

Chief Medical Officer
MinuteClinic
Associate Chief Medical Officer
CVS Health

Woonsocket, Rhode Island



Position Specification

November 2017

Summary

MinuteClinic, renowned as a pioneer and for its innovations in high quality retail medicine, seeks a Chief Medical Officer and Associate Chief Medical Officer for CVS Health. The Chief Medical Officer, MinuteClinic reports to the Senior Vice President and Executive Director, CVS Health/MinuteClinic and to the Executive Vice President and Chief Medical Officer, CVS Health for CVS Health enterprise initiatives. This position provides leadership and oversight for a full range of patient care strategies and operations within MinuteClinic and CVS Health. MinuteClinic has become the national model for walk-in retail medicine, since its acquisition by CVS Health in 2002. It has expanded its scope and focus beyond the earliest model of an affordable alternative to Emergency Rooms. In the Associate Chief Medical Officer role, the portfolio will include enterprise responsibilities for innovative strategic programming and expanded services for CVS Health.

The Chief Medical Officer is a significant career opportunity for an experienced physician leader to assist in the ongoing evolution of the MinuteClinic/retail health model for patients and clinical affiliated partners. In addition, CVS Health continues to expand beyond the conventional pharmacy enterprise and pharmacy benefits corporation. The Chief Medical Officer will be an internally and externally facing role, and will contribute to the continuous development of innovations in care delivery. For additional information: <http://www.cvs.com/minuteclinic/index.jsp>.

CVS Health

CVS Health is a Fortune top 20 company and is the largest pharmacy health care provider in the United States. Net revenue for 2016 increased 16 percent to a record \$177B and operating profit was \$10M, an increase of 9.3 percent over 2015. CVS Health's integrated programs and products, position it to provide access and engage plan members in opportunities to improve their health, and lower overall health care costs for health plans, plan sponsors, and their members. CVS Health is a market leader in the retail clinics segment, (MinuteClinic), retail pharmacy, infusion services, long term care pharmacy, specialty pharmacy, medical claims editing, clinical programs, and a leading provider of Rx benefits management. CVS Health's disease management program employs clinical expertise that has produced one of the most comprehensive disease management programs. It is noteworthy that on September 3, 2014, CVS Health became the first pharmacy retailer to stop selling tobacco.

The Company employs approximately 250,000 professionals and staff in 50 states. They operate 9,700 retail drugstores, 1100 plus MinuteClinics in 33 states, 70 Health System Affiliations and through their PBM, provide access to a network of 68,000 pharmacies, and have 90M PBM Plan Members.

CVS Health's leadership place a high priority on anticipating and forecasting the changing landscape in health care with the aging of the population and the decline in primary care physicians. They are leveraging their retail medical clinics, pharmacy, and PBM business expertise to explore innovative solutions that provide greater access to care and communication of essential information to patients, customers and caregivers. CVS Health is using its scale to create and acquire technology that improves safety, reduces errors, and improves communication with customers and their caregivers.

CVS Health is a pharmacy innovation company helping people on their path to better health. Its portfolio includes an array of different businesses transcending traditional pharmacy services. All these lines of business enable people and communities to manage health in more affordable and effective ways. This integrated model increases access to quality care, delivers better health outcomes and lowers overall

health care costs. CVS Health is also playing an active role in the public health crisis of opioid abuse and other public health problems. The CVS Health Foundation is adding a \$2 million commitment to previous investments in mitigating prescription drug abuse with support for federally qualified community health centers that are delivering medication-assisted treatment and other addiction recovery and prevention services. For more information about how CVS Health is shaping the future of health <https://www.cvshealth.com>.

CVS MinuteClinic

The Value Propositions: Quality Care; Access; Value; Convenience, and Connectivity.

Emergency Room (ER) overutilization for non-urgent matters is one of the most common examples of inefficient use of health care services. It is a trend that continues to accelerate and a poll of nearly 2,100 emergency medicine physicians confirmed this trajectory.

While utilization is on the rise, data suggest the needs of some ER patients could be met in lower-cost settings. One group has found that between 13.7-27.1 percent of all ER visits could be treated in a retail or urgent care clinic, where savings could reach upwards of \$4B annually.

