



**Berkshire
Health Systems**

www.berkshirehealthsystems.org

Leadership Profile

Chief Medical Officer & Chief Quality Officer

Berkshire Health Systems

July 2019

SUMMARY

Berkshire Health Systems (BHS) seeks a Chief Medical Officer and Chief Quality Officer (CMO/CQO) that will be the senior clinical leader across the enterprise. The CMO will report to the CEO of the System and be a member of the Executive Team that sets the strategy for achieving the BHS vision and initiating operational models that will affect and improve the delivery of care, quality and population health of the community.

THE OPPORTUNITY

This is a legacy opportunity for the right clinical leader to join an organization of world class physicians, dedicated clinical and administrative staff and fiscally responsible leaders of integrity. Together they have created a stable organization that is poised for innovation and growth. The new CMO/CQO will have the support of the leadership team to develop processes and build creative quality programs that will enhance the patient experience and serve the community into the future.

THE ORGANIZATION

Berkshire Health Systems (BHS) is the region's leading provider of comprehensive healthcare services. With award-winning programs, nationally-recognized physicians, world-class technology and a sincere commitment to the community, BHS is delivering the kind of advanced healthcare most commonly found in large metropolitan centers.

A private, not-for-profit organization, BHS serves the region through a network of affiliates which include Berkshire Medical Center (BMC), Fairview Hospital (FVH), Berkshire Visiting Nurse Association, Berkshire Faculty Services (BFS), and BHS Management Services (BMS). Each of these entities is distinguished by the high quality of their programs and services, and by the credentials, skill and compassion of their physicians, nurses and caregivers. www.berkshirehealthsystems.org

Mission, Vision, Values

Mission

The Mission of Berkshire Health Systems is to improve the health of all people in the Berkshires and surrounding communities, regardless of their ability to pay.

Vision

Berkshire Health Systems will be a premier integrated health system, recognized nationally for delivering the highest-quality, patient-centered care in a learning environment.

Values

Compassion	Belief in fostering caring relationships.
Respect	Belief in treating everyone with dignity, kindness and understanding.
Excellence	Belief in providing the highest quality care and superior patient satisfaction through outstanding teamwork.

Stewardship	Belief that to ensure their future ability to fulfill their mission, they need to maintain a financially viable organization and focus their resources on the most pressing health needs of the community.
Trust	Belief in building trusting relationships based on communication, competence, teamwork and ethical conduct.
Diversity	Belief that in order to serve all of their patients, they need to develop the cultural competency and diversity of their staff and work to eliminate racial and ethnic disparities in the health status of their community.

BHS Entities

Berkshire Medical Center

The flagship hospital for Berkshire Health Systems – Berkshire Medical Center (BMC) is the region’s leading healthcare provider offering a full range of primary as well as specialty tertiary level care services. BMC, a major teaching affiliate of the University of Massachusetts Medical School and an affiliate of the New England College of Osteopathic Medicine, offers residency programs in medicine, surgery, psychiatry and dentistry. BMC includes:

- *BMC Hillcrest Campus*
 Berkshire Medical Center's Hillcrest Campus, the former Hillcrest Hospital, is located in Pittsfield and is home to a variety of BMC services and programs including the BMC Cancer and Infusion Center, the inaugural member of the Dana-Farber Cancer Care Collaborative.

- *North Adams Campus of BMC*
 Berkshire Medical Center's North Adams Campus provides numerous outpatient services for the North Berkshire community, including 24-hour emergency care, primary and specialty physician services, ancillary diagnostic services, outpatient general and orthopedic surgery, endoscopy and more.

- *Berkshire Visiting Nurse Association*
 For Berkshire County residents, the Berkshire Visiting Nurse Association provides comprehensive, compassionate and skilled care in the comfort and privacy of their own homes.

Fairview Hospital

Designated by the federal government as a critical access hospital, Fairview Hospital (FVH) in Great Barrington provides essential healthcare services to the South Berkshire community, and collaborates closely with Berkshire Medical Center in Pittsfield to provide residents and visitors with access to all other BHS healthcare services.

