

# Leadership Profile

Medical Director - Hebrew Senior Life -  
NewBridge on the Charles

September, 2021



Hebrew SeniorLife

Dedham, MA

## Opportunity

Hebrew SeniorLife (HSL) is seeking a Medical Director for its state-of-the-art senior care campus, NewBridge on the Charles (NBOC). The Medical Director will lead the physicians, nurse practitioners, physician assistants, and other medical specialists for all levels of care and programs at this 162-acre campus located in Dedham, MA. HSL is a recognized national leader and vital resource for geriatric care for the entire spectrum of seniors. HSL brings a 40-year record of innovation to its senior living communities. It has been at the forefront of eldercare and physician education and has been a pioneer in designing programs that reflect the spectrum of geriatric care from independent living to palliative care. HSL has developed teams who are expert clinicians and have devoted their careers to the care of seniors. HSL is considered a Top Place to Work and an organization that cares deeply about its role as a compassionate care giving organization which makes it a sought-after place to work.

The Medical Director reports to the Chief Medical Officer and is a leader in the Department of Medicine, which is one of the largest geriatric practices in Massachusetts. S/he will work with physician colleagues who lead the teams providing primary geriatric care and peers who lead the renowned specialty teams in nephrology, psychiatry, palliative care and the medically complex care unit. The Medical Director will be a leader and participant in an intellectually stimulating organization and have an opportunity to participate in clinical or policy-oriented research at the Marcus Institute for Aging Research. The Medical Director at NBOC is a physician leader devoted to the geriatric population and provides an opportunity to influence and have an impact on care delivery and innovation to seniors.

<http://www.marcusinstituteforaging.org>

## The Organization

Harvard Medical School-affiliated Hebrew SeniorLife (HSL) is a nonprofit, mission-driven organization founded more than a century ago in the spirit of the Jewish tradition to honor our elders and care for the most vulnerable among us. Since its founding in the Dorchester neighborhood of Boston, HSL has steadily evolved and expanded its reach to meet the changing needs and expectations of seniors and their families both locally and nationally, as well as internationally. Today, HSL is unique in the breadth of services it offers to seniors of all religions, cultures, races, socioeconomic backgrounds, sexual orientation and gender expression [www.hebrewseniorlife.org](http://www.hebrewseniorlife.org)

HSL works to redefine every aspect of the aging experience with:

- Vibrant senior communities
- A full spectrum of personalized, holistic health care services
- Influential research that continually advances the quality of life for seniors and informs public decision-making
- Multidisciplinary teaching programs that help grow the ranks of geriatric care specialists

Hebrew SeniorLife is an integrated, eight-site system of health care, housing, research, and teaching that serves thousands of seniors in the Greater Boston area and beyond. This unique and comprehensive system is aimed at expanding choices for adults as they age and improving their quality of life. From the Hinda and Arthur Marcus Institute for Aging Research to innovative housing options, each component of this system is designed to help keep seniors independent in the community for as long as possible and, when necessary, to provide the best quality long-term care.

## Mission Statement

In the spirit of the Fifth Commandment, as illuminated by the traditions of the Jewish people, our mission is to honor our elders, by respecting and promoting their independence, dignity, spiritual vigor, and choice and by recognizing that they are a resource to be cherished. Everything we do flows from these tenets and is further inspired by the duty of *tikkun olam*, to heal the world.

### Foundational Cultural Beliefs

- Respect: Encourage and value the voice of others and know that my voice matters
- Build Trust: Trust that we can have open and honest conversation, and embrace feedback
- Team up: Work as part of a team that engages organizational talents to achieve goals
- Decide smart: Plan ahead and make decisions based on data, input, priority and impact.
- Own it: Own results through engagement and decision-making with those most directly involved
- Know why: Communicate effectively and sensitively and always explain “why”

### Harvard Medical School Affiliate

In 1966, four second-year students from Harvard Medical School (HMS) arrived at Hebrew Rehabilitation center in Boston to participate in a new joint teaching program. Since then, HSL and geriatric internists, specialists and researchers at HMS formalized the affiliation with HSL in 2007, recognizing the need to incorporate geriatric training into medical education and expand gerontological research.

