

Vice President and Senior Medical Director for Health Plans

Carilion Clinic
Roanoke, VA



Position Specification

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Background

Carilion Clinic (“Carilion”) has been formally committed to a population based approach to improving coordination and integration of patient care and to managing unnecessary cost and resource use since 2006. As part of its strategy for demonstrating the value of its intentional approach to quality and accountable care delivery, the organization has entered into significant risk bearing and risk sharing arrangements through its employee benefit plan, owned Medicare and Medicaid plans, as well as through contracts with commercial payors - anticipating that more such arrangements will develop in the future.

Carilion initiated its approach to accountable care cautiously, using its substantial “in house” leadership talent. In 2013, as the scale and challenges of managing populations and risk arrangements predictably expanded, Carilion created the position of Chief Strategy Officer and Executive Vice President for Care Transition (EVP/CSO) and filled it with a seasoned physician with deep expertise in population management. The new EVP/CSO, having familiarized himself with existing contracts and approaches to care integration, determined that additional experienced physician leadership will be necessary to truly fulfill Carilion’s vision *“...to provide the best possible outcome for every patient by bringing doctors together in an accountable medical group.”*

Carilion is furthering its investment in the accountable care vision by creating two new senior level medical director positions for experienced physician leaders who can focus on health plan relationships (Vice President and Senior Medical Director for Health Plans) and innovative approaches to care management (Vice President and Senior Medical Director for Care Integration) respectively.

The Opportunity

The newly created position of Vice President and Senior Medical Director for Health Plans represents an exciting opportunity for a physician leader experienced in developing systems and programs that support accountability for population health to further develop the tools and infrastructure necessary to support Carilion in its journey to become a fully accountable health system. The Senior Medical Director for Health Plans will enjoy the opportunity to design and implement sound approaches to managing population risk while broadening education for the clinical and support staff that provide care. He/she will work in a successful and highly collegial environment where physician leadership is valued and physician relations are a high priority. The position will report to the EVP/CSO and partner closely with the Chief Medical Officer (CMO), Department Chairs, and the new Senior Medical Director for Care Integration.

The Organization

Carilion Clinic

Carilion Clinic is a not-for-profit integrated clinic based in Roanoke, Virginia comprised of over 600 employed providers. Carilion encompasses 60 physician specialties, 152 practice sites, eight hospitals, and serves nearly one million people. With over 11,000 employees, the system’s total net revenues are in excess of \$1.24 billion with a community benefit of over \$155 million.

One of the largest multi-specialty physician practices in Virginia, Carilion Clinic is home to the largest primary care group in the state. The primary care division consists of more than 200 physicians, nurse

practitioners, and physician assistants in 70 offices across western Virginia and the Shenandoah Valley. These established practices offer medical expertise to their communities. As these providers live and work in the communities they serve, they understand the healthcare needs of their neighbors and develop personal relationships with them.

At Carilion Clinic, the physicians strive to deliver advanced and well integrated primary care designed to keep patients healthy and ambulatory. Carilion's care model is grounded in the "patient centered medical home" paradigm. To date, the organization has achieved NCQA accreditation for 27 primary care sites.

Carilion Roanoke Memorial Hospital

The flagship of Carilion's eight hospital system is Carilion Roanoke Memorial Hospital (CRMH), a 703-bed hospital with an additional 60-bed Neonatal Intensive Care Unit. The facility recently completed a large expansion project, adding a new Emergency Department, Labor and Delivery Unit, and the Carilion Clinic Children's Hospital, complete with a Pediatric Emergency Room. Now in its second century of providing premiere healthcare services, CRMH also features a Level I trauma center.

In addition to offering high-tech services, the hospital is also home to eight residency programs and two fellowship programs. Patients have access to nearby specialty clinics, family medical centers, and a host of personalized treatment options, making this one of the region's most experienced group of healthcare providers. The National Research Corporation (NRC) has recognized Carilion Roanoke Memorial Hospital with its annual Consumer Choice Award. This is the seventh consecutive Consumer Choice Award for CRMH in the Roanoke Valley market that includes Roanoke and Salem, as well as Botetourt, Craig, Franklin and Roanoke counties.

Carilion Clinic Payor Contracts and Risk Arrangements

Including its own self-insured employee benefit program, owned Medicare and Medicaid plans, and commercial risk contracts, Carilion has 12 payor partnerships covering over 150,000 lives. Carilion's commitment to the success of these innovative relationships is consistent with Carilion's mission to provide integrated, community based care throughout the region. The ability to sustain and grow this portfolio, meeting both mission and financial performance targets, will critically depend on Carilion's ability to manage and integrate care and to set and meet "pay for performance", population health, quality, and efficiency targets acceptable to each partner.

