



MASSACHUSETTS

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

### **Vice President & Medical Director, Clinical Programs and Strategy**

Boston, MA

#### **Position Specification**

October 2017

## Summary

Blue Cross Blue Shield of Massachusetts (BCBSMA) seeks a Vice President & Medical Director, Clinical Programs and Strategy. The Vice President & Medical Director, Clinical Programs and Strategy (VPMD), is a senior physician leadership role in the Division of Health and Medical Management (HMM). This position will report to the Chief Physician Executive and be a member of the executive team which sets the strategy for achieving BCBSMA's vision of quality, affordable healthcare. The Vice President & Medical Director, Clinical Programs and Strategy will involve substantial clinical program responsibilities that will guide medical policy and will have a significant role representing BCBSMA externally. This would include the National Blue Cross Association, state-wide agencies, media, employers, members, and providers. The successful physician leader will engage across the HMM Division to develop and maintain a full understanding of BCBSMA processes, policies and procedures. Additionally, the VPMD will work across disciplines and departments to consult with others for input to optimize BCBSMA's efforts.

## 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 2.9 M 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 13 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. BCBSMA was the architect of the 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 established Zaffre Investments to help fund innovations to improve the delivery and use of health care. Zaffre Investments is a wholly owned subsidiary of Blue Cross Blue Shield of Massachusetts with 14 portfolio companies that contribute \$50M in revenue. Zaffre Investments makes strategic investments that add new value and offerings for BCBSMA customers, that also strengthens and diversifies the core business. Zaffre has several key areas of diversification targeted to providers and consumers: web-based tools and technology; consumer focused health care services; financial services; value based health care using advanced analytics, data storage and hosting, and IT solutions for ACO's and medical management.

### **The Health and Medical Management Division**

The Vice President & Medical Director of Clinical Programs and Strategy is one of five senior physicians in Health and Medical Management Division (HMM), who are direct reports to the Chief Physician Executive. The Division is the nexus of all medical operations and policy dialogue. The Division has 437 staff, including clinical and non-clinical professionals and a budget of \$42M.

### **The Position**

Reporting to the Chief Physician Executive of BCBSMA, the Vice President & Medical Director, Clinical Programs and Strategy (VPMD) is a new role in the HMM Division that has program and policy responsibilities in HMM. The VPMD will need to collaborate across the organization for many initiatives. The VPMD will also have a major role interacting with external groups on a regional, state, and national level. S/he will be the HMM leader responsible for the directing the Medical Policy group, Clinical Quality and Compliance programs and the Clinical Pharmacy program. The VPMD has 2 direct reports and 7 FTEs in Medical Policy and 23 FTE in Quality and Compliance, Cost and Trend and an operating budget of \$2.75M

### **Major Responsibilities:**

- Serve as the physician leader of the clinical pharmacy and generate strategies to ensure the appropriate use of pharmaceuticals. The VPMD will Chair the Pharmacy and Therapeutics Committee.
- Provide direct oversight of the Medical Policy Department responsible for medical policy development and implementation.
- Serve as the physician leader of BCBSMA's clinical Quality and Compliance programs and chair the Quality Program Committee.
- Serve as co-chair of the Trend Oversight Team which identifies initiatives and assesses their impact for presentation to the Medical Cost Council.
- Collaborate with the leadership of Performance Measurement & Improvement (PMI) in the ongoing development of high impact, clinically important measures for evaluating clinical quality, medical trend and efficacy of BCBSMA programs.
- Serve as the physician liaison to Provider Contracting and PMI to provide the necessary support for the effective development and negotiation of performance-based incentives in provider contracts.

- Serve as the liaison for HMM with the Corporate Strategy team.
- Serve as a clinical resource for Zaffre (BCBSMA's investment arm) as Zaffre assesses potential investments and their clinical value.
- Serve as a clinical resource for divisions outside of Health and Medical Management as needed.
- Serve as the BCBSMA representative and physician lead: as liaison to the Massachusetts Medical Society and its associated specialty societies; the New England Health Plans and Medical Directors; and the National Blue Cross and Blue Shield Association.
- Represent BCBSMA at various external clinical meetings at a state-wide level with media, employer groups, consumers, and regulatory agencies.
- Collaborate with the BCBSMA's Public Relations, Government Relations and Affairs, and Legal teams as they develop positions in response to market events and regulatory positions.
- Consult with Utilization Management and Case Management functions to ensure a full understanding of the breadth of Health and Medical Management.

## **The Candidate**

The ideal candidate for the Vice President & Medical Director, Clinical Programs and Strategy will be a physician with extensive experience implementing initiatives and business strategies that positively impact clinical quality and/or cost outcomes. S/he must have a substantive clinical practice background, strong operational skills and experience in core medical management areas. Knowledge of Medicare and Commercial medical management activities and regulatory requirements is highly desirable. The best candidates will be intellectually inquisitive, committed to the benefits of population management from the health plan platform, with the experience and skills to make a strong case for complex medical policy issues.

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

- Demonstrated ability to articulate and execute an enterprise-wide vision and strategic priorities that create alignment within the organization.
- Proven tactical ability to develop and implement programs that achieve targeted goals.
- Demonstrated interpersonal communication skills with the ability to establish rapport and lead clinicians and non-clinicians.
- Demonstrated understanding of principles of health care performance measurement and the ability to interpret and discuss interpretations of health care data with physicians, BCBSMA associates, and others.
- Demonstrated ability to achieve results through influence as well as direct control.
- Proven success working collaboratively with multiple internal and external constituencies.
- Demonstrated leadership skills and experience, including the ability to work cross-functionally, build consensus, coach and develop staff, build morale.
- Demonstrated negotiation and conflict resolution, verbal, and written communication skills required.
- Demonstrated experience as creative problem solver.
- Invested in provider and customer satisfaction.
- Demonstrated ability to work successfully in complex, matrixed organizations.

## Relevant Experience

- Minimum of five to ten years of clinical experience in a practice setting, preferably a health plan, an ACO or organization involved in risk sharing in population health.
- Minimum of five years of experience implementing initiatives and business strategies that positively impact clinical quality outcomes.
- Managerial experience in an operational role is highly preferred.

## Education and Certification and Licensure

- MD degree with board certification. Primary care specialty is desired, not required.
- 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 Vice President's tenure will be evaluated by his/her ability to:

- Establish effective working relationships with key leaders across the organization.
- Gain detailed knowledge in all areas of direct responsibility to ensure current initiatives are executed in a timely manner.
- Working with Pharmacy Leadership, evolve our strategy for addressing the impact of specialty pharmaceuticals on our pharmacy trend.
- Working with the Trend Oversight Team, establish the next set of initiatives to impact our overall medical trend.
- Develop a portfolio of key priorities with metrics and milestones for the first 12 months of the VPMD's year at BCBSMA.

## 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

Referrals, nominations, applications and confidential inquiries are welcome. Interested parties should forward a resume and letter of interest to [BCBSMAVPMD2223@ZurickDavis.com](mailto:BCBSMAVPMD2223@ZurickDavis.com). For additional questions, please contact **Ellen Mahoney** or **Jacqueline Rosenthal** at 781.938.1975. All contact with **ZurickDavis** will remain confidential.

*Blue Cross Blue Shield of Massachusetts is an Equal Employment / Affirmative Action Employer. Applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, veteran status, disability, sexual orientation, gender identity or expression, or any other characteristics protected by law.*