



## **Blue Cross Blue Shield of Rhode Island**

### **Senior Medical Director**

**Providence, Rhode Island**

#### **Position Specification**

March, 2017

## Summary

Blue Cross Blue Shield of Rhode Island (BCBSRI), Rhode Island's largest health plan, is seeking a Senior Medical Director to join the Clinical Care and Integration team. This position, reporting to the Vice President of Clinical Integration, is a senior leadership role and a key member of BCBSRI medical management leadership. The Senior Medical Director is responsible for leading effective clinical programs managing utilization including, utilization review, cost and utilization trend management, medical policy, provider analysis and provider credentialing. The goal is to establish robust, best in class programs that will support high quality, cost effective health care to members and managed care guidance to providers. The Senior Medical Director will collaborate with colleagues in the Division of Clinical Integration and with other health plan leaders contributing to the Plan's transformational strategy moving to population health and value based contracting.

## The Organization

### Blue Cross Blue Shield of Rhode Island

Blue Cross Blue Shield of Rhode Island (<https://www.bcbsri.com/>), founded in 1939, is a community-focused, value driven, tax-paying, not-for-profit health plan headquartered in Providence with retail stores in Warwick, Bristol, and Lincoln. With \$1.7B in premium revenue, BCBSRI has 450,000+ members and is the health plan selected by more than 9,000 participating Rhode Island providers. BCBSRI has prioritized being a consumer-centric organization and developing new initiatives to drive consumer engagement.

Their product offerings include both Commercial and Medicare plans. The Plan has been successful in its efforts to control administrative costs and has been forward thinking in decisions on providing medical management and business operations in-house and outsourcing highly specialized programs that can best be sustained by developing innovative relationships with partners providing specialized services more effectively based on scale of operations. BCBSRI has established a strong record of success in collaborating with innovators that know how to drive important and sustainable change.

BCBSRI is a good corporate citizen and encourages staff to commit to community based activities and organizations as volunteers and supports community organizations through its Blue Angel program. The Blue Angel Program was established in 2002 and through its Blue Angel Community Health Grants, BCBSRI has donated more than \$3.4 million dollars to support local nonprofit organizations addressing critical health issues in the State. More than 270,000 Rhode Islanders have been touched in some way by the Blue Cross and Blue Shield Community Health Fund maintained at the Rhode Island Foundation. Total funding for 2017 will be \$269,000.

BCBSRI is continually explores and invests in new clinical care programs to improve the health of its members. They were an early adopter of patient-centered medical homes (PCMHs), that take a team approach to primary care, and demonstrated improved health outcomes compared traditional primary care practices. The next generation of PCMHs, Advance Primary Care<sup>SM</sup> practices, delivers a patient-centered experience powered by shared data and driven by accountability for healthcare cost and quality. They recently announced a new contract with *Virgin Pulse* to offer a customized wellness platform to members. Beginning in 2017, BCBSRI members will have access their global online solution to encourage, improve and sustain healthy habits. BCBSRI is the first health insurer to make the Virgin Pulse platform available to all the plan's more than 450,000 members. <https://www.virginpulse.com/>

In 2016, BCBSRI experienced a (\$35M) financial loss. BCBSRI management worked diligently to address underlying drivers of the loss and has implemented several initiatives that resulted in an abatement of trend in the second half of 2016 and will provide dividends into 2017. In 2017, they will achieve positive earnings (+\$3M), resulting in a year-over-year improvement of \$38M.

It is clear that BCBSRI is a health plan that is committed to innovation and transformation in the way it supports its members, providers, and employers.

## **The Position**

Reports to: Vice President, Clinical Integration

Direct Reports: Medical Directors

Peers: Managing Director of Clinical Programs; Managing Director of Clinical Quality and Behavioral Health; Managing Director, Cost of Care Programs

The Senior Medical Director (SMD) reports to the Vice President of Clinical Integration, Matthew Collins, MD, and has broad responsibility for leading the performance of clinical programs and contributing to the strategic thought leadership across the organization. The SMD will partner with his/her colleagues to achieve the goals of BCBSRI and the Division of Clinical Integration. To be effective in this role, the SMD will also need to establish productive working relationships across the company with other colleagues and leaders to meet key operational objectives and strategic goals. At a minimum, these departments/teams include — Medical Economics, Network Contracting, Actuarial, Grievance & Appeals, Fraud, Waste & Abuse, Payment and Medical Policy, and Operations.

