



Cambridge Health Alliance
Malden Care Center
Medical Director

Leadership Profile

June 2018

Summary

Cambridge Health Alliance (CHA) is seeking an experienced physician leader, board-certified in Family Medicine, to become the Medical Director at the Malden Care Center, which has the largest patient population in the system. www.challiance.com.

Opportunity

The Medical Director will have the ability to work with an outstanding group of people who are dedicated to the Cambridge Health Alliance (CHA) mission of improving and advancing the highest quality patient care. This person will be able to grow personally and professionally as a clinical and operational leader. CHA is at the forefront of population health and value-based care. This is an opportunity for a likeminded individual who can be part of the passionate leadership team who will lead a high performing organization into the future.

Organization

Cambridge Health Alliance (CHA) is an academic community health system that partners with patients, purchasers and communities to deliver convenient, high value care that is truly integrated across providers, settings and specialties. CHA's expertise is in caring for vulnerable populations through academic programs and community/public health models demonstrating effective new ways to integrate care and improve the well-being of their patients and communities.

Cambridge Health Alliance was formed in 1996 when Cambridge Hospital and Somerville Hospital joined together to become an integrated system to better serve and fulfill the needs of their communities. In 2001, the system acquired Whidden Hospital in Everett, MA and associated healthcare services in Malden and Revere extending CHA's commitment to providing the highest quality of care to individuals and families in need.

The system has well-established clinical and population health functions. CHA operates the Public Health Department for the City of Cambridge, has a large community outreach team and a medical staff that actively collaborates in community projects and advocates around public policy issues. These teams work closely with municipalities and community groups to address broad health issues like breast health, obesity, childhood mental health and depression.

Academic

CHA is a teaching hospital with strong clinical, academic, and research programs. As the only hospital in the nation that has formal affiliations with Harvard Medical School, Harvard School of Public Health, Harvard School of Dental Medicine, and the Tufts University School of Medicine, it sponsors undergraduate, graduate and continuing medical education efforts. Particularly noteworthy is the Harvard-Cambridge Integrated Clerkship, an alternative experience for third year Harvard Medical students with a "continuity of care" curriculum, and CHA sponsored, Harvard affiliated training programs in internal medicine, adult and child psychiatry, psychology and the Tufts family medicine residency.

Commitment to Diverse Populations

CHA is an inclusive provider with a longstanding commitment to vulnerable and diverse patients. Many of its patients have public subsidized insurance (Medicare, Medicaid, etc.) and traditionally experience barriers to care. In order to serve these individuals and families, CHA has recruited bilingual providers, created a robust interpreter program, and has fostered numerous linguistic services. It also has an award-winning Volunteer Health Advisor Program that brings together local residents from many cultures to reach out to diverse groups, helping people access care and engage in healthy behaviors.



About Cambridge Health Alliance

Cambridge Health Alliance (CHA) is a vibrant, innovative health system dedicated to providing essential services to all members of the community. With 140,000 patients in Cambridge, Somerville, and Boston's Metro North region, CHA is a local provider of choice for primary care, specialty care, emergency services, hospital care, maternity care and behavioral health. CHA patients receive high quality care in convenient neighborhood locations and have seamless access to advanced care through CHA's affiliations with Beth Israel Deaconess Medical Center (BIDMC) and Mass. General Hospital for Children (MGHC).

CHA's community commitment extends beyond serving its patients. CHA operates the Cambridge Public Health Department and collaborates with many local agencies and organizations to improve the health of local residents. It also provides a vital safety net for underserved populations facing barriers to care. As a Harvard Medical School, Harvard School of Public Health, Harvard School of Dental Medicine and Tufts University School of Medicine teaching hospital, CHA trains the health care providers of tomorrow.

Fiscal Year 2016

CHA Components

- 3 hospitals – Cambridge, Somerville, and Everett – each with 24-hour emergency services
- 15 primary care practices
- Cambridge Public Health Department
- CHA Physicians Organization (CHAPO)
- CHA Foundation

Delivery System Primary Service Area

Cambridge, Somerville, Malden, Medford, Chelsea, Revere, Everett and Winthrop, MA.

