engagement.

The Floating Hospital will continue to be the locus of complex pediatric care. The VP will work with the Chairs and clinical leaders to create, lead, and oversee population management across the Floating and its community based affiliates. The VP role is a highly visible leadership role at the Floating, the PO, and TMC. S/he will represent the Floating Hospital and service line portfolio on the network affiliate Steering Committees and will be a member of the senior leadership teams of the Physicians Organization and the Medical Center.

The VP role is mission driven, strategic, tactical, and mission critical. The best VP candidates will have a passion for improving care and fostering patient-centered, navigable, and physician-friendly care across treatment settings. This position represents an opportunity for creativity, collaboration, and the application of the most progressive systems in a receptive and committed health care enterprise environment.

The culture of Tufts Medical Center and the Floating Hospital for Children is remarkable. It is unique because it has the organizational and clinical complexity of a nationally renowned teaching hospital and academic medical cent without the highly politicized and turf-driven culture common in major academic medical centers.

**Tufts Medical Center**

In 1796, a group of public-spirited Bostonians established the Boston Dispensary as the first permanent medical facility in New England and one of the first in the country. The Dispensary’s founders funded vouchers that enabled the city’s poor to receive medical care; one of the original vouchers was signed by Paul Revere and can be viewed at the Historical Society. The Dispensary building is still on the TMC campus today.

Today, Tufts Medical Center is a 220-year-old renowned academic medical center with an adult and children’s hospital. The Medical Center provides the most complex and advanced care in downtown Boston and, distributing secondary care to the community through its network partnerships. It is the principal adult and pediatric teaching center for Tufts University School of Medicine. The TMC network strategy of a distributed network has resulted in TMC treating the highest percentage of the sickest patients of any other Boston hospital. TMC is both a cost effective and convenient provider for patients. TMC is recognized as the region’s value provider, achieving outstanding quality safety and patient experience ratings while maintaining a lower cost. (see CHIA Case Mix Index for detail).

[https://www.tuftsmedicalcenter.org/](https://www.tuftsmedicalcenter.org/)

**Patient Care:** TMC

- TMC has 415 beds
- Operating Revenue $908.7M
- Employed physicians – 500
- Employees – 5000
• Physicians in the New England Quality Care Alliance 1800
• Level 1 Trauma Center for adult and pediatric emergency care - adult ED visits 41,343 and 359,686 Clinic Visits
• Discharges – 17,814
• Resident and Fellows – 451
• Performs more heart transplants than any other academic center in New England
• NECQA outperforms other networks in the region (see MHQP HEDIS Quality Peer Group Score All Measures)
• Ranked #1 in efficiency by the University Health Consortium among academic centers
• TMC’s Primary Care offices in Framingham, Quincy, and Boston have achieved Level III for Patient Centered Medical Homes by NCQA

The Tufts Medical Center Network

Wellforce – An organization founded by TMC and Circle Health Alliance at Lowell General Hospital in 2015. Wellforce is a value driven network of providers who are committed to better and more affordable care that is more likely to result in a well-supported clinician patient relationship. Wellforce is distinguished by innovations in care integration, population health management, access and operational excellence. The Wellforce board has representatives from both organizations and each Hospital maintains its own independent board and CEO. The benefits of the Wellforce partnership are scale, technological collaborations and population health initiatives, providing the best hospital care environment for each adult and pediatric patient.

New England Quality Care Alliance (NEQCA) – For 10 years, TMC and NECQA physicians have worked together. The network of nearly 1,800 physicians is broadly distributed extending from the Merrimack Valley to the South Coast area. NECQA is a leader in assisting physician practices manage change, build population health capabilities, control costs and improve the quality of care. NECQA is also recognized as a high quality network in Massachusetts, ranking ahead of Lahey, Partners, Steward and Beth Israel Deaconess as illustrated by MHQP data. All three major health plans report that NECQA outperforms its peers in its ability to control health care spending.

Floating Hospital for Children

Floating Hospital was established in 1894 as a hospital ship, sailing in Boston Harbor. In those days, little was known about the care of sick children, but many thought that fresh air – especially ocean air – was beneficial. In the 1920s, Floating Hospital created an on-shore facility for research and some clinical specialties. It also began an affiliation with Tufts University School of Medicine and Tufts Medical Center's predecessor, the Boston Dispensary. When in 1927 the Floating Hospital ship was destroyed by fire, the Hospital’s trustees decided to expand the on-shore program. In 1931, the Jackson Memorial Building opened, and Floating Hospital became an expanded, year-round full service pediatric facility with ongoing research activities.

