



Boston Children's Hospital

Medical Director

Children's Hospital Integrated Care Organization (CHICO)

Children's Hospital of Boston

Boston, MA

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CHICO aims to support the provision of high-value care, emphasizing the continuum of services provided by the Pediatric Physicians' Organization at Children's (PPOC), pediatric subspecialists in the PO, Boston Children's Hospital, and its Community of Care. Care is organized around the child and family's needs and through Patient Centered Medical Homes in the PPOC and sub-specialty programs based at Boston Children's main campus and its satellite locations, ensuring capabilities to coordinate patients' care at all points in the system. Building on a long-standing partnership among its members, CHICO is increasingly assuming financial risk for patient outcomes, patient and family experience, and resource utilization. Payer contracting and relations are a major accountability for CHICO; analytics, performance reporting, and performance improvement in conjunction with the development of care delivery models and certain aspects of care management are also core components of CHICO's mission.

The Position

Reporting to the Children's Hospital Integrated Care Organization (CHICO) Board, the Medical Director ("Medical Director") will partner with the Executive Director in transforming CHICO's contracting and value proposition to its member organizations (e.g. BCH, PPOC, and PO) and payers. Areas of shared responsibility will include oversight of managed care performance contracting strategy, design, negotiation, adoption, and implementation. The Medical Director will direct the strategic development of accountable care models supported by CHICO's analytic and performance reporting functions. In collaboration with CHICO member organizations, s/he will play a pivotal role in informing the design and evaluation of accountable care practice models. The Medical Director will take part in leadership meetings where s/he will have direct access to the highest levels of cross-system leadership discourse.

The Medical Director will be expected to align CHICO's managed care performance contracting strategy with clinical practice and operations of the member organizations, increasingly emphasizing the effective management of populations. S/he will therefore be deeply involved with contract negotiation, implementation, and performance measurement. CHICO's performance contracting, including risk and non-risk based approaches, will focus on demonstrating the safety, quality, cost-effectiveness, and family-centeredness of care delivered by CHICO member organizations. The goal is to position CHICO favorably in evolving insurance products and employer arrangements that increasingly require clinical and cost-effective management of beneficiary populations. The Medical Director will contribute expertise and experience to analyzing, understanding, and interpreting member organization performance data. S/he will use that understanding to identify opportunities for CHICO member organizations to be highly competitive. These will, in turn, inform the design and development of alternative payment models and care models that align with CHICO member organizations' quality, operational, and financial priorities.

Given the above, it will be critical that the Medical Director play a leadership role in promoting CHICO's strategies for leveraging clinical and performance data to identify, understand, and harvest opportunities to enhance value for member organizations. S/he will be responsible for leveraging existing quality efforts within member organizations, for defining and measuring enhanced quality, service, innovation and cost effectiveness, and for ensuring that these are effectively expressed in CHICO's payer contracts. In full alignment with the PPOC Medical Director, s/he will assist leadership and

clinicians within the member organizations to understand contracts and data and to support clinical practice models that are consistent with CHICO's contracting approach.

In order to accomplish the above, the Medical Director will need to actively engage senior and junior faculty, primary and specialty care providers, and member organization leadership in promoting innovative and value enhancing delivery models within and among the Hospital, the PPOC, and the PO. The Medical Director's leadership and his/her close alignment with the PPOC Medical Director and other clinical and non-clinical leaders in CHICO's member organizations will be required, as demonstrated success is increasingly defined by expertise in navigating global payment, population management, and accountable care. Within this environment, CHICO and member organizations must demonstrate that they deliver high value primary and specialty care in addition to their traditionally distinctive tertiary and quaternary offerings for children.

To be successful in the high performing Children's Hospital environment, the Medical Director must be an experienced clinician and administrator with academic credibility. S/he must be 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.

As the clinical leader for CHICO, the Medical Director will serve as a member on relevant CHICO, PO, PPOC, and BCH clinical and executive committees and task forces, as well as on standing medical and performance management work groups. To be effective in this role, he/she must be well versed in ambulatory care practices and operations, the coordination and organization of care across specialties, the successful models for effective communications between primary and referral caregivers, and innovative/emerging models of practice design, care delivery, performance based incentives, and value-based reimbursement.

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.

The Opportunity

CHICO's Medical Director, reporting to the CHICO Board and with accountability to the Executive Director, will be the lead physician responsible for ensuring the design, enhancement, and delivery model success of CHICO's accountable care delivery programs. S/he with the Executive Director will work with physician leaders, colleagues, and senior leadership to lead the complex effort required to transform CHICO's quality contracting and value proposition on behalf of CHICO member organizations (BCH, PPOC, and PO), as well as by its payers.