Non-Physician Employees

Employees	3,451
FTE Positions	2,680

CHA Physicians

Medical Staff	629
Active Medical Staff	450
Medical Students/Residents	241

Inpatient Beds in Service

Med/Surg	137
ICU	18
Psych	89
Maternity	14
Nursery	19
TOTAL	277

Key Statistics

Discharges	10,678
Patient Days	56,041
Avg. LOS (in days)	5.25
ED Visits	98,505
Ambulatory Visits	607,807
Births	1,151

Research

# of research grant applications submitted	29
Active/funded research grants	48
Research expenditures	\$3,918,082

Academic Affiliations

CHA is a teaching affiliate of Harvard Medical School, Harvard School of Public Health, Harvard School of Dental Medicine and Tufts University School of Medicine.

Through these partnerships, CHA offers residency and training programs in a variety of disciplines including Internal Medicine, Family Medicine, Podiatric Surgery, Psychiatry, Psychology and Dentistry. CHA also serves as a teaching site for numerous Boston-area Nursing schools.

Recent CHA Awards and Achievements

System-wide Recognition

- Best and the Brightest in Wellness, Worksite Wellness Council of Massachusetts
- Silver Award for Worksite Health Promotion, WorkWell Massachusetts
- Healthiest Employer Award, Boston Business Journal
- Patriotic Employer Award, U.S. Office of the Secretary of Defense

By Service

Primary Care

- NCQA Level 3 Medical Home recognition and Massachusetts Health Policy Commission PRIME Certification for all 12 CHA Primary Care practices

Cancer Care

- Community Hospital Cancer Program Three-Year Reaccreditation, American College of Surgeons

Cambridge Breast Center

- Reaccredited by the National Accreditation Program for Breast Centers (NAPBC), a program of the American College of Surgeons

Union Square Family Health

- Named as one of 30 exemplary primary care practices in the nation (LEAP) by the Robert Wood Johnson Foundation



Cambridge Health Alliance Strategic Plan

CHA 2020: Our Aspiration

Aspiration:

Cambridge Health Alliance (CHA) is a valued and sustainable academic community health system that exceeds the expectations of its patients, purchasers, and communities.

We partner with our patients and others to deliver convenient, high-value care that is truly integrated and seamless across providers, settings, and specialties.

Our special expertise in caring for vulnerable populations, academic programs, and community/public health models enables us to demonstrate effective new ways to integrate care and improve the well-being of our patients and communities.

CHA is mission-driven and a great place to work. We recruit, develop, and retain a diverse and high performing workforce committed to making a positive difference.

Description:

A Valued & Sustainable Health System

- **Valued** for providing excellent care, at affordable costs, and improving the health and well-being of our patients and communities
- **Sustainable** business model including accountable care, efficient operations, partnerships and growth
- **Academic** teaching programs and research that supports our mission
- **Accountable** community HEALTH system with responsible for cost, quality and outcomes
- **Responsive** to external expectations as demonstrated by performance against benchmarks

Integrated, High-Value Care

- We engage and **partner with our patients**, families and communities in the design of their care
- We are value-driven, committed to providing the **right care, in the right setting, at the right time**
- We collaborate and **partner with others to integrate and deliver services** to meet the needs of our patients
 - » Across disciplines and settings
 - » Inside and outside CHA
 - » Including community health

Improving the Health of Vulnerable Populations

- **Mission-driven**
- Commitment to providing a **safety net, but welcoming to all**
- **Cultural competence** and focus on reducing health care disparities
- Invested in our **communities**
- Research to evaluate and **demonstrate effective new ways to deliver and integrate care** to improve health and reduce costs

