

# **Vice President and Senior Medical Director for Care Integration**

**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 Care Integration represents an exciting opportunity for a physician leader who is 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 integrated health system. The Senior Medical Director for Care Integration will have the opportunity to design and implement sound approaches to improving community health, managing high risk populations, and creating efficiencies for resource intensive conditions. He/she will selectively innovate or adopt “best practices” as appropriate, while also providing leadership, education, and guidance to Carilion’s care managers, front line clinicians, community partners, and support staff. 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 Health Plans.

## **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 partnering closely with the Chief Medical Officer (CMO), Department Chairs, and the new Senior Medical Director for Health Plans, the Vice President and Senior Medical Director for Care Integration will be responsible for leading Carilion's care coordination, care transition, and disease management programs and for developing and implementing innovative approaches for rendering more efficient and effective care to individual high risk or resource intensive patients. In doing this, the Senior Medical Director for Care Integration will contribute to improving the care experience for our patients and community while making a contribution to profitably managing Carilion's portfolio of health plan risk. The Senior Medical Director for Care Integration will need to partner closely with Carilion's physician and executive leaders including its new Vice President and Senior Medical Director for Health Plans, while also developing excellent working relationships with community resources as well as Carilion and non-Carilion providers.

Key activities and areas of responsibility for the Senior Medical Director for Care Integration will include:

- Partnering with hospital and clinical leaders to develop evidence-based, protocol-driven high-risk complex care management programs, where possible based on currently "best evidence" approaches;
- Designing and managing Carilion's care management infrastructure, policies, and procedures to enable smooth patient care and transitions while supporting Carilion's ability to meet performance goals and to support the organization's support of ACO and risk-based payor relationships;
- Mentoring, coordinating, and as appropriate supervising Carilion-based health plan medical directors, case managers, care coordinators, home health nurses, and other extenders of care in matters of care management, integration, and transition;
- Assisting in the design and operation of an "extensivist" program to manage high risk patients across transitions in care;
- Advising the Vice President and Senior Medical Director for Health Plans regarding the design for Carilion's health plan contracts and risk arrangements with payors including Carilion's owned health plans based on his/her experience with population and condition care management;
- Contributing to building the Carilion brand as a care management partner with potential payor and provider partners;
- Assisting the Vice President and Senior Medical Director for Health Plans in designing, developing, and managing medical neighborhoods and clinically-integrated networks;
- Maintaining a working familiarity with Carilion's contractual requirements for risk sharing programs;
- Identifying current and potential trends that impact care management and developing plans for mitigating any potentially adverse impacts of those trends;
- Translating the medical management goals required by health plan contracts into care management processes and metrics for internal stakeholders at Carilion thereby supporting Carilion's ability to track care management's contribution to achieving those goals;
- 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 care coordination and transition;
- Supporting the provision of common metrics across payor partners;
- Assisting in the design of appropriate registries and reports; and
- Ensuring relevant and accurate dashboards and reports are available for timely delivery and review of care management activities.
- Identifying and disseminating clinical “best practices” for managing individual, condition, and population risk and informing the development and implementation of electronic health record (EHR) decision-support tools to assist in that management;
- Collaboratively engaging, responding to, supporting, and educating Carilion’s medical providers (including specialists) about care management and care transition opportunities;
- Collaborating closely with the Vice President and Senior Medical for Health Plans to:
  - Oversee development, implementation, and operation of care integration programs; and
  - Serve as a communicator/translator of risk management concepts and lexicon to Carilion’s providers and staff.

## **The Candidate**

### Qualifications

The ideal candidate for Vice President and Senior Medical Director for Care Integration will be a Board Certified physician leader with significant experience in improving clinical quality and performance, innovating systems and programs for management of care and transitions in care, and a solid appreciation of the principles and practice of population health management in an accountable environment. Successful candidates will have a strong commitment to community health and well-being and the ability to form and sustain trusted and collaborative relationships with colleagues at Carilion, community resources, and payor representatives. Substantial prior clinical practice experience is desirable as a foundation for leading care management efforts and building relationships within the practice community. Additional qualifications include:

- Experience in successfully guiding physicians and staff towards increasingly effective programs for managing and integrating health care across the continuum;
- Familiarity with methods and tools for measuring care quality, efficiency, effectiveness, and resource intensity;
- Passion and respect for efficient, safe, effective, cross-disciplinary clinical care and coordination of services;
- A track record of success in solving complex care management and care integration challenges; and
- An understanding of how to educate and encourage colleagues to ease adaptation of modern care management approaches in the evolving accountable healthcare environment.

Creative and innovative individuals who have served as medical directors responsible for case and complex care management programs within complex, provider based, accountable organizations would be well positioned candidates for this position. Physicians who have served in operational leadership positions in organizations where population and medical risk consciousness is strong would similarly be well suited to apply. Understanding and facility with electronic health records and disease registries is

essential; familiarity with the EPIC product is desirable. 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 Senior Medical Director for Health Plans include:

- The ability to articulate a vision and recruit 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;
- Current with modern clinical processes and resources that can be leveraged to coordinate and manage complex diseases and populations across the continuum of care;
- 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 credibility 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 own employee, Medicare Advantage, and Medicaid health plans as well external health plan contracts with an emphasis on risk and gain-sharing arrangements, benefit designs, care management goals, 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 of external health plans and joint-venture programs;
3. Partner with the Vice President and Senior Medical Director for Health Plans to engage Carilion physician leaders and front-line medical providers within, and networked with, the Carilion system to drive a cultural and behavioral transformation from "volume to value";
4. Collaborate with the Vice President and Senior Medical Director for Health Plans to assess and, as needed, to enhance current medical management effectiveness and recommend targets, modifications, improvements in approach and/or focus;

5. Continue the development of Carilion's extensivist program to support selected high-risk patients enrolled in complex chronic disease management and transitions-of-care protocols; and
6. Inform development and deployment of Carilion's data and capabilities informatics to support optimal care integration.

Intermediate Term (Year 2-3)

1. Well-established, non-siloed, high-risk care/case management programs for COPD, CHF, ischemic heart disease, and diabetes are in place and functioning smoothly.
2. Well-functioning transitions-of-care programs are in place across the continuum for other high-risk patients.
3. Successful deployment and system-wide spread of an extensivist model to support care/case management and transitions-of-care programs has been accomplished.
4. Meaningful participation of Carilion based and network providers/health care organizations in care coordination activities directed at patients for whom Carilion is at-risk.
5. Partial development of an approach to support more effective advanced care planning and palliative care.
6. For high-priority quality and performance metrics, realize meaningful improvement and success against national benchmarks.
7. Contribute to achieving significant growth and profitability in Carilion's risk partnerships and contracts.

## **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:

[CarilionSeniorMedDirCareIntegration2059@ZurickDavis.com](mailto:CarilionSeniorMedDirCareIntegration2059@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.