Medical Director

Children’s Hospital Integrated Care Organization (CHICO)

Boston Children’s Hospital
Boston, MA

August 2016
The Opportunity

Boston Children’s Hospital Integrated Care Organization’s (CHICO) Medical Director will be the lead physician responsible for ensuring the design, enhancement, and delivery model success of CHICO’s accountable care programs. S/he will work with physician leaders, colleagues, and senior leadership to advance CHICO’s ability to assume financial and performance risk for certain populations of children. The Medical Director will provide leadership in creating and facilitating evidence-based care management processes to reduce total medical expense (TME), as CHICO shifts to more risk-based contracting for its members.

The Organization: Children’s Hospital Integrated Care Organization (CHICO)

The Children’s Hospital Integrated Care Organization (CHICO) is an LLC governed by Boston Children’s Hospital (BCH), the Boston Children’s Physician Organization (PO), representing the specialty foundations, and the Pediatric Physicians Organization at Children’s (PPOC), a network of almost 400 private practice pediatricians and nurse practitioners in communities across Massachusetts. Each of these three member organizations has two appointed representatives who comprise the Board of Managers of CHICO.

CHICO is accountable for contracting and performance management associated with populations under the alternative payment model contracts, which currently includes the Blue Cross Blue Shield of MA Alternative Quality Contract (AQC), with about 37,000 commercial patients, and a risk-based arrangement with Neighborhood Health Plan (NHP), with about 24,000 Medicaid patients. In addition, by 2018, the Commonwealth of Massachusetts is poised to move the entire Medicaid population into risk-based financial arrangements. That will add 45,000 covered lives to the 24,000 Medicaid patients already under risk with Neighborhood Health Plan.

Over the past four years, CHICO has been systematically developing essential infrastructure to support population health management, allowing the organization to move towards a full-function ACO with increasing capacity to manage risk-based patient populations. As of today, CHICO has about 30 FTEs organized into Contracting, Analytics, Care Management, and IT functions. Currently, CHICO’s infrastructure is supported by contributions collected from the three member organizations, and contract performance surplus or deficit is distributed by the CHICO Board of Managers.

CHICO’s Care Management Model: CHICO and its member organizations have taken a comprehensive, multi-pronged approach to managing its risk populations. The vision is to have a patient-centered model that proactively identifies major clinical and non-clinical risks within its primary care population. Based on the risks identified, CHICO is charged with overseeing culturally appropriate and evidence-based interventions and is challenged to ensure that these are delivered consistently and coherently within a complex system of care.

CHICO Member Organizations

Boston Children’s Hospital: Long recognized as one of the largest pediatric health care delivery systems, and the leading pediatric research setting in the world, Boston Children’s Hospital also holds a unique position within the most recent 2016 U.S. News and World Report, where it was honored with the distinction of being ranked number one in eight of the ten Children’s Hospital specialties. The organization serves as the primary pediatric teaching setting for the Harvard Medical School and for over seven affiliated educational programs in PT and OT regionally and nationally. BCH offers a complete range of health care services for children from birth through 21 years of age, augmented by transitional services
for older adolescents and young adults. BCH is renowned for its clinical innovation, pioneering research, and extraordinary patient care, provided by talented inter-professional teams. It is a 395-bed comprehensive center for inpatient pediatric care with 249 specialized clinical programs that account for more than 580,000 patient visits per year, 25,000 annual inpatient admissions, and 27,000 surgical procedures. In fiscal year 2013, BCH reported net patient service revenues of more than $1 billion and a positive net operating margin.

BCH is also home to the world’s largest pediatric hospital-based research enterprise. Current initiatives have attracted over $250 million in annual funding, including more federal funding than any other pediatric healthcare delivery enterprise. More than 1,100 scientists, including nine members of the National Academy of Sciences, twelve members of the National Academy of Medicine, and nine members of the Howard Hughes Medical Institute comprise their research community.

The main campus not only serves as a tertiary and trauma center for the greater Boston area, it is also the number one provider of primary and secondary care for low-income Massachusetts children. BCH serves children and families throughout Massachusetts, New England, the United States and internationally. Approximately 30 percent of patients who receive inpatient care travel from outside the primary service area of Boston and Eastern Massachusetts. The hospital has a full-time medical staff of over 800 specialists. It has 39 ACGME accredited training programs with 172 residents and 267 clinical fellows. Approximately 900 additional residents rotate through Children’s each year. The hospital employs over 15,000 staff members.