There are more than 1126 MinuteClinic locations inside CVS/pharmacy stores in 33 states and MinuteClinic providers have conducted over 38M patient visits in the last decade. They provide one stop shopping with over the counter scripts and easy parking. The clinics provide care seven days a week including weekday evenings. Services have been expanded to include diagnosis and treatment of minor illnesses, injuries and skin conditions; administration of vaccinations, injections, health screenings and physicals; and monitoring for chronic conditions. MinuteClinic uses Epic as its EMR, which allows MinuteClinic health care providers to access and to share patient information across all clinics. Epic also makes it possible for share pertinent patient information with external providers to improve communications and continuity of care.

The health care teams consist of 2,900 board certified family health practitioners, physician assistants, and consulting physicians. All the sites are Joint Commission accredited and use evidence based guidelines established by the relevant professional clinical organizations. The nurse practitioners and physician assistants, who staff CVS Health MinuteClinics are well-positioned to provide quality care and help patients with minor illnesses and injuries. It is a health care delivery model that is designed to provide easy access and lower cost health services for people seeking treatment for common illnesses, vaccinations, wellness and preventive care, physical exams and monitoring of chronic conditions. The MinuteClinic health care centers are open seven days a week, evenings and holidays. With permission, patients' records are sent to the primary care physician to promote continuity of care. The majority of services are reimbursed by third parties and the costs are significantly lower than visit costs for similar services in other settings.

In fact, the data demonstrates how MinuteClinic, compared to emergency departments, delivers similar or better outcomes at a fraction of the ER's cost and achieves 95 percent patient satisfaction rating with customers.

MinuteClinic currently has established affiliations with 70 plus academic medical centers and national regional health care systems. The goals of these alliances are to share medical leadership, clinical information/EMR integration and establish joint clinical programs to support patient care with the most

effective, reliable, and comprehensive model of care. These alliances and shared services are designed to enhance continuity of care for patients seen by providers in both organizations.

The organizational structure of MinuteClinic has the talent and resources necessary for a rapidly growing enterprise, that is expanding strategic partnerships and scope of services. The leadership is focused on growing the scope of MinuteClinic through expanding service offerings, piloting new models of care and collaborating with strategic partners to launch new MinuteClinic and enterprise initiatives. As expected in any complex business environment, MinuteClinic must have engaged professionals, who are excited to lead change and innovation. This involves developing new digital tools to elevate the patient experience, like reservation and scheduling services and designing a robust telehealth program, that will expand the model of care and create a more convenient interaction with providers in their major affiliated partnerships- MinuteClinic Connect.

The strategic initiatives, ongoing strategy, and future planning requires an effective and integrated team, led by the SVP and Executive Director of MinuteClinic. The senior leaders reporting to the Executive Director are the: Chief Medical Officer; the VP, Operations; Chief Nurse Practitioner; VP, IT; and the leaders in Finance, Marketing; Human Resources; Business Compliance; and the Senior Legal Counsel.

The Position

The Chief Medical Officer (CMO) is a member of the Senior Leadership team at Minute Clinic which establishes the strategic direction of the MinuteClinic organization, and plays the same role with the Health Systems Alliance team. The CMO also has specific responsibilities as Associate Chief Medical Officer for CVS Health. The CMO has operational responsibilities for the overall delivery of high quality clinical care to MinuteClinic patients and the provision of appropriate physician supervision to nurse practitioners in collaborative practice. S/he also has a significant external role to establish and maintain relationships with the physician community. The CMO works closely with the Retail team on new clinical programs in the retail store, and with the Health Systems Alliances team on integration of such programs with accountable care organizations. S/he represents MinuteClinic and CVS Health to external stakeholders including medical associations, regulatory agencies and medical groups. S/he is responsible for researching and developing new products that leverage the CVS assets and new technologies. The CMO is a member of the Senior Leadership team at Minute Clinic that establishes the strategic direction of the MinuteClinic organization, and with the Health Systems Alliance team. The CMO is accountable for the recruitment, training, management and performance monitoring of the physician medical directors and physician owners nationwide. This involves the supervision of the physician management team that involves the medical directors for each state/region and the full time employed medical directors. The role will be a combination of strategic responsibilities and specific operational responsibilities. As with all members of the leadership team, the CMO will take on new responsibilities as needed to ensure the organization can remain nimble and innovates at an accelerated pace. This is not a “business as usual” operation.

