



Beth Israel Deaconess  
Medical Center



HARVARD MEDICAL SCHOOL  
TEACHING HOSPITAL

**Beth Israel Deaconess Medical Center**  
**Executive Director, Cancer Care Services**

Boston, MA

**Position Specification**

December, 2016

## **Summary**

The Executive Director (ED) of Cancer Care Services at Beth Israel Deaconess Medical Center (BIDMC) is responsible for the growth and development of the three essential missions of the program: patient care, research and clinical trials, and network development. The ED will assume a critical leadership role in supporting the strategic goals and mission of the Cancer Center to ensure continuous and excellent patient care while forging a new era of innovation and growth.

## **The Opportunity**

The BIDMC Cancer Center is a large and complex enterprise which, in addition to patient care and treatment, encompasses clinical trials, research, teaching, fundraising and development. It will be an exciting challenge for an energetic and entrepreneurial leader to create a new and improved operational and financial infrastructure. Working closely with the Senior Leadership of the Cancer Center and BIDMC, s/he will have an opportunity to enrich the Cancer Center with current innovations in cancer care operations that will generate efficiencies across the organization. The ED will cultivate and establish relationships across the organization internally and externally and grow the network of affiliated hospitals. Most important is the opportunity to work with a passionate group of people who are dedicated to the mission of patient-centered cancer care in one of the finest Academic Medical Centers in Boston.

## **The Organization**

### **Beth Israel Deaconess Medical Center**

A major teaching hospital of Harvard Medical School, Beth Israel Deaconess Medical Center is a 682-bed, fully integrated medical center. As a national leader in patient care quality and safety, BIDMC is setting new standards in the way health data can be used to improve care and deliver services.

BIDMC was formed in 1996, through the merger of Beth Israel and New England Deaconess Hospitals. The original Beth Israel campus, now known as the East Campus, and the original New England Deaconess campus, now known as the West Campus, reside diagonally from one another across Brookline Avenue in the Longwood Medical Area. There is currently a project underway to add a major new clinical building on the West Campus.

BIDMC is a Level 1 Trauma Center. Major programs and service lines at BIDMC include obstetrics and gynecology, orthopedics, cardiovascular services, cancer care, neuroscience, digestive diseases, and institutes such as the Cardiovascular Institute and the Transplant Institute.

BIDMC currently uses a combination of financial and clinical systems, including PeopleSoft and Kaufmann Hall. BIDMC has a 20-year tradition of creating innovative clinical systems which are web-based, mobile enabled, and cloud hosted.

BIDMC is home to a leading academic research program, ranking sixth in the country for National Institutes of Health funding among independent hospitals. BIDMC is a national and international leader in “bench to bedside” research. In 2015, BIDMC received \$213 million in total research funding.

BIDMC is also known for its excellence in medical education. BIDMC’s full-time physicians make up nearly a quarter of the Harvard Medical School’s faculty. BIDMC attracts top faculty and residents given its rich history of being committed to training the next generation of physician leaders.

In Fiscal Year 2016, BIDMC had more than 40,000 inpatient discharges, 638,000 ambulatory clinic visits, 56,959 emergency department visits, and more than 5,000 births. BIDMC has more than 9,000 employees, including 810 full-time staff physicians, 2,304 registered nurses and 3,487 non-clinical employees. In Fiscal Year 2016, total net patient service revenue was \$1.3 billion with a positive operating margin of 1.8 percent.

For further information, visit [www.bidmc.org](http://www.bidmc.org).

### **Beth Israel Deaconess Health System**

BIDMC is the heart of an integrated health care system of more than a dozen institutions serving Eastern Massachusetts. The BID Health System includes BIDMC and three owned hospitals: Beth Israel Deaconess-Needham in Needham, MA (BID-Needham), Beth Israel Deaconess-Plymouth in Plymouth, MA (BID-Plymouth), and Beth Israel Deaconess-Milton in Milton, MA (BID-Milton). The community hospitals operate independently and maintain their own Boards (with representation from the BID Health System Board), and executive management teams, but all fall under the direction of Dr. Kevin Tabb, Chief Executive Officer of BID Health System.

