



MASSACHUSETTS

## **Blue Cross Blue Shield of Massachusetts**

# **Senior Medical Director, Delivery System Innovation and Analytics Network Performance and Improvement Team**

Boston, MA

Position Specification

April 2017

## Summary

Blue Cross Blue Shield of Massachusetts, renowned for its path-breaking approach to payment reform, seeks a Senior Medical Director for Delivery System Innovation and Analytics. This new physician leadership position in Network Performance Improvement (NPI), reports to Marcy Gleit Carty, MD the Vice President for Network Performance and Innovation. Her team provides strategic leadership and oversight for the full range of performance based provider engagement activities that have become a national model for public and private payers committed to rewarding value over volume.

The Senior Medical Director is an important career opportunity for a skilled physician consultant to lead the ongoing evolution of the BCBSMA support model for their health system partners. The Senior Medical Director role will be an internally and externally facing role, and will contribute to the continuous development of the AQC model, which has served as a local and national model for physicians and health plans to improve their quality and efficiency goals through collaboration.

## The Organization

### Blue Cross Blue Shield of Massachusetts

Blue Cross Blue Shield of Massachusetts ([www.bluecrossma.com](http://www.bluecrossma.com)) is a community-focused, value driven, tax-paying, not-for-profit health plan headquartered in Boston. With \$6.5B in premium revenue, BCBSMA is the health plan selected by more than 25,400 Massachusetts employers and has 2.8M members. 800,000 of these members are from outside Massachusetts. The product lines include HMO/POS, PPO/Indemnity, Senior Products/Medicare and a dental plan. BCBSMA's customers include more than 75 percent of cities and towns in Massachusetts and 6 of the 12 Fortune 500 companies headquartered in the Commonwealth.

Massachusetts has been a leader in implementing health care reform and BCBSMA leadership is widely credited for its contribution to the successful passage and implementation of legislation that made the state the first in the nation to achieve near universal health insurance coverage. In 2007, BCBSMA was the architect of a new payment methodology that represented a major innovation as a voluntary payment model for physician groups and hospitals in its network. BCBSMA developed the Alternative Quality Contract (AQC). The AQC was designed to advance the goals of significantly improving health care quality and outcomes, while also significantly slowing the growth of medical spending. The AQC's innovative approach to payment creates accountability for total medical spending through population-level global budgets and for quality and outcomes through a broad set of nationally accepted performance measures, and has been emulated nationally by public and private payers, including the accountable care initiatives launched by Medicare. Ninety percent of the BCBSMA network providers now participate in the AQC.

BCBSMA continues to be an innovator in health, safety, and wellness programs. Nationally BCBSMA has led the way in addressing the opioid epidemic with programs and policies and is a founder of The Coalition for Serious Illness Care which is working across Massachusetts to improve care at the end of life.

BCBSMA is recognized by the National Committee for Quality Assurance (NCQA) as one of the highest rated plans in the nation for member satisfaction, access to high quality primary and specialty care and effectiveness of wellness and prevention programs. The NCQA ratings include the Medicare and Commercial PPO and HMO plans. This recognition supports a high priority focus on being a consumer-centric organization and developing new initiatives to drive consumer engagement.

Outside of the health and wellness programs for which BCBSMA is well known and highly respected, BCBSMA is a good corporate citizen and encourages staff to commit to community based activities and organizations as volunteers. In the past year, almost 90 percent of BCBSMA associates participated in volunteer activities and contributed the equivalent of \$1.4M as the value of their service hours.

BCBSMA created the BCBSMA Foundation in 2001 to focus on developing sustainable solutions that benefit vulnerable and low-income individuals in the Commonwealth. The Foundation operates independently from the company and is governed by its own Board of Directors and is now one of the largest private health philanthropies in the state. (<http://bluecrossfoundation.org/>)

### **The Network Performance Improvement (NPI) Team**

The Vice President of Network Performance and Innovation leads the strategy and operations of the team. NPI is one of two teams within the Division of Performance Measurement and Improvement (PMI). PMI is the nexus of performance improvement initiatives and metrics and performance measurement strategy and quality at BCBSMA. In turn, the senior officer of this center of innovation and discovery at BCBSMA is Dana Gelb Safran, Sc.D., Chief Performance Measurement and Improvement Officer and SVP for Enterprise Analytics.

The Vice President of NPI has five direct reports including: the Senior Medical Director; the Director of AQC Support & Improvement; the Director, Hospital Performance Measurement & Improvement; the Director, Network Incentive Performance Reporting; and the Director, Incentive Program Development and Implementation. The team has 17 FTEs and a budget of \$2.6M.