Berkshire Faculty Services

Berkshire Faculty Services (BFS) is Berkshire Health Systems' physician groups, providing a wide range of primary care and specialty services to the community in Berkshire County, from internal medicine to surgical services and many others.

BHS Management Services

BHS Management Services (BMS) provides management services (fiscal services, human resources, facilities management, information systems, etc.) to BHS controlled affiliates.

The Position

The Chief Medical Officer/Chief Quality Officer (CMO/CQO), reporting to the System CEO, is a key member of the BHS Senior Executive Team. As CMO s/he will be relied upon to inform and recommend an overall clinical vision and clinical integration strategy for the health system and to serve as the executive overseeing all employed physicians and advanced level providers. As CQO s/he is responsible for oversight of all BHS quality initiatives that support the provision of consistent clinical performance across the physician practices, acute care hospitals, and post-acute care settings. This includes development and implementation of innovative clinical programs to support community needs and in collaboration with community partners.

Major Responsibilities:

Clinical Care and Operations

- Serves as senior physician executive for BHS, partnering with medical staff leadership and BHS management to facilitate teamwork and shared goals.
- Works closely with both hospital-based physicians and the employed physicians of Berkshire Faculty Services to set, lead and implement BHS clinical direction and clinical care programs
- Provides executive leadership for the Director of Medical Education and all Clinical Department Chairman and Service leads, including:
 - Psychiatry
 - Radiology
 - Medicine
 - Pathology
 - Hospitalist Service
 - Anesthesiology
 - Emergency Medicine
 - Maternal Child Health, including OB and Pediatrics
 - Surgery

- Serves as the Medical Director of Berkshire Faculty Services, working in partnership with administrative leaders to drive outstanding, efficient and high-quality clinical operations within the employed physician practices
- Is well informed regarding emerging models of health care delivery, including digital health modalities, identifying strategies for improving patient access, quality, provider experience while optimizing the cost of care
- Supports effective team and dyad relationships between the medical staff and administrative partners

Quality and Cost of Care

- Works closely with the Vice President of Quality and the clinical leaders to develop and implement system-wide strategic quality improvement goals while maximizing the patient experience and meeting accreditation standards
- Recommends and monitors quality measures for BHS value-based payment agreements
- Acts as a champion for clinical quality, inspiring others to follow.
- Represents the clinical quality and regulatory implications of BHS decisions, policies, or actions
- Develops and coordinates systems/processes for optimizing costs and clinical resource utilization and effectively communicates new approaches to the medical staff
- Serves as an active member of the Physician Hospital Organization and the Accountable Care Organizations.

Developing Physicians

- Develops strong physician leadership capacity, infrastructure and succession planning through education, training, mentoring and, as needed, revision of clinical leadership structures
- Serves as a resource to the Chief of Staff, ensuring that credentialing, privileging, and reviews of provider performance are consistent with medical staff bylaws, regulatory requirements and modern best practices
- Supports the Director of Medical Education to ensure effective medical education programs that benefit the BHS and the community

The Candidate

Qualifications (Knowledge, Skills, and Abilities):

Eligible candidates must have experience leading physician group practices, preferably including hospital-owned practices, a strong quality management background, and must possess or be eligible for a current unrestricted license to practice medicine in the State of Massachusetts and hold current Certification by the American Board of Medical Specialties in his/her field.

Additional desirable qualifications include:

- 5-10 years' experience in direct patient care practice, preferably in a specialty involving complex and/or hospital-based care, with demonstrated strong clinical competency
- Post-graduate education in business or healthcare administration (e.g. MBA, MPH, MMM, or CPE) is strongly preferred
- Leadership experience in clinical operations, quality measurement, monitoring, and improvement programs that span hospital services and ambulatory practices in a complex environment
- Contemporary knowledge of licensing regulations, TJC standards, and payor requirements for acute care and physician practice environments
- Solid understanding of hospital and practice finance, including payment for value programs, with the ability to assess business needs, design and implement financially sound care programs and to evaluate results
- Knowledge, understanding and experience in the application of digital health technologies to delivery system design
- Strong background in the design, adoption and use of electronic health records
- Experience working in a team environment featuring strong administrative-provider partnering