BID-Milton is an 88-bed independently licensed hospital with general medical and surgical inpatient care, 24-hour emergency services in the newly renovated and expanded Emergency Department, and a complete complement of outpatient health services. Physicians from BIDMC and BID-Milton collaborate on a variety of clinical services including emergency medicine, hospital services (hospitalists), cardiovascular health, orthopedics, gynecology, prostate health, and geriatrics.

BID-Needham is a 58-bed independently licensed acute care hospital. BID-Needham and BIDMC staff and resources are integrated in multiple clinical areas such as hospital services (hospitalists), cardiology, radiology, general surgery, oncology and pathology.

BID-Plymouth is a 155-bed, independently licensed hospital with a full range of medical, surgical, pediatric, obstetrical, and general psychiatry inpatient services, as well as emergency services and a broad range of outpatient services.

Beth Israel Deaconess Health System has affiliations with outstanding community hospitals and physician practice groups in eastern Massachusetts. The affiliations provide area communities with high quality care close to home, with easy access to specialty care downtown when needed. These affiliates include the Joslin Diabetes Center, Lawrence General Hospital (Lawrence, MA), Anna Jacques Hospital (Newburyport, MA), Cambridge Health Alliance (Cambridge/Somerville, MA), New England Baptist Hospital (Boston), Signature Healthcare (Brockton, MA), MetroWest Medical Center (Framingham and Natick, MA) and Atrius Health.

### **Harvard Medical Faculty Physicians**

Harvard Medical Faculty Physicians at Beth Israel Deaconess Medical Center, Inc. (HMFP) was formed in May of 1998 in support of the merger of Beth Israel Hospital and New England Deaconess Hospital (now BIDMC). HMFP is the employed physician group at BIDMC. They employ approximately 1,200 Harvard Medical School faculty members and have an exclusive affiliation agreement with BIDMC for patient care, research and teaching services. Each of their 13 departments is led by a Chief of Service who collaborates with a Chief Administrative Officer. The HMFP corporate offices provide comprehensive management services, such as compliance, legal, finance, and human resources, to the faculty members.

## **The Community**

BIDMC is in the Longwood Medical Area of Boston, which is dense with internationally-renowned hospitals, colleges, and biomedical research centers. In addition to being the location for BIDMC, it is home to Harvard Medical School as well as several Harvard-affiliated institutions.

The Longwood Medical Area has easy access to downtown Boston and many academic institutions, museums, and parks. Fenway Park and many pubs and restaurants are a convenient walk from the Longwood area.

Incorporated in 1630, Boston is one of America's oldest cities, with a rich economic and social history. As the economic and cultural hub of New England, the city is home to nearly 650,000 residents. The Greater Boston region is a unique mix of historic culture and modern change. A vibrant and diverse business sector, prestigious colleges and universities, unrivaled hospitals, outstanding museums, professional sports teams, rich history, and close proximity to the beaches of Cape Cod and the White and Green Mountains are just some of the characteristics that define Greater Boston. Tourism has developed into a leading industry with more than 12 million visitors to the region each year. For further information on Boston, visit [www.cityofboston.gov](http://www.cityofboston.gov).

## **The Cancer Center**

The Cancer Center at BIDMC is integral to one of Harvard Medical School's major teaching and research institutions. At BIDMC, scientists and doctors have made discoveries that have led to greater understanding of cancer mechanisms resulting in improved and innovative cancer care. Physicians of the Cancer Center have always understood the physical and emotional toll of a cancer diagnosis. Specialists take the time to listen to concerns, answer questions, and develop unique support systems. The care givers of the Cancer Center are partners in patient care who deliver treatment with unparalleled compassion.