The Network Performance Improvement (NPI) team is accountable for creating and implementing the company's strategic use of performance-based incentives, developing analytics and performance reporting that support quality and affordability opportunity finding and providing on-going consultative support and partnership in performance improvement to the BCBSMA provider network. BCBSMA employs a broad range of performance measurement programs to engage its provider network in achieving safe, affordable, effective, patient-centered care for its members. These include performance-based incentive programs for its network of primary care and specialist physicians, hospitals, behavioral health providers and skilled nursing facilities. A centerpiece of the BCBSMA performance based incentive programs is the Alternative Quality Contract (AQC), a core component of which is a financial model that rewards performance on a broad set of quality and outcome measures spanning ambulatory and hospital care. Integral to the incentive programs are a broad set of performance reporting and provider informatics programs, a range of consultative, educational and support activities aimed at guiding providers' efforts to improve the quality, efficiency and outcomes of their care. The AQC has been so successful the plan has expanded APMs to PPO and Medicare Advantage business lines. In terms of provider support BCBSMA has innovated in areas such as developing analytics describing practice pattern variations at the individual physician level and training physician leaders how best to engage their clinicians in a change process that leads to reductions in variation. BCBSMA has seen significant reductions in variation in several of the topical areas we have delved into using this methodology.

The Senior Medical Director will work with colleagues in Division of Performance Measurement and Improvement and will team with the AQC Support Team. S/he will also collaborate with Health and Medical Management staff and providers of data analytics and clinical information producers throughout the company. Externally, the Senior Medical Director will work closely with his/her counterparts at the

provider groups, which will generally include the Chief Medical Officer and/or Chief Quality Officer, and their leadership teams, front-line clinicians, managers and staff.

## **The Position**

This is a new role for a provider facing physician with significant executive presence who will lead and continuously evolve the Blue Cross Blue Shield of Massachusetts (BCBSMA) support model for BCBSMA's provider partners; assisting them in meeting their quality and efficiency improvement goals and implementing care delivery innovations through collaboration. Since the inception of the Alternative Quality Contract (AQC), BCBSMA has committed to partnering with provider groups ensuring they have the data, reporting and consultative support they require to make significant strides in quality as well as cost.

Many AQC leaders credit the AQC support model as one of the differentiators for BCBS among the myriad plans that ask for reports and specific performance metrics. BCBSMA's collaborative forums and best practice sharing have allowed many of our providers to achieve improved levels of success. BCBSMA's delivery systems have invested in value based care infrastructures, physician engagement and advanced analytics at different speeds and with different emphases, thus a one-size support model is no longer ideal. Looking forward, the Senior Medical Director, Delivery System Innovation and Analytics will lead the development of new tools and partner with the AQC Support Team to implement more customized support models, ensuring that our provider partners have the tools and knowledge they need to meet their own goals for performance.

To be effective in this role, the Senior Medical Director will also need to establish productive working relationships across the company with other colleagues and leaders to meet key strategic and operational objectives. At a minimum, these include peers in NPI; QCentive; Contracting; Provider Analytics; and leaders from many business areas across the Plan. Externally, the Senior Medical Director will work with: the clinical and population health leadership of Massachusetts based provider groups; providers across the entire BCBSMA Network; and other external performance improvement stakeholders e.g. national professional societies and regulators, regional and national quality improvement organizations, public policy makers and regulators, and others seeking BCBSMA expertise on provider performance improvement.

## **Major Responsibilities:**

### Analytics and Reporting to Support Provider Organizations

- Serve as the thought leader to the development of provider facing analytics tools that will assist provider organizations identify and prioritize cost and utilization opportunities.
- Lead a cross-functional team in the development of the next level of analytics, reports/reporting tools that will assist provider groups to significantly improve quality and/or trend in commercial or Medicare risk contracts. [This will require working with internal and external resources]
- Accountable for continuing the development of new initiative to award grants to providers who design and implement innovative care delivery models.
- Will identify areas of need (e.g. behavioral health access, new models for primary care) and working with delivery systems, Zaffre, the internal innovation team to identify potential partners and integrate them as pilots to prove radical improvements in current state.

### Consulting Medical Lead

- Serve as the senior clinical lead responsible for coaching the entire AQC support team and tailoring our support strategy to achieve effective and collaborative relationships with each provider organization's clinical leadership.
- Coach AQC support clinicians on core consulting skills and educate on key topics such as best practices for optimizing utilization, site of care shifting, physician engagement, incentive development and quality measurement.
- Develop an annual education plan that will ensure that AQC clinical leaders are well versed and confident to lead changes in their own organization on key population health success factors such as patient/family engagement and physician compensation and incentive design.
- Develop, test and then implement provider focused strategies to assist with member engagement.
- Partner with clinical areas throughout BCBSMA such as Behavioral Health and Pharmacy to build out a consulting approach that will assist AQC's with strategic opportunity finding, assessment of current practices and implementation of ideas and programs that will significantly impact quality and efficiency.
- Annually lead an assessment of AQC group's population health capabilities and educate internal constituents on the state of our network and update/tailor the AQC support model to enhance performance when appropriate.
- Lead internal BCBSMA meetings related to the clinical aspects of the AQC Support Model.
- Provide expert consulting to provider organizations in the BCBSMA network. Consulting will focus on the following areas: physician engagement, incentive programs, coaching in identifying key financial or quality opportunities, facilitating consensus on key opportunities, evaluating current efforts, developing analytics to support new idea generation and then working with the provider to develop a workplan with measurable impact goals defined and approached that will be implemented over an agreed upon timeline.