Professional, Personal, and Leadership Attributes

- A systems thinker with contemporary perspective on care models and relationships between administrators and providers
- Able to convene a robust provider – administrative dialogue
- A great listener, communicator and influencer
- Successful in implementing new models of care in a mature market while appreciating the unique challenges and rewards of practice in a semi-rural setting
- Committed to building teams and leadership capacity at all levels
- A strong seasoned leader who has credible executive, practice leadership and change management experience
- Culturally aware, courageous and willing to respectfully shake things up

- Engaging, accessible and able to tap and excite latent and emerging physician talent
- A skillful “translator” between the Medical and Executive staff
- Understands how to support provider resilience
- Indefatigable and gritty
- Can prioritize - balancing a measured approach with rapid action required

Critical Success Factors

Success in the first year of the CMO-CQO’s tenure will be evident by his/her ability to:

- Establish effective working relationships with key leaders, providers and staff across the organization and in the community
- Engage all Medical Operations staff in a robust and comprehensive review of existing processes to ensure that they not only are efficient, but truly bring value.
- Develop a strong partnership with the new VP Quality
- Generate confidence in the role of the CMO
- Stabilize physician turnover
- Assist in bringing clarity to the COO, CNO, COS & CMO roles
- Increase patient experience scores

Compensation

The compensation package will reflect the senior leadership role of an experienced CMO 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 BerkshireCMO2275@zurickdavis.com. For additional questions, please contact **Ellen Mahoney** or **Myranne Janoff** at 781.938.1975. All contact with **ZurickDavis** will remain confidential.

COMMUNITY OVERVIEW:

Pittsfield, Massachusetts is the largest city and the county seat of Berkshire County, Massachusetts and the principal city of the Pittsfield, Massachusetts Metropolitan Statistical Area which encompasses all of Berkshire County. The population was 44,737 at the 2010 census and Pittsfield remains the third largest municipality in Western Massachusetts, behind only Springfield and Chicopee.

Pittsfield is the geographic and commercial hub of the Berkshires—a rural region in the mountains of western Massachusetts dotted with villages and towns. A popular vacation destination, the region is known for outdoor activities, fall foliage—viewing, a farm-to-table food scene and thriving arts institutions. Pittsfield has renowned annual festivals as well as the Boston Symphony Orchestra’s residency at Lenox’s

Tanglewood Music Center and author Edith Wharton's estate, The Mount. Many buildings in Pittsfield are listed on the National Register of Historic Places.

Downtown Pittsfield is home to the gilded-age Colonial Theatre, the Berkshire Museum, the Beacon Cinema, the Barrington Stage Company, Berkshire Athenaeum, Wahconah Park and Hebert Arboretum. In recent years, the city has undergone a transformation with significant investment in the historic downtown, including a variety of new restaurants, condominiums and other residential developments and cultural attractions.

Pittsfield has several country clubs and is home to two lakes, Onota and Pontoosuc, both popular for swimming, boating, and fishing. Pittsfield is home to Canoe Meadows Wildlife Sanctuary, 264 acres of woods, fields, and wetlands maintained by the Massachusetts Audubon Society. Bousquet Ski Area and Summer Resort entertains visitors and residents year-round with skiing, water slides, go-karts, and other fun activities.

Pittsfield State Forest, an 11,000-acre park, provides residents and tourists with hiking and cross-country skiing trails, camping, picnic areas, and a swimming beach. The highest body of water in Massachusetts, Berry Pond, is located at the top of the Pittsfield State Forest just outside the city limits in the town of Hancock.

In accordance with State and Federal Law, it is Berkshire Health System's policy to provide Equal Employment Opportunities to all qualified applicants and employees regardless of race, color, religion, sex, disability, age, national origin, veteran status, sexual orientation, or gender identity; and to affirmatively seek to advance the principles of Equal Employment Opportunity in all occupational categories.