Reports to: Senior Vice President, Executive Director, MinuteClinic and the Executive Vice President and Chief Medical Officer, CVS Health.

Peers: Chief Nurse Practitioner Officer; Chief Operating Officer, Retail, PBM, Specialty and Pharmacy leaders.

Direct Reports: Directors of Clinical Services; Director of Strategic Alliance and Senior Advisor Medical Operations.

Indirect Reports: Chart Review Team, and Specialist Physician Management Staff.

Major Responsibilities of the CMO:

- 1. Responsible for the planning, directing, coordinating and evaluating the overall quality of clinical practice in MinuteClinic in collaboration with the Chief Nursing Officer.**
 - a. Develops and implements clinical practice protocols in collaboration with operations management.
 - b. Determines and applies clinical best practices and updates and refines clinical protocols as necessary.
 - c. Ensures the electronic medical record (EMR) thoroughly documents clinical guidelines.
 - d. Supports CNO development and implementation of quality improvement program and strategies for continuous improvement.
 - e. Collaborates with enterprise risk management and ensures thorough root cause analysis and unusual event reporting for the clinical teams.

- 2. Directs the hiring and on-going management of Professional Corporation owners and medical directors.**
 - a. Works with legal services to identify medical oversight requirements in each state, such as which states require a medical Professional Corporation owner (PC owner) to operate medical clinics in the state.
 - b. Is accountable for hiring, orienting and training medical directors to ensure compliance with all regulations regarding collaborating physicians.
 - c. Ensures and monitors medical director compliance with policies and procedures, including direct NP supervision, chart review and telephonic access.
 - d. Develops an annual professional development plan to ensure that medical directors have training to lead changes in the MinuteClinic practices as CVS Health continues the evolution from urgent care to health care.

- 3. Develops and maintains strategic partnerships for the CVS Health enterprise.**
 - a. Is a leader on the HSA team and works closely with other hospital or medical groups to form strategic partnerships regarding medical directors and referrals.
 - b. Identifies potential partnerships, including integrated delivery systems to achieve CVS Health's strategic and operational objectives.
 - c. Partners with colleagues in CVS Health to develop a methodology for strategic opportunity finding and assessment of current practices in their enterprise space that will impact business strategy, growth, and support outstanding customer and client relationships.

- 4. The CMO is spokesperson for CVS Health Primary Care.**
 - a. Represents MinuteClinic and CVS Health for press and other media events.
 - b. Communicates clinical quality guidelines and patient satisfaction results as appropriate.
 - c. Represents MinuteClinic at state, regional and national legislative and regulatory hearings.
 - d. Presents at various events including medical associations and consumer directed healthcare conferences to communicate the value of retail healthcare.

5. Researches new products and services to expand utilization of retail and corporate clinics, and to convert CVS Retail increasingly into a provider of health care services.

- a. Researches new product ideas that can be incorporated and delivered within the current business model.
- b. Researches new service concepts which can be implemented within our current business model.
- c. Works closely with operations and product development to translate the product and service ideas into actual deliverables.
- d. Leads efforts to explore, select and implement diagnostic testing services, including laboratory testing.
- e. Leads initiatives in collaboration with the Retail Pharmacy to identify the optimal portfolio of services CVS Health can provide.
- f. Collaborates with the PBM on the transition to chronic disease, focusing on product development.

6. Building on the expansion of MinuteClinic into primary care and chronic disease, the CMO will present the credible leadership necessary to demonstrate and contribute to the CVS Health enterprise shift into primary care and chronic disease.

- a. Collaborates with the CNO, COO, IT, Legal and all other areas of senior leadership to provide clinical direction and resolve issues and concerns.
- b. Develops and monitors the physician oversight medical office budget.
- c. As a member of the Senior Leadership team, actively participates in strategic business and operational initiatives. Identifies clinical and business issues that may impact the business in the short and long term.
- d. Works closely with CVS Retail colleagues in the Retail 2022 vision, emphasizing the growth of health care services.
- e. Works closely with the HSA team to develop relationships with integrated systems.
- f. Collaborates with CVS Caremark to market population management services to clients.