Floating Hospital officially merged with Tufts Medical Center in 1965. In 1982, the hospital moved into a new state of the art facility within the Tufts Medical Center complex with a bridge over Washington Street connecting the Floating Hospital to the Tufts Medical Center. Today, Floating Hospital for Children is a major academic medical institution with innovative programs in clinical care, biomedical research, education, and health care delivery. It offers a full range of inpatient and outpatient services in every area of pediatric specialty and serves infants through young adults in a personalized environment.
Notably, the Floating Hospital for Children continues to expand its medical services to the communities surrounding Boston which began in the 1960’s. It has a distributed pediatric network providing inpatient pediatric specialty professional services at five hospitals.

- 94 beds
- 40 bed Level III NICU making it one of the largest NICUs in MA and extending neonatology services to its distributed community hospital based program
- Number of employed physicians - 99 physicians in Pediatrics and Women’s Health
- Number of residents and fellows - 16 Fellows, 43 Residents Pediatrics, Women’s Health
- ED Visits - 6167 at the-Level 1 Trauma Center - Kiwanis Pediatric Trauma Institute and the first US trauma center for children
- Discharges – 2,128
- Patient Days -16,426
- Community Hospital Pediatric Partnerships:
  - Cape Cod Hospital
  - Lawrence General Hospital
  - Lowell General Hospital
  - MetroWest Medical Center
  - Signature Healthcare Brockton Hospital

The distributed pediatric network reaches across Massachusetts and includes inpatient care and ambulatory care. There are six Floating Hospital Ambulatory Specialty Centers where pediatric specialists see patients by appointment at: Brockton; Chelmsford; Framingham; Lawrence; Westford; and Woburn.

The faculty and staff deployed to the pediatric hospital affiliates vary by site and include: pediatric hospitalists; maternal fetal medicine specialists; neonatologists and neonatal nursing staff; pediatric emergency medicine physicians; pediatric cardiology and interventional cardiologists; and pediatric gastroenterologists. The Floating Hospital continues to expand the medical services to the communities surrounding Boston for pediatric specialty coverage in various services.

The data shows an increase in the number of pediatric patients who can remain in their community as a result of these relationships. When a child requires the complex care of the Floating Hospital, the transfer is coordinated with effective communication and medical information arriving before the child is admitted.

**The Position: Vice President, Floating Hospital, Pediatrics, and Women’s Health**

The Vice President is the lead executive and champion of the Floating Hospital, and the Pediatric and Women’s Health service lines. The role includes accountability for pediatric specialty inpatient and ambulatory care coverage provided by Floating physicians and staff at the network hospital affiliates and the ambulatory specialty centers. The VP reports to the CEO of the Physicians Organization and partners in a dyad relationship with the Chair of Pediatrics and Chair of Ob/Gyn. S/he will work in collaboration with the CNO of Floating. S/he is responsible and accountable for the strategy, clinical operations/practice management, financial management, and administrative activities of the Floating and the two service lines.
The Vice President has a team of up to 150 FTE’s and the flexibility to reevaluate and redesign the reporting structure. The Vice President will be a member of the Physicians Organization President/CEO’s senior leadership team, participate in TMC executive leadership groups and represent the Floating Hospital and service line portfolio on the Steering Committees and administrative groups that oversee the operations of community affiliates.