Boston Children’s Hospital has always been recognized for excellent clinical care, education and groundbreaking research. The Hospital leadership also considers diversity a core value. The Hospital aims to enhance access to the best care, promote and cultivate a diverse workforce, instill a welcoming environment for children, parents and staff, emphasize respect for cultural differences to reduce variation in health outcomes among racial and ethnic groups, and seeks to advance community outreach.

**Pediatric Physicians Organization at Children’s (PPOC):** The Pediatric Physicians’ Organization at Children’s (PPOC) is a group of over 400 pediatric primary care providers, united by an extraordinary commitment to children and families, and the delivery of high-quality care. PPOC members practice in more than 90 locations across Massachusetts, and collectively care for close to 400,000 infants, children, adolescents and young adults. One in four children across Massachusetts receives care in a PPOC practice. PPOC physicians are affiliated with Boston Children’s Hospital, and work closely with its pediatric subspecialists to develop clinical programs and protocols to improve the delivery of care between hospital, specialty, and primary care sites. The network provides patients and their families with the most advanced and highest quality health care available. Most recently, groundbreaking work has been done in the areas of asthma and behavioral health. To make a difference in the lives of the children and families we care for, we focus on delivering care with a high degree of reliability and quality, with a focus on managing populations effectively; to reduce the cost of care, while achieving high patient and provider engagement, and satisfaction. These values are reflected in the PPOC quality compass, adopted from the Institute for Healthcare Improvement’s “Triple Aim,” which guides all their work. PPOC is committed to innovation, and the data analytic team constantly researches ways to improve quality of care.

PPOC practices operate as “medical homes” - a model of care that drives quality, efficiency, and engagement. Within the medical home model, doctors and other specialists, including primary care psychologists and social workers, employ advanced information technology to consistently evaluate and
improve the quality of care. In the most recent report on clinical quality measures issued by Massachusetts Health Quality Partners (MHQP), the practices exceeded the statewide average on eight out of ten of the pediatric quality measures, and surpassed the National Committee on Quality Assurance (NCQA) national 90th percentile on eight out of ten of the measures.

The PPOC employs 62 full-time health professionals in executive/management, quality improvement, information technology, and administrative capacities. Approximately two-thirds of PPOC staff has advanced degrees in business, law, technology, medicine, nursing, health psychology, medical social work, biostatistics, public health, or other allied health professions. The PPOC has dedicated programs focused on quality improvement, care coordination, patient safety, and behavioral health integration, in their pediatric medical homes.

**Boston Children's Physician Organization (PO):** The Physicians' Organization at Children's Hospital was formed in 1995 by the 17 physician foundations and service funds to support the foundations and other entities affiliated with Boston Children's Hospital in developing an integrated pediatric health care delivery system. The goal is to provide cost-effective, comprehensive pediatric care to the communities served by Boston Children’s. The PO is a critical component of the Hospital's overall strategy for engaging in population health management activities.

The 1,420 pediatric specialty physicians in the foundations are Harvard Medical School faculty dedicated to patient care, research and teaching. There are 249 specialty programs that provide complex multidisciplinary care to local, regional, national and international patients. The PO physicians work collaboratively with the PPOC primary care colleagues to develop protocols and integrated care models to improve care delivery. The PO Physicians provide 600,000 visits, 25,000 surgical procedures and 25,000 admissions per year. In addition, the PO physicians offer inpatient and/or outpatient specialty care, including emergency services, neonatology and specialty clinics at six hospitals throughout Eastern MA through an initiative known as the Boston Children's Community of Care.

The PO provides support to the foundations and service funds by providing the following functions: benefits negotiation and administration, audit and external financial reporting, payroll and accounts payable, accounting, decision support, administration of internal investment funds, management of charge master, accounts receivables, co-management of satellite operations, IT support for billing and financial systems, managed care contract issues and Quality and Charge Capture tools. There are 200+ employees within the PO.