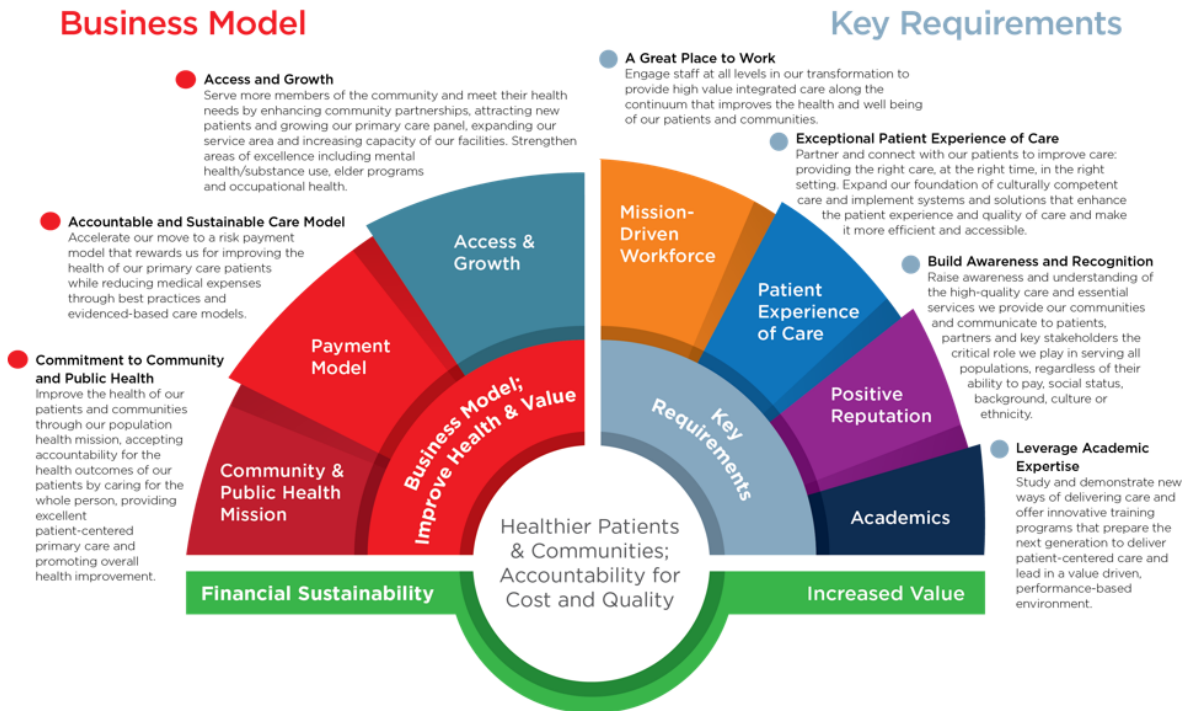
A Great Place to Work

- **Mission-driven providers and staff**
- Commitment to our **values** (community, integrity, respect, community, learning, excellence and making a positive difference)
- Increased focus on **engaging our providers and staff** at all levels
- Adoption of a CHA-wide **performance improvement methodology and tools** to support innovation and transformation
- **Professional development** and opportunity to work at the top of license

CHA 2020: An Integrated Health System



CHA 2020: How We Will Get There



Position

Together with the Regional Director of Primary Care Operations, the Medical Director will be responsible for the delivery of high quality, efficient and patient centered services at the Primary Care practice, and for implementation, execution and achievement of CHA strategic initiatives related to Primary Care practice management, care models, financial performance and quality. The Medical Director reports to the Senior Medical Director with a dotted line relationship to the Vice President of Primary Care. This new Medical Director will ensure full coverage of access and service needs in the Primary Care practice.

In addition to his/her administrative duties, the Medical Director will provide approximately half their time in clinical care which includes the opportunity for full spectrum of Family Medicine with or without OB. S/he will work collaboratively with the Residency Program Director in overseeing medical students, residents, attending physicians practicing in the Primary Care practices associated to the region, Physician Assistants and Nurse Practitioners. The Medical Director may also choose to participate in teaching opportunities in graduate and undergraduate education, such as curriculum development, provide lectures and conferences, supervise clinical training, serve as a preceptor and act as an advisor.

The Medical Director will serve as the accountable medical leader working with CHA's Medical/Utilization Management MD, with specific responsibilities with regard to population health and pay for performance as measured by the contracting entities in which the practices participate (e.g. MACIPA/BIDCO and for public payers, CHA Contract Performance Committee.)

In summary, this position requires strong and effective physician operational and clinical leadership to drive overall goals for Primary Care. The Medical Director must work collaboratively with primary care partners, peers, direct reports, and clinicians to ensure that CHA fulfills its clinical care mission. S/he must be an advocate for Primary Care and its internal stakeholders and an effective ambassador to the community.