The Senior Medical Director oversees utilization review/management, cost and utilization trends and medical policy. Additionally, the Senior Medical Director provides significant direction to the following areas: grievance & appeals, payment policy, and provider credentialing for BCBSRI. S/he also identifies and executes enhancements to UM programs. The SMD analyzes and identifies cost drivers and utilization trends in conjunction with the Medical Economics team, then identifies areas of opportunities for best in class approaches to medical management. In addition, the SMD participates in hospital and physician quality measures and performance management. S/he supports the BCBSRI agenda to improve members' health, improve the quality of care they receive and manage the health care costs to achieve the corporate goal of making quality healthcare affordable.

## **Responsibilities:**

- Drive, monitor and incrementally improve the Utilization Management Programs. Provide oversight, medical expertise and administrative guidance to ensure that all Plan operations and goals for quality, value and cost management are met by the programs. Develop and execute creative and cutting edge solutions to UM challenges to drive more affordable care for members.
- Establish and maintain innovative and industry-based utilization management performance standards.
- Proactively develop and retain high performing talent to achieve and sustain a high performing accountable culture.
- Supervise and direct all physician-related activities. Manage medical director team to ensure high reliability and effectiveness of decision-making.
- Regularly assess vendor effectiveness, efficacy and compliance in achieving overall program goals and objectives.
- Play a leadership role with the Business Operations team to influence and expand value based contracting.
- Lead the provider credentialing and the quality of care committees which include both initial and renewal credentialing.
- Regularly provide medical input and direction regarding quality of care reviews. Take action as necessary based upon issues identified.
- Serve as the medical director liaison to audit and recovery efforts.
- Provide medical expertise to provider performance profiling and interact directly with the medical community to share quality data with an aim toward enhancing medical quality standards.

- Develop, implement and monitor clinical guidelines, protocols and programs that accomplish Plan objectives and that meet the medical needs of the member community and the financial needs of the provider community.
  - Identify, design, and lead ongoing opportunities for new clinical interventions to enhance the health of members, the affordability of products and the strategic goals of BCBSRI.
- Develops metrics to monitor and manage the clinical performance and productivity of the SMD's portfolio.
- Direct best practices, analyses, benchmarking and research on health management clinical programs and innovations to support market leadership.
- Key contributor to the corporate transformation strategy and act as a role model in the cultural transformation in the Clinical Integration team, achieving the highest possible level of clinical performance.
- Develop and implement effective communications in consultation with the VP Clinical Integration to ensure dissemination of critical information to staff.
- Represent the Division with key internal and external constituents.
- Chair and direct the Plan medical committees. Ensures that all by-laws are followed, agenda items are completed according to established timeframes, and all issues relative to State, NCQA, CMS and other regulatory issues are achieved on a timely basis.
- Serves as the liaison to the Board of Directors and other entities as required and reports on the activities of the Plan medical and accreditation committees.

## **The Candidate**

The ideal candidate for the Senior Medical Direct position will be an experienced physician leader with expertise in health plan medical management processes and strategies. The candidate will have a record of accomplishment in a health plan leadership role and ambition to make lasting contributions to BCBSRI in a period where transformation is an overarching goal.

The SMD is a highly visible position both within the Division and throughout the BCBSRI enterprise as well as to external parties, including providers, members, and regulators. In that capacity, s/he will need to engage and collaborate with internal leaders and departments and have excellent communication and presentation skills and executive presence. The SMD must also act as a leader and coach to his/her team members as the clinical integration division evolves and have experience in change management. Subject matter expertise in utilization management, clinical informatics, medical expense and trend management, program design and implementation is essential for this role. The best candidates will be dynamic and energetic, outgoing and approachable.

## **Qualifications (Knowledge, Skills, and Abilities)**

- Possess clinical acumen and a deep understanding of utilization management, population health management and clinical integration.
- Must have demonstrated success in problem-solving and innovation.
- Expert in medical management practices and functions.
- Experience designing and implementing change to improve program efficiency and reliability.
- Success in developing high performing teams and building a culture of inclusion and diversity.
- Demonstrated ability to achieve established outcomes and objectives with diverse groups of internal and external customers, providers and stakeholders.
- Ability to work cross-functionally, supporting multiple, simultaneous objectives.
- Demonstrated ability to manage external relationships with vendors.
- Excellent organizational and problem solving skills.
- Experience building consensus through influence and compelling presentation.
- Demonstrated success as creative problem solver.