**The Position**

The Medical Director (“Medical Director”) will be primarily responsible for developing, coordinating and overseeing care management programs that improve CHICO's performance in accountable care arrangements with payers, including those that address the utilization of and location of care. This work will require the Medical Director’s acumen and experience in analyzing detailed clinical data and evaluating the effectiveness of both targeted and general interventions in reducing CHICO’s total medical expenses while maintaining, if not improving, CHICO’s performance on quality measures. Experience working with and understanding the unique issues of culturally diverse and low income populations is essential as CHICO assumes financial risk for the care provided to members of the Commonwealth’s Medicaid program. To be effective, the Medical Director will need to be credible and persuasive in translating his or her understanding of actionable opportunities to improve CHICO’s total medical expense performance to physicians within the member organizations. S/he will engage them in efforts to effect
needed changes that meet the needs of children and their families while promoting greater effectiveness and efficiency in care delivery models. S/he must have an appreciation for tailoring care management tools to anticipated care improvements, sensitive that added infrastructure must be a sustainable expense in the context of broader contract revenues.

The CHICO Medical Director will work with clinicians (both nurses and physicians) to help these caregivers understand the data and otherwise provide information sufficient to enable them to devise practice changes or “pilot” programs. Likewise, the Medical Director (as well as the Executive Director) must work with these caregivers to evaluate the efficacy of interventions. The Medical Director will also work with the clinical departments to propose quality measures as part of CHICO’s managed care contracting strategies and to coordinate oversight of CHICO members’ performance on those measures.

Specifically, the Medical Director will:

1. Design, implement, and evaluate, in conjunction with other clinicians, Utilization Management (UM) programs and practices to optimize the efficiency and effectiveness of health care delivered to at risk populations. Such practices/programs could include:
   - Utilization review (prospective, concurrent and retrospective).
   - Referral management to retain care within Boston Children’s Hospital network and to direct care to preferred providers and vendors.
   - Pharmacy management to identify opportunities to impact TME and improve clinical care through optimal use of prescription medication.
   - Care coordination and management programs to positively impact the cost and quality of patient care.
   - Preferred provider and network strategies to identify high quality, lower cost providers and vendors.

2. Provide clinical and business leadership for the development and implementation of family-centered/population management practices among CHICO’s member organizations. This includes but is not limited to:
   - Clinically relevant analyses of payer and EMR data to measure performance and recommend opportunities for value improvement.
     - These data must be clear and their sources transparent to the physicians.
     - The data must be timely and actionable so that problem solving and shifts in practice can be implemented and have an immediate impact on performance.
   - In conjunction with the Executive Director, development of the business case for ACO program implementation.
   - Design and oversight of CHICO-based care management functions in partnership with the PPOC, the Physicians Organization, and Hospital-based care management colleagues and staff.
3. Partner with clinical and administrative leaders at BCH, PO, PPOC, and clinical departments to identify high potential opportunities for delivering increased value through clinical innovation:
   - Develop quantitative models to identify, test, prioritize, and vet potential opportunities.
   - Orchestrate and rationalize the necessary coordination of care management resources of CHICO with the existing care management infrastructure that already exists in PO practices.

4. Articulate and promote the opportunities associated with ACO and PCMH initiatives:
   - Educate leadership, providers, and staff of CHICO member organizations (BCH, PPOC, PO) of the risks and opportunities in the risk contracts.
   - Work collaboratively with the leadership of member organizations to gain the support and committed participation of faculty and practices.
   - Collaborate with leadership at CHICO member organizations to create and maintain managed care agreements; collaborate with the CHICO Board and the leadership of CHICO member organizations to set quality contracting strategic priorities, approaches, and metrics.
   - Communicate effectively with payers to clarify quality contracting priorities, mechanisms, and metrics for member organization payment.
   - Monitor performance and progress of measures; oversee reporting to member organizations and payers.
   - Lead regular reviews of performance reports with a plan to promptly address exceptions and performance gaps.
   - Regularly update leadership of member organizations on progress, changes, and potential problems.

5. Provide clinical expertise, guidance, and coordination for the development of new payment model innovations, including sustainability of innovative care delivery models.

6. As the lead physician of CHICO, represent the member organizations with payer medical directors and management:
   - Establish and maintain productive and collegial relationships with health plan medical directors.
   - Troubleshoot health plan and regulatory issues related to clinical practice as identified by CHICO member organizations.