The Cancer Center at BIDMC is renowned for leading-edge cancer care and for pioneering discoveries that have led to unique cancer treatment strategies. Great strides have been made in curing some cancers and managing many others. Because BIDMC is a founding member of the Dana-Farber/Harvard Cancer Center, patients also have access to innovative cancer treatments available only through clinical trials.

Specialty programs of the Cancer Center at BIDMC offer a wide range of Phase I through Phase IV studies that investigate new uses of FDA approved drugs as well as novel investigational agents. Because the Cancer Center at BIDMC is part of a full-service hospital, patients enrolled in clinical trials receive cohesive, patient-focused, comprehensive care.

### **Guiding Principle of the Cancer Center**

**“We know that success is measured one patient at a time. That genuine warmth and compassion can make a huge difference in a patient's outcome. We respect the dignity, values, needs and opinions of each person we are privileged to treat.”**

The Cancer Center at Beth Israel Deaconess Medical Center is proud of its gifted physicians and medical researchers who have made cancer treatment their life's work. There are 60 faculty who are employed by the Cancer Center. Together with outstanding nurses and staff, these dedicated professionals form a team that is committed to breakthrough treatments delivered with kindness and respect.

BIDMC's cancer program is the only program in Massachusetts, and one of only 34 in the country, to receive the Outstanding Achievement Award from the Commission on Cancer of the American College of Surgeons. The commission is a consortium of professional organizations that includes the American Cancer Society, the Society of Surgical Oncology, the American Society of Clinical Oncology, the American College of Radiology, the Oncology Nursing Society the American College of Surgeons. The commission's goal is to reduce cancer death and disease by promoting education, setting standards, and monitoring the quality of care that is delivered.

BIDMC continues to earn high marks in patient satisfaction surveys for clinical excellence in cancer care and related services.

## **The Position**

The Executive Director functions in dyad partnerships with both the Division Chief of Hematology/Oncology and the Director of the Cancer Center. The position has responsibility for the overall development, administration, leadership, and direction of daily operations, business processes, fiscal management and strategic objectives of the Hematology/Oncology Division, the Cancer Center, and related clinical services at the BIDMC Boston and Needham campuses. Working collaboratively with the Departments and stakeholders that make up the Cancer Center, this position also serves as the executive operational liaison to the BIDMC affiliated cancer network.

The Executive Director is responsible and accountable for operations in the Division of Hematology/Oncology and for coordinating activities in the Cancer Center. The ED will also be responsible for personnel, resources, space and equipment needs. S/he will participate in long-range planning, development of the departmental/ambulatory divisional goals, strategic plans and objectives. S/he will be an essential voice in decisions affecting cancer care services, and creating policies and procedures to achieve operational efficiencies. This new leader will share responsibility with the Director of the Cancer Center, to coordinate, oversee and manage the academic, research, and business operations of the Cancer Center.

In addition, the Executive Director:

**Will develop an open access practice model and a system of reviews to ensure the delivery of optimal patient care.** Works with interdisciplinary teams to improve access through efforts aimed at increasing capacity to support demand and growth. Oversees patient satisfaction surveys, action plans, customer service and mystery shopping. Identifies and acts on issues that affect the delivery of patient care.

**Develops and manages hospital and HMFP budgets.** Advises on availability and use of funds; authorizes expenditures and assigns them to appropriate budget or fund. Monitors budgets for research and educational activities. Oversees special purpose funds, endowment accounts, and the operations of graduate medical education programs, including fellowship and individual training programs.

**Analyzes and prepares reports on all activities, volume statistics, collections, research (grant) support.** Makes informed financial forecasts and resources needs. Ensures all revenues are meeting budget goals. Measures success with pertinent and measurable data based on targeted goals, developed using Performance Manager Reports.

**Represents division at all levels internally and externally.** Establishes and maintains a professional rapport with medical, nursing and front line administration and other departments. Facilitates communication, program planning, and problem-solving. Establishes ongoing communication mechanisms with patients, physicians, ambulatory staff, the medical center, affiliates, and referring communities.