- Partners with the Chair/Chief Administrative Officer of the Department of Pediatrics and The Floating Hospital and the Chair of OBGYN to support, lead, and collaborate in the development and management of the annual business plans for the Pediatrics and Women’s Health product lines and affiliated physician practices. Develops strategies to achieve annual and long-term operational and financial goals, and expansion of the Product Lines.
- Responsible for budgetary and operational oversight including developing, implementing and monitoring budget. Responsible for strategic plans for departmental and clinical service growth, partnerships and new affiliations.
- Develops and utilizes statistical and financial performance measures for both service lines and the Floating and produces meaningful reports that enable management to make sound operational and strategic decisions. Analyzes business trends and makes recommendations to foster the departments’ continued success.
- Champions and advocates for the mission, philosophy and core values of the Department of Pediatrics, Women’s Health and The Floating Hospital, in concert with the mission of Tufts Medical Center and Pratt Pediatrics.
- Serves as key contact for Floating, Division Chiefs and Attending Pediatricians and Ob/Gyn physicians, Division Chiefs, as well as managers, supervisors, and staff throughout the Floating system. Promotes collaboration and effective integration and utilization of resources to achieve clinical and professional goals, including development of Divisional plans aimed at improving the financial performance of the Floating Hospital and Pratt Pediatrics and Women’s Health.
- Collaborates with Departments throughout Tufts Medical Center who are involved in the care of women and children and serves as key contact for the directors of these Service Lines.
- Drives the process of business plan development in these areas with the Chairs and the CEO of the PO.
- Makes recommendations for changes in strategies and works collaboratively with the Chairmen and the Physicians Organization leaders to promote the Floating program and its physicians and aligning the programs with the overall strategic and business objectives of the Medical Center. Recommends opportunities for new partnerships and develops and implements strategic plans that target specific geographic and demographic markets.
- Develops a structure of accountability to support Division Chiefs and Supervisors of both service lines to function as dyads in achieving financial and operational results utilizing statistical and financial reports referenced above.
- Develops and administers programs to create a high level of patient/customer satisfaction. Incorporates patient satisfaction measures into the expectations of dyads within each Division.
- Participates in the capital acquisition process, to identify the need for replacement capital and identifies new program requirements.
• Collaborates with the Development Office to identify new sources of revenue to enhance the Floating facilities.
• Works with Service Line Directors to evaluate and enhance staff engagement on a regular basis.
• Directs daily operations of assigned pediatric and women’s health clinics, programs and professional office settings through the Service Line Directors in Women’s Health and Pediatrics.
• Assures compliance with rules and regulations of regulatory bodies for licensing, clinical research trials, JCAHO certification, HIPPA and the Corporate Compliance Program. Assures that documentation requirements are met. Communicates with other departmental managers to facilitate efficient operations.
• Interviews, recruits and supervises personnel. Ensures the consistent administration of Hospital and PO Human Resources Programs and policies. Provides mentoring and encourages professional development of staff. Identify opportunities for staff to attend relevant conferences, meetings and leadership training courses.
• Maintains a collaborative relationship with peers and colleagues in the various departments throughout the Medical Center and network to ensure that specified goals are achieved. Consistently fosters a positive work environment.

**Candidate Profile**

The best candidates will have a Master’s Degree in Business Administration, Public Health or a related field. S/he will have seven to ten years of progressively responsible management experience in the healthcare.

In addition, the candidate should have:

• Excellent communication and critical thinking skills.
• Judgment, maturity, integrity and exceptional leadership qualities.
• A roll up your sleeves ethos and a “can do” attitude and action-oriented approach to complex problems and a record of effective execution.
• The ability to inspire staff and colleagues to engage in the mission of the organizations.
• The ability to work with people at all levels and to motivate them to change/focus to ensure departmental success.
• Strong initiative to learn, teach, and be a self-motivated leader.
• Demonstrated knowledge and success in business planning, marketing, analytics, financial reporting and budgeting and project management experience.
• A significant track record of administrative achievement in a setting requiring voluntary collaboration among diverse, independent-thinking constituencies.
• The ability to balance the demands of stakeholders—senior management, nursing, technical, and support staff, who will occasionally have competing priorities.
• A passion for improving care and for fostering patient-centered, navigable, physician friendly care settings.
• Excellent written, verbal, and presentation skills and the ability to communicate at various levels of sophistication.
• Good listening skills, patience, and a sense of humor.
Critical Success Factors

- Establish effective, trusting, and credible relationships with senior leadership and clinical chiefs.
- Establish and report on a dashboard of financial and performance metrics for the Floating and Service Lines.
- Establish effective processes and relationships for care management and integration with network affiliates.
- Implement consistent practice management, operational practices, and reduced variation in key diagnostic/procedural areas, with demonstrated reduction and metrics on overall spending on those service lines.

Compensation

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

For More Information

Referral of prospective candidates is welcome. Interested parties should send a resume and cover letter to TuftsVPPedsWHFloating2163@ZurickDavis.com. For additional questions please contact Ellen Mahoney or Jacqueline Rosenthal at 781.938.1975. All contact with ZurickDavis will remain confidential.

*Tufts Medical Center Physicians Organization provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, Tufts Medical Center Physicians Organization complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.*