- Have a record of achievement as champion of customer service and responsiveness to provider and customer needs.
- Drive a high performance and accountable culture.
- Demonstrated success in working in a collaborative manner at all levels of an organization to achieve outcomes that require building consensus and expedited implementation.
- Demonstrated ability to influence and negotiate outcomes which may be controversial and/or sensitive.

### **Experience**

- Minimum of eight or more years of post-graduate experience in private practice with direct clinical care.
- Three years of experience as an Associate or Medical Director in a pre-paid health plan.
- Significant clinical and case management experience either in a health plan or provider-based organization.
- Knowledge of finance and reimbursement methodologies and analytic methodologies.

### **Education**

- A physician with a current and unrestricted license to practice in Rhode Island or eligible to receive such a license.
- Board Certification in an ABMS certified specialty.

### **Critical Success Factors**

Success in the first year of the SMD's tenure will be determined by his/her ability to:

- Become a trusted member of the senior leadership in Clinical Integration and Business Operations.
- Establish a road map for an improved utilization management program with key performance metrics and manage to them.
- Design and implement two innovative specialty medical management programs to improve care and reduce cost.

### **Living in Rhode Island**

Living in Rhode Island is a unique experience. This New England community offers the residents a great sense of pride and purpose since the size of the state is considered to be an asset as nothing in the state, from city to beach to countryside, is more than an hour away. Rhode Island offers easy access to all of New England. Massachusetts, New Hampshire, Vermont and Maine are all short car rides away, perfect for weekend getaways. The summers in the Ocean State are filled with boating, sailing, and going to some of the best beaches in the country. Rhode Island is home to great places to visit, like Newport and Providence. Newport has wonderful shops, restaurants, glamorous historic mansions. Providence is the perfect small city that offers great shopping, dining and night life. Providence is also home to the nationally known theater, Trinity Repertory Company, which showcases a wide variety of pieces throughout the year. Rhode Island offers some of the best fresh seafood in the United States.

Lobsters, crabs, and fresh fish are caught daily right off the Rhode Island shores. New England has some of the best professional sports teams in the country. Every season offers at least one team to follow, including the Red Sox, Patriots, Celtics, and Bruins. There is always a team to root for every weekend. Rhode Island also has many great options for schooling. The state is home to many top rated public and private schools in the country as well as home to many well-respected universities, such as Brown University, The University of Rhode Island, and Providence College. The people of Rhode Island are generous and friendly, always offering warm welcomes to newcomers, making it easy to make friends.

## Compensation

The compensation package will reflect the senior leadership role of an innovative and respected BCBSA recognized health plan and commensurate with the role and responsibilities of the position.

## For More Information

We welcome nominations, applications and confidential inquiries. Interested parties please send a resume and cover letter to [BCBSRISRMEDDir2200@zurickdavis.com](mailto:BCBSRISRMEDDir2200@zurickdavis.com). For additional questions, please contact **Julie DeSorgher** ([Julie.DeSorgher@ZurickDavis.com](mailto:Julie.DeSorgher@ZurickDavis.com)) or **Jacqueline Rosenthal** ([Jacqueline.Rosenthal@ZurickDavis.com](mailto:Jacqueline.Rosenthal@ZurickDavis.com)) at **781-938-1975**. All contact with our office will remain confidential.

*At Blue Cross & Blue Shield of Rhode Island (BCBSRI), diversity and inclusion are central to our core values and strengthen our ability to meet the challenges of today's healthcare industry. BCBSRI is an equal opportunity, affirmative action employer. We provide equal opportunities without regard to race, color, religion, gender, age, national origin, disability, veteran status, sexual orientation, genetic information and gender identity or expression. The law requires an employer to post notices describing the Federal laws prohibiting job discrimination based on race, color, sex, national origin, religion, age, equal pay, disability, veteran status, sexual orientation, and genetic information and gender identity or expression.*

*Please visit [http://www1.eeoc.gov/employers/upload/eeoc\\_self\\_print\\_poster.pdf](http://www1.eeoc.gov/employers/upload/eeoc_self_print_poster.pdf) to view the "EEO is the Law" poster.*