**Monitors billing trends.** Acts as liaison with the professional billing company and HMFP/Corporate Compliance.

**Ensures that the fellowship program follows all ACGME guidelines.** Ensures division activities and records meet standards of accrediting, regulatory and reimbursement agencies (TJC, OSHA, DPH, etc.). Monitors and reviews activities and action plans for quality control and performance improvement. Monitors safety and risk management training.

**Coordinates recruitment of clinical and research faculty and participates in confidential salary planning.** Oversees contractual negotiations for physician services between the division and the Medical Center to ensure purchased physician services meet estimated volumes. Works collaboratively with research administration to ensure that bench and clinical research is managed appropriately.

**Appoints, develops, supervises and evaluates the administrative and nursing leadership (in concert with the ACNO) within the division and Cancer Care Services.** Mentors staff for growth, development, and satisfaction through evaluation, role definition, process improvement, and training. Undertakes the following employment actions: hiring, termination, corrective action and performance reviews.

## **The Candidate**

The ideal candidate will have an advanced degree, such as MBA, MPH, or Healthcare Administration, and at least ten years of experience in a clinical, health care setting and five to eight years in a supervisory/management role with a record of accomplishments. S/he will have demonstrated proficiency in the area of process improvement and system redesign preferably in an academic medical center. Cancer center experience is preferred.

In addition, the candidate will have the following competencies:

**Decision Making:** Ability to make decisions with significant, broad implications for the management and operations of a major department or multiple departments, and to participate in decisions on overall strategy and direction of the organization.

**Problem Solving:** Ability to address problems that are broad, complex and abstract, often involving Medical Center-wide issues and requiring substantial creativity, resourcefulness, staff engagement, Lean diagnostic techniques, negotiation and diplomacy to develop solutions.

**Independence of Action:** Ability to set direction and vision for major departments or multiple Departments, and ability to establish priorities, develop policies and allocates resources.

**Written Communications:** Ability to communicate complex information effectively to all levels of staff, management and external customers across functional areas.

**Oral Communications:** Ability to verbally communicate complex concepts and address

sensitive situations, resolve conflicts, negotiate, motivate and persuade others.

**Knowledge:** Ability to demonstrate broad and comprehensive knowledge of theories, concepts, practices and policies with the ability to use them in complex and/or unprecedented situations across multiple functional areas.

**Team Work:** Ability to lead collaborative teams for larger projects or groups both internal and external to the Medical Center and across functional areas. Results have implications for the management and operations of multiple areas of the organization.

**Customer Service:** Ability to lead operational initiatives to meet or exceed customer service standards and expectations in a timely and respectful manner.

## Critical Success Factors

Among the criteria for success in the Executive Director's first year are:

- Working closely with the Medical Director, the ED will develop metrics on clinical productivity and efficiencies. The ED will evaluate staff, organize teams to improve infrastructure and operations.
- Increase clinical trial participation. Develop metrics for the research endeavors of Cancer Care Services for quality, efficiency and customer satisfaction.
- Oversee and develop relationships with the satellite hospitals affiliated with BIDMC. Progress in exploring opportunities to expand and grow the network.
- Evaluate physician compensation and the overall financial health of the Cancer Center.

## Compensation

The Executive Director of Cancer Care Services will receive a competitive compensation package commensurate with the individual's qualifications and ability to contribute.

## For More Information

We welcome nominations and referrals of prospective candidates. Interested parties please send resume and cover letter to [EDCCSBIDMC2192@ZurickDavis.com](mailto:EDCCSBIDMC2192@ZurickDavis.com). For additional questions please contact **Lida Junghans, PhD** ([lida.junghans@zurickdavis.com](mailto:lida.junghans@zurickdavis.com)) or **Myranne Janoff** at **781.938.1975**. Contact with our office will remain confidential.

### BIDMC Equal Opportunity Statement:

*Our people are our greatest asset. We come from different backgrounds, but we work together with one common goal. Our Equal Employment and diversity initiatives ensure we hire and retain the best, most innovative and talented people in the industry.*