Key Responsibilities

Accountable Care Delivery

1. 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 analysis of payer and EMR data to measure performance and recommend opportunities for value improvement
 - Development of the business case and related plans for ACO program implementation
 - Design and oversight of CHICO based care management functions in partnership with PPOC, Foundation, and Hospital based care management structures
 - Coordination with the Foundation, Hospital, and PPOC based clinical and administrative partners for program implementation
 - Participation in the evaluation and continuous improvement of care management programs
 - Development and implementation of learning models for clinical and non-clinical stakeholders
2. Partner with clinical and administrative leaders at BCH, PO, PPOC, and Foundations to identify high potential opportunities for delivering increased value through clinical innovation:
 - Develop quantitative models to identify, test, prioritize, and vet potential opportunities
 3. Articulate and promote the opportunities associated with ACO and PCMH initiatives
 - Educate leadership, providers, and staff CHICO member organizations
 - Work collaboratively with the leadership of member organizations to gain the support and committed participation of faculty and practices
 4. Accelerate innovation, efficiency, and improvement in quality, safety, and operational performance through participation in the Provider-Payer Quality Initiative

Payer Contracting and Payer Relations

1. Collaborate with leadership at CHICO member organizations to create and maintain managed care agreements; increasingly demonstrate that they deliver value based performance using metrics of quality, safety, satisfaction, and operational performance:
 - 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
 - Engage all stakeholders to design measurement strategies, develop appropriate targets, and accurately reflect CHICO and payer clinical performance expectations in contract terms
 - 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

2. Provide clinical expertise, guidance, and coordination for the development of payer innovations, including sustainability of innovative care delivery models
3. As the lead physician face for 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

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 program focused on accountable care delivery for high-risk patients, emphasizing the delivery of uniquely coordinated and family-centered care
2. Communicate and obtain buy-in for new care initiatives, providing relevant education to CHICO member organizations
3. Collaborate with CHICO member organizations and their leadership to create and maintain managed care payer programs that deliver the highest value based on metrics of effectiveness, efficiency, cost, and quality
4. Implement an alternative payment model, including a quality component with a major third party payer
5. In close collaboration with CHICO member organizations and Foundations, develop and implement an innovative program to optimize resource utilization for a target patient population
6. Earn a reputation as an enthusiastic and positive representative of CHICO and its member organizations in both internal and public forums

The Candidate

The ideal CHICO Medical Director will be an experienced physician leader with outstanding clinical and managerial experience and academic credibility. S/he will have a track record of effective leadership and communication in a setting where excellence, reputation, and achievement are highly valued. At a minimum s/he will have functioned in an administrative role in a practice management, managed care setting, or in a faculty/medical staff leadership role at a well-respected AMC, IAMC, large medical group, complex delivery system, or health care environment of similar scale and sophistication and which has successfully implemented risk contracting and population based health delivery at the provider level. The successful candidate must have substantial and credible prior practice experience that enables him/her to gain the respect of faculty, CHICO member organization leadership, and to credibly participate in clinical quality and operations discussions at all levels.

The Medical Director will demonstrate:

- Strong prior practice experience, preferably in a mixed academic-community setting
- A track record as an effective and articulate convener of positive physician - hospital collaborations
- Experience in the design and implementation of risk based, accountable, population management based delivery programs (ACO, PCMH), and performance based payment relationships
- A working knowledge of effective population health, practice variability, quality improvement methods, metrics of health service delivery, and the principles and practice of clinical redesign
- The ability to understand, gain acceptance for, and manage large scale, transformational change
- An understanding of the important role of modern quality and safety systems in the measurement and improvement of care
- Demonstrated experience as an effective teacher and mentor with the ability to motivate physicians at all levels of experience to adopt evidence based practice standards and participate in accountable systems of care
- High energy and passion for enhancing patient, family, and physician experiences in the context of a highly respected academic setting of care.

An academic background that makes the Medical Director eligible for a BCH faculty appointment is desirable given the context of the professional level of the CHICO member organizations, the national stature of BCH, the metro-Boston environment, and the liaison role with Foundations. Success in this position will in part depend on having the knowledge, experience, and temperament to be seen and accepted as a helpful expert in the eyes of BCH peers; many of whom are internationally known pediatric academicians.

Candidates for this position should:

- Be passionate, dynamic, entrepreneurial, and value driven advocates 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
- Have credibility with physicians, nursing, and allied health professionals
- 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

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 appreciate all referrals. Interested parties send résumé and cover letter to CHICOMedDir2027@zurickdavis.com. For additional questions, please contact **Annette Cooke, Joanie Barton**, or **Jacqueline Rosenthal** at 781-938-1975. All contact with our office will remain confidential.

Children's Hospital Boston and Harvard Medical School are equal opportunity/affirmative action employers. Women and minority candidates are particularly encouraged to apply.