The specific reporting relationship of the Medical Director will be based on the candidate’s background and level of experience.

The Candidate

To be successful in the high performing Children’s Hospital environment, the Medical Director must be an experienced clinician and administrator with academic credibility and outstanding communications skills. The ability to present complex information succinctly is essential. A balance of confidence and humility will also be critical. S/he must able to guide a distinguished institution and its faculty in the development,
implementation, and oversight of redesigned programs and strategies that will sustain reputational and fiscal success for CHICO and its member organizations. Further, s/he must be able to guide, motivate and manage CHICO’s growing care management organization and partner with CHICO’s Executive Director in utilizing CHICO’s resources efficiently.

To be effective in this role, he/she must be well versed in the complexities of a pediatric academic medical center, including ambulatory care practices and operations and the coordination and organization of care across specialties. S/he must also be familiar with the successful models for effective communications among primary and referral caregivers, and value-based reimbursement and performance-based incentives.

The Medical Director must be viewed as making well informed, reasoned, authoritative, collaborative, and implementable recommendations regarding resource requirements, performance measurement and reporting, and program evolution.

Candidates for this position should:

- Be passionate, dynamic, entrepreneurial, and a value driven advocate for excellence.
- Be skilled and effective in program implementation and change management.
- Be facile in varied leadership roles such as partner, confidante, colleague, coach, and manager so that s/he can comfortably lead those who are accustomed to being leaders themselves.
- Value consensus while being able to effectively move the agenda forward in settings where there is less than total agreement.
- Possess a wide range of excellent written, oral, and presentation skills enabling him/her to be an effective communicator and persuader in dialogue with academicians, clinicians, and technical experts.
- Viewed as a credible leader by academic and community physicians and clinical and administrative leaders.
- Have the ability to coalesce inputs from diverse constituencies into a broadly supported agenda.
- Be articulate, approachable, collaborative, and able to take appropriate risks.
- Demonstrate a mature approach to working with senior and well respected faculty, voluntary medical staff leaders, hospital administrators, staff, community representatives, and patients.
- Possess an excellent working knowledge of quantitative measurement and modeling, clinical information systems, and electronic health records and be facile in the application of these to quality, safety, efficiency, and financial improvement initiatives.
- Display the warmth and interpersonal skills required to effectively communicate and collaborate in the face of disagreement or skepticism.

**Educational credentials and qualifications**

Candidates must have an M.D. degree and be board certified in their respective specialty. It is preferred that the physician be a pediatrician, but other specialties will be considered. The candidate will have significant experience in an academic environment and be a skilled administrator in leading change.
Experience leading operations in utilization management, managed care and/or accountable care organizations is also preferred.

**Key Success Factors**

In his/her first year, the Medical Director, in partnership with the Executive Director, will:

1. Provide design, implementation leadership, and clinical guidance to implement programs focused on accountable care delivery for the Medicaid population as well as high-risk patients more generally, emphasizing the delivery of uniquely coordinated and family-centered care.
2. Analyze the efficacy of CHICO’s care management resource infrastructure and establish performance standards and metrics of productivity for staff.
3. Communicate and obtain buy-in for new care initiatives, providing relevant education to CHICO member organizations in concert with their physician leaders.
4. Collaborate with CHICO member organizations and their leadership to establish transparent reporting of metrics for effectiveness, efficiency, cost, and quality.
5. Earn a reputation as an enthusiastic and experienced representative of CHICO and its member organizations in both internal and public forums.

**Medical School Appointment and Practice Opportunity**

If the candidate is interested in and qualified for, a Harvard Medical School appointment, it could be offered. In addition, a clinical practice opportunity would also be available if desired.

**Compensation**

A competitive compensation and benefits package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to develop and lead an important new function for this world-renowned organization.

**For More Information**

We welcome all referrals. Interested parties should send a résumé and cover letter to CHICOMedDir2171@ZurickDavis.com. For additional questions, please contact Julie DeSorgher (Julie.DeSorgher@ZurickDavis.com) or Jacqueline Rosenthal (Jacqueline.Rosenthal@ZurickDavis.com) at 781.938.1975. All contact with our office will remain confidential.

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