The Candidate

This individual will ensure the quality of care and consistency of practice across clinics and identify and lead opportunities to evolve the model of care and develop strategic partnerships. The best candidate will be a physician who thrives on the intellectual challenge of understanding the business imperatives and clinical service priorities of MinuteClinic and CVS Health and delivers on these goals in a fiscally responsible, scalable and high-quality manner. The CMO will partner with the SVP Executive Director and MinuteClinic executive team, to develop and lead strategies for MinuteClinic.

Specific expertise is essential in the areas of clinical team development, change management, and the collaboration model between physicians and nurse practitioners/PAs. The best candidates will have experience and judgment about issues concerning family/internal medicine practice, professional acumen with senior business and clinical leaders, and proven ability to deliver results. Problem solving skills, critical thinking skills and effective use of data will all be important. Experience with technology integration and new product development within clinical practice are a plus. Organization and multitasking skills will also be important for success.

Qualifications (Knowledge, Skills, and Abilities)

- Experience establishing and maintaining structures to support the delivery of evidence based clinical care in a quality manner
- Possessing clinical acumen, experience and maturity to interact as a confident decision maker and consultant on medical issues and clinical initiatives
- Experience in navigating effectively in complex organizations
- Engaging personality and the ability to build collaborative relationships with a wide range of people across the enterprise
- Effective communicator capable of adjusting style to varied audiences
- Experience in managing and delivering on qualitative and quantitative goals related to the delivery of health care
- Team player interested in contributing to and learning from colleagues
- Physician leader who values a working partnership with Nurse leaders and Nurse Practitioners and Physician Assistants providers
- Consensus builder who leads through influence, use of data and compelling presentation
- Leader that is skilled in building teams, structuring goals and accountability and developing talent
- Ability to prioritize and resolve critical issues efficiently and effectively
- Strategic thinker, who is comfortable innovating, leading change and implementing key strategies
- Effective relationship building skills both internally and externally with multiple medical and corporate constituencies
- Inspired by and committed to the mission of MinuteClinic, to provide quality care that is affordable and accessible

Relevant Experience

The ideal candidate for the CMO of MinuteClinic will be a physician, who has fifteen years of clinical practice experience and leadership in health care, with progressive responsibility for leading clinical service delivery. Experience with quality and safety improvement, medical management, external affairs and public relations, and regulatory affairs is required.

Education, Certification and Licensure

- MD degree with current board certification in a primary care specialty such as Family Practice and Internal Medicine and Drug Enforcement Agency licensure
- Advanced degree in business, health policy or public health (i.e. MBA, MPP, MPH, or MHA) preferred
- Current and unrestricted license to practice medicine in at least one state
- Complies with MinuteClinic credentialing standards

Critical Success Factors

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

- Acclimate to the CVS Health and MinuteClinic culture and lines of business
- Embrace and lead key responsibilities
- Develop internal and external relationships that are key for future success

- Exhibit strong communication, leadership and clinical judgment and contribute to CVS Health and MinuteClinic as a valued collaborator

Compensation

The compensation package will reflect the senior leadership role of an innovative and rapidly expanding Fortune top 20 company.

For More Information

Referrals, nominations, applications, and confidential inquiries are welcome. Interested parties please send a resume and cover letter to CMOMinuteClinic2225@ZurickDavis.com. For additional questions, please contact **Ellen Mahoney** or **Jacqueline Rosenthal** at 781.938.1975. All contact with **ZurickDavis** will remain confidential.

CVS Health is an equal opportunity employer. We do not discriminate in hiring or employment against any individual on the basis of race, ethnicity, ancestry, color, religion, sex/gender (including pregnancy), national origin, sexual orientation, gender identity or expression, physical or mental disability, medical condition, age, veteran status, military status, marital status, genetic information, citizenship status, unemployment status, political affiliation, or on any other basis or characteristic prohibited by applicable federal, state or local law. CVS Health will consider qualified job candidates with criminal histories in a manner consistent with federal, state and local laws. CVS Health will not discharge or in any other manner discriminate against any Colleague or applicant for employment because such Colleague or applicant has inquired about, discussed, or disclosed the compensation of the Colleague or applicant or another Colleague or applicant.