### Other Internal and External Roles and Responsibilities

- Contribute to further refining and assisting in implementing BCBSMA's provider alignment strategy.
- Represent BCBSMA and speak about our Alternative Payment Programs at local, regional and national forums.
- Lead other projects/initiatives within Performance Measurement and Improvement.
- Chair the Provider Analytics Committee which is charged with developing the strategic roadmap for provider facing analytics development and will manage the prioritization and development of the analytics on an on-going basis.

### **The Candidate**

The ideal candidate for the Senior Medical Director, Delivery System Innovation and Analytics will be a physician who has three to five years of clinical practice experience, likely in primary care. This individual will view opportunities to improve systems of care and clinical practice pattern professionally rewarding. The best candidate will be a physician who thrives on the intellectual challenge of analyzing clinical performance data and determining the patterns and opportunities it may reveal to improve care

management by individuals or even better by groups of clinicians. The Senior Medical Director will be a thought leader, inquisitive, and an effective coach who knows how to use data to tell a story that will motivate clinicians to shift practices. S/he will find these opportunities to improve quality, reduce total medical expense and improve physician and patient engagement rewarding and fulfilling. This is important work and will influence care delivery not only of BCBSMA's 1M members, but like the AQC have a broader impact beyond health plan's membership.

The best candidates will be dynamic and energetic, outgoing. Important preparation to be successful in this position would be two to three years of management consulting experience, in addition to the clinical and academic training provided below.

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

- Possess clinical acumen, experience and maturity to interact as a consultant and coach to provider groups, including physicians, nurses, IT and staff in population health management
- Experience establishing and maintaining consulting and trusted advisor relationships with physician leaders and other health care system executives
- Experience designing and implementing process change to improve efficiency
- Ability to work cross-functionally, supporting multiple, simultaneous objectives
- Experience at building consensus through influence and compelling presentation
- Demonstrated experience as creative problem solver
- Invested in provider and customer satisfaction
- Demonstrated ability to work successfully in complex, matrixed organizations
- Ability to prioritize, surface and resolve critical issues efficiently and effectively
- Proven success consulting with groups of physicians and non-physicians, analyzing complex data, developing recommendations, presenting opportunities and gaining consensus around solutions
- Effective relationship building skills both internally and externally within an organization of multiple constituencies
- Strong consultative skills: ability to build relationships, facilitate, persuade, influence decision-making, and negotiate
- Substantial knowledge and understanding about population health strategies, best practice models, medical clinical practice, quality improvement and practice redesign
- Goal oriented, highly productive and committed to results and an excellent team player
- Strong familiarity with NCQA and health plans a plus

### **Relevant Experience**

- Minimum of three to five years of clinical experience in a practice setting, prefer a primary care setting
- Minimum of two to three years of management consulting experience or a position with similar responsibilities required, plus if consulting in the population health field

### **Education and Certification and Licensure**

- MD degree with board certification

- Current and unrestricted license to practice medicine in the state of Massachusetts (or ability to apply for a license)
- Advanced degree in business, health policy or public health (i.e. MBA, MPP, MPH, or MHA) preferred

## **Critical Success Factors**

Success in the first year of the Senior Medical Director's tenure will be evaluated by his/her ability to:

- Define and implement a tailored AQC support strategy leading to improved AQC clinical leadership engagement – which will include an assessment of our meeting structure, use of forums / user groups and the use of new engagement technologies (e.g. podcasts, blogs etc.)
- Develop a provider facing analytics roadmap in conjunction with key clinical and analytic areas throughout BCBSMA outlining what analytics need to be developed and how they should be prioritized
- Complete a core consulting skills needs assessment on the current AQC support clinicians and medical directors and implemented an educational and coaching program to build appropriate skills
- Develop a deep understanding of each AQC group in terms of their SWOTs, their population health infrastructure, their strategic priorities and their capabilities related to physician engagement and change leadership

## **Compensation**

The compensation package will reflect the senior leadership role of an innovative and nationally 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 [BCBSMASenMedDir2201@ZurickDavis.com](mailto:BCBSMASenMedDir2201@ZurickDavis.com). For additional questions, please contact **Ellen Mahoney** or **Jacqueline Rosenthal** at 781.938.1975. All contact with our office will remain confidential.

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