Carilion Resident Programs and the Virginia Tech Carilion School of Medicine

Carilion Clinic has a long history of educating students, residents, and fellows. The Jefferson College of Health Sciences offers undergraduate and graduate degrees in Nursing, Occupational Therapy, and other allied health professions. Carilion has for decades sponsored ACGME residency and fellowship training programs. The Virginia Tech Carilion School of Medicine (VTCOM) admitted its first undergraduate medical class in 2010 and has developed a curriculum oriented around training a new generation of physicians to manage populations, work in team-based care models, drive continuous quality improvement, and make effective use of telemedicine and information technology. As it continues to develop as a national leader in health care redesign, Carilion Clinic provides stimulating and innovative opportunities to partner with academic faculty members and trainees within an exciting, energetic, and cutting-edge environment.

The Position

Reporting to the EVP/CSO and CSO and partnering closely with the Chief Medical Officer (CMO), Department Chairs, and the new Vice President and Senior Medical Director for Care Integration, the Vice President and Senior Medical Director for Health Plans will be responsible for leading the development and implementation of approaches for profitably managing Carilion's portfolio of health plan risk and pay for performance ("P4P") programs, while ensuring effective alignment between the priorities and interests of payers and those of Carilion's providers and network. In order to accomplish this, the Vice President and Senior Medical Director for Health Plans will need to partner closely with Carilion's physician and executive leaders, while also developing excellent working relationships with payors.

Key activities and responsibilities for the VP and Senior Medical Director for Health Plans include:

- Actively participating in designing and negotiating contract terms for Carilion's health plan contracts and risk arrangements with payors including Carilion-owned health plans;
- Designing benefits for Carilion-owned health plans, including its self insured employee benefit plan ("EBP");
- Representing Carilion in designing, negotiating, and reconciling risk arrangements with payor partners;
- Building the Carilion brand as a care and utilization management partner with potential payor and provider partners;
- Partnering with Carilion's senior executives in designing, developing, and managing medical neighborhoods and clinically-integrated networks;
- Maintaining in-depth familiarity with Carilion's contractual requirements for all risk sharing and P4P programs;
- Identifying current and potential trends that impact risk management and developing plans for mitigating any potentially adverse impacts of those trends;
- Defining and clearly communicating the care and utilization management goals required for all health plan contracts for internal stakeholders at Carilion and the metrics to track progress to those goals;
- Informing the design of Carilion's care and utilization management infrastructure, policies, and procedures to enable meeting performance goals and to support the organization's support of ACO and risk-based payor relationships;
- Informing Carilion's efforts to further develop its data and analytic capabilities to optimally support risk contracting by:
 - Defining the critical metrics required to manage risk arrangements;
 - Advocating for commonality in metrics across payor partners; and
 - Ensuring relevant and accurate dashboards and reports are available for timely and proactive care and utilization management.
- Identifying and disseminating clinical "best practices" for managing population risk and informing the development and implementation of electronic health record (EHR) decision-support tools to assist in that management;
- Collaboratively engaging and educating Carilion's medical providers (including specialists) about risk arrangements and their role in achieving a combination of profitability and high quality, efficient care;
- Overseeing the development, implementation, and operation of medical/utilization management programs;

- Collaborating closely with the Vice President and Senior Medical Director for Care Integration to:
 - Serve as a communicator/translator of risk management concepts and lexicon to Carilion's providers and staff; and
 - Mentor and supervise Carilion-based health plan medical directors and case managers

The Candidate

Qualifications

The ideal candidate for Vice President and Senior Medical Director for Health Plans will be a Board Certified physician leader with significant experience in health plan relations and risk contracting, a solid appreciation for the principles and practice of population health management in an accountable environment, a strong commitment to community health and well-being, and the ability to form and sustain trusted and collaborative relationships with colleagues at Carilion as well as with payor representatives. Substantial prior clinical practice experience is desirable as a foundation for relationship building within the Carilion community. Additional qualifications include:

- Experience in successfully guiding physicians and staff towards increasingly effective care operations;
- Familiarity with methods and tools for measuring performance, quality, and operational improvement;
- Passion and respect for efficient, safe, effective, cross-disciplinary clinical care and coordination;
- A track record of success in solving complex clinical/business and operational challenges; and
- An understanding about how to educate and encourage colleagues to ease adaptation to the evolving accountable healthcare environment.

Individuals who have served as medical directors responsible for risk contracting, risk contract management, and or medical/utilization management within health plans or large provider based organizations would be well positioned candidates for this position. Physicians who have served in operational leadership positions in accountable organizations where population and medical risk consciousness is strong would similarly be well suited to apply. Understanding and facility with electronic health records is essential, familiarity with the EPIC product is desirable. Given the strong analytic component of risk and population management, individuals with advanced health services research, business, or public health backgrounds or degrees (MPH, MBA, etc.) are encouraged.