Other responsibilities include:

- Directing patient care and on call duties.
- Ensuring that appropriate records relating to all professional services, including billings reports, correspondence are maintained as required by CHA.
- Serving on CHA or departmental committees as delegated by the Department Chief, CMO, and/or Employer.
- Finding opportunities to serve on community boards and to promote public health initiatives in the community.
- Actively participate in quality assurance/quality improvement activities at CHA; in peer review activities; in pay-for-performance initiatives, electronic medical records initiatives and other similar initiatives of Employer or the Health Plans.
- Ensuring highest quality patient care in a compassionate, culturally sensitive, efficient, and cost-effective manner.
- Acting as a proactive manager of information and communication; in both directions between management and front-line providers/staff, by whatever means necessary.
- Partnering with the Regional Director of Primary Care Operations to regularly review and improve regional and site operations through deployment of standardized processes, compensation tools and staffing benchmarks.

- Ensuring that the quality and financial goals are integrated, consistent and regularly measured.
- Developing and leading, at minimum, monthly provider and staff meetings with Regional Director of Primary Care Operations and Primary Care Nursing leadership.
- Interfacing with other departments, with the Regional Director of Primary Care Operations, that provide care and services to Primary Care health center patients (such as Community Affairs, Pharmacy, Psychiatry, etc.).
- Ensuring that standards and processes for growth or changes in ancillary functions and care team composition/roles are in concert with CHA strategic plan for Primary Care growth, development and operational standards.
- Determining other department-provided local service offerings and configuration at Primary Care practice sites.
- Supporting and leading the patient-centered medical home model.
- Overseeing clinical activities of the providers and holds least annual OPPE meetings with every provider to determine job satisfaction and further career goals.
- Defining provider capacity needs in the region for collaboration with the VP of Primary Care.
- Ensuring appropriate recruitment, orientation, coaching and mentoring of providers.
- Reviewing compensation targets and performance with each physician and PA/NP in the region at least twice per year, and develop supports and interventions as needed to support achievement of access, volume, and quality goals.
- Directly addressing behavior and performance issues for provider staff.
- Maintaining compliance with budget and financial performance for the centers through active participation in monthly review of volume, revenue and expense projections for both hospital and physician organization budgets.
- Working collaboratively with the Regional Director of Primary Care Operations to assess/allocate resources at regional sites, and jointly responsible for utilization of resources within the region.
- Assuming leadership role in CHA/CHAPO initiatives to assess/improve the financial performance of the sites.

The Candidate

The ideal candidate will be a highly experienced operational and clinical, board-certified Family Medicine physician preferably with an advanced degree in business or a similarly relevant field. S/he will bring significant operations and clinical leadership experience to the position, either as a current or prior Medical Director and be an accomplished and respected clinician. The Medical Director will have demonstrated success as a leader within a complex clinical ambulatory setting and be prepared to lead and support the Primary Care team through change, to drive transformation in patient care and achieve optimal clinical, quality and financial outcomes.

In addition, the candidate will:

- Have an appreciation for an urban patient population.
- Be a mission driven and passionate patient advocate.

- Have the energy and be political savvy to navigate a complex and matrixed organization.
- Be thoughtful and reflective in approaching change.
- Understand how to translate strategic plans to inspire and motivate staff.
- Be a passionate leader and teacher of effective clinical practice.
- Feel an ownership and accountability for the Primary Care practice.
- Enjoy direct patient care.
- Be tireless in driving the future of Primary Care.
- Develop relationships across the organization.
- Be a nice person with a sense of humor.

Critical Success Factors

By the end of the first year, the successful Medical Director will have accomplished the following:

- Developed trusting relationships across the enterprise by listening, learning the system and engaging with providers, PAs, and other clinical staff.
- Effectively work with the Senior Medical Director, Vice President of Primary Care, Medical Directors of other sites, and with the community at large.
- Gained credibility as an excellent and productive practitioner and a resource for clinicians.
- Built a partnership with the Director of the Residency program and is a respected participant in the education program.

The Locations of the Primary Care Clinics in the Greater Boston Area



Compensation

A compensation, and benefits package will be constructed commensurate with the background and experience of the selected candidate.

Equal Employment Opportunity Statement

CHA is an equal opportunity/affirmative action employer. We strongly encourage women and minority candidates to apply for these and all open positions at CHA.

For More Information

ZurickDavis, a retained executive search firm specializing in physician leadership recruitment, is assisting Cambridge Health Alliance with this search. Interested individuals should send a letter of interest and current CV to CHAREgMedDir2242@ZurickDavis.com. For nominations, referrals, or questions, please contact: **Fernando Limbo** or **Myranne Janoff** at **781.938.1975**. All contact with **ZurickDavis** will remain strictly confidential.