Personal Characteristics

The Carilion environment is collegial, collaborative, community focused, and values-driven. In order to be successful candidates must embrace these attributes while bringing outside knowledge, experience, and methods to this new position. Personal qualities that will contribute to success of the new Vice President and Senior Medical Director for Health Plans include:

- The ability to articulate a vision and recruit (rather than command) support for achieving it;

- Innovation, creativity, and patience;
- Collegiality and respect within and across institutional boundaries;
- The ability to collaborate, cooperate, negotiate, and delegate as needed to obtain results across boundaries and professional roles;
- Well-developed organizational, planning, analytic, and business skills;
- Effectiveness and interest in mentoring and coaching;
- Outstanding written and oral communication and listening skills;
- High professional and clinical standards and the ability to lead others to high levels of achievement;
- A working understanding of organizational processes that characterize complex and highly matrixed environments; and
- Personal energy, passion, and a strong commitment to community.

Critical Success Factors

The Search Committee has identified provisional measures of success for this position as follows:

Short Term (Year 1)

1. Develop deep knowledge of Carilion’s employee benefit, Medicare Advantage, and Medicaid health plans as well external health plan contracts with an emphasis on risk and gain-sharing arrangements, benefit designs, care and utilization management goals, P4P programs, and other contractual and programmatic elements;
2. Establish trusting, external-facing relationships with Carilion leadership and physicians as well as with high-level medical directors and leaders of external health plans and joint-venture programs; set mutually agreeable short term goals with each;
3. Begin engaging Carilion physician leaders and front-line medical providers across the Carilion system around the value proposition of Carilion-owned and other risk-based payor contracts; help drive a cultural and behavioral transformation from “volume to value”;
4. Assess current care and utilization management effectiveness and recommend targets, modifications, improvements in approach, and/or focus to improve care integration;
5. Inform further development and deployment of Carilion’s data warehouse and populations data extraction capability;
6. In partnership with the Senior Medical Director for Care Integration, perform gap analysis and identify highest-priority case and complex care management functions and staff to be established within Carilion; and
7. In partnership with the Senior Medical Director for Care Integration, EVP/CSO, Department Chairs, and other leaders, complete evaluation of critical success factors for engaging non-employed physicians in realizing performance improvement and desired care/case management outcomes (i.e. establishing a clinically-integrated network).

Intermediate Term (Year 2-3)

1. For high-priority performance metrics, realize meaningful improvement and success against national benchmarks;
2. Demonstrate significant progress in establishing a culture of evidence-based practice and friendly competition within and across clinical practices;
3. Enhance alignment and operational success across Carilion-owned and external health plans in medical, case, and care management programs;
4. Promote a risk-based contracting strategy based on a “Carilion defined” approach to performance improvement and internal case and care management that minimizes the burden imposed by (multiple) external health plan approaches to achieving agreed upon targets; and
5. Realize significant growth and profitability achieving positive results from current or new P4P, gain and risk sharing agreements.

The Roanoke Environment

Roanoke, one of America's Most Livable Communities, is ranked as one of the 100 best places for businesses and careers, and is a five-time top Digital City. Roanoke has been named an All-American City five times. Only one other city in the US has received this recognition as often as Roanoke.

The area offers stunning natural beauty and an unparalleled quality of life. It is located midway between New York and Atlanta on the I-81 corridor, 170 miles west of Richmond, four hours of driving time from Washington D.C, and six hours from Myrtle Beach, SC. The region is home to more than 300,000 people making it the largest metropolitan area in Virginia's western sphere and in the heart of the Blue Ridge Mountains.

There are over 20 institutions of higher learning and excellent K-12 schools, which have a vibrant impact on the everyday life and culture of the region. The Roanoke area has a thriving arts environment including the nationally known Taubman Museum, art galleries, community festivals, a symphony orchestra and jazz venues, theaters, and unique shopping and restaurants. The Roanoke Valley is home to the Salem Red Sox minor league baseball team as well as a host for numerous amateur and collegiate tournaments held throughout the year, including four national championships.

Compensation

A competitive startup, compensation, and benefits package will be constructed commensurate with the background and experience of the selected candidate.

Equal Employment Opportunity Statement

Carilion Clinic is an equal opportunity/affirmative action employer. We strongly encourage women and minority candidates to apply for these and all available positions at Carilion.

For More Information

ZurickDavis, a retained executive search firm specializing in physician leadership recruitment, is assisting Carilion Clinic with this search. Interested individuals should send a letter of interest and accomplishment oriented narrative or resume to:

CarilionSeniorMedDirHealthPlans2058@ZurickDavis.com. For nominations, referrals, or questions, please contact: **Paul Cooper** or **Annette Cooke** at **781-938-1975**. All contact with ZurickDavis will remain strictly confidential.