### HSL Employees

With more than 2,600 employees, HSL is one of the 40 largest employers in Massachusetts and was recognized by the *Boston Globe* in 2015 and 2016 as a “Top Place to Work”. The HSL culture is shaped by a set of common principles, which HSL calls their Cultural Beliefs and is defined as:

- Lead the Way: Positively impact the lives of seniors, and take pride in helping HSL lead the way in the field of aging
- Go Beyond: Explore new and innovative ways to help achieve and advocate for HSL’s mission
- Succeed Together: Contribute to the achievement of HSL’s mission through collaborative efforts, and recognize the contributions of others
- Ask what matters: Ask questions to understand what matters most to HSL’s diverse community of patients, residents, families, and employees
- Speak Up: Invite and offer respectful feedback and ideas
- Grow professionally: Own development and nurture that of others

### NewBridge on the Charles

NewBridge on the Charles (NBOC) is a continuing care retirement community on the Needham/Dedham line created by Hebrew SeniorLife, a nonprofit nonsectarian affiliate of Harvard Medical School. NBOC offers luxury living in a lush suburban location, featuring diverse living options including independent living, assisted living, and memory care (assisted living) on an idyllic 162-acre campus that they share with The Rashi School. NBOC offers on-site post-acute rehab and long-term chronic care through Hebrew Rehabilitation Center. Hebrew SeniorLife Home Care and Hebrew SeniorLife Hospice, which are offered as in-home services to residents of Needham, Newton and other towns, are also based on the NewBridge campus.

The Rehabilitation Services Unit (RSU) offers short-term, skilled nursing care for patients who require rehabilitation services after an acute hospital stay before returning to their home community. The RSU is an appropriate placement for post-acute patients recovering from a variety of medical or surgical conditions. Many of these patients are medically and psychosocially complex.

The Long-Term Chronic Hospital (LTCH) is a household model Nursing home Unit and appropriate for or designed for patients requiring custodial nursing care, including memory support services.

The Ambulatory practice is 100 percent geriatric medicine practice servicing residents of NBOC independent living and assisted living, which is a social model program with 90 beds.

Healthcare services at NBOC are comprised of 220 long-term chronic hospital beds, including specialized dementia care households, 48 SNF beds, the geriatrics primary care practice, several outpatient services, a variety of wellness programs and supported by 450 employees. Patient choice, independence and dignity are the core values that determine how care and services are delivered by employees across service lines.

## **The Marcus Institute**

For more than 50 years, the Hinda and Arthur Marcus Institute for Aging Research has been challenging conventional wisdom to better understand how we age. The questions they ask – and the answers they uncover – directly impact standards of care and help seniors live more vital, meaningful lives.

The Marcus Institute is one of the largest gerontological research facilities in a clinical setting in the U.S. The decades-long relationship with Harvard Medical School has attracted expert teaching staff and top-notch research fellows. Their research portfolio ranks them in the top 15 percent of institutions funded by the National Institutes of Health and ranks number one among hospital-based geriatric research facilities.

Because the Marcus Institute operates within the Hebrew SeniorLife system, their researchers work in close proximity to more than 3,000 seniors each day, many of whom volunteer to participate in our studies. Their needs, struggles, and challenges drive their work. And their results are used to develop services, programs, and best practices in the treatment of common conditions associated with aging.

When the Hinda and Arthur Marcus Institute for Aging Research became a Harvard Medical School (HMS) affiliate in 2008, it became the first and only HMS affiliate focused on geriatric and gerontological research. The affiliation recognized the contributions the Marcus Institute had made for more than 40 years to the clinical and research missions of HMS and one of its major teaching hospitals, Beth Israel Deaconess Medical Center. The HMS affiliation has provided the Marcus Institute with the opportunity to grow and expand projects and collaborate with investigators from throughout HMS.

An important goal of the Marcus Institute's Harvard affiliation is to strengthen the continuum of aging research, so that every scientist in laboratories affiliated with HMS will be inspired to apply their research to challenging problems facing our burgeoning elderly population.

## **Other HSL Communities**

**Hebrew Rehabilitation Center** is a 675-bed licensed long-term chronic care hospital. Located where Boston's Roslindale and West Roxbury neighborhoods meet, Hebrew Rehabilitation Center offers long-term chronic care, post-acute rehab, and outpatient services to seniors. It's also home to the Hinda and Arthur Marcus Institute for Aging Research and the Deanna and Sidney Wolk Center for Memory Health.

**Orchard Cove** is a senior living community offering independent living, enhanced living, and skilled nursing apartments on a beautiful, 38-acre pondside campus.

**Center Communities of Brookline** is designed for seniors who want to maintain an active lifestyle in a senior-friendly urban environment. This community offers apartment living and on-site support services that promote wellness and independence.

**Simon C. Fireman Community** features excellent amenities and a robust menu of activities, offering 159 affordable studio and one-bedroom independent living apartments. This stimulating environment promotes wellness, socialization, and personal fulfillment.

**Jack Satter House** is located directly across the boulevard from historic Revere Beach and offers 266 affordable independent living apartments with beautiful ocean views, convenient access to Boston, a state-of-the-art fitness center, and engaging social, cultural, and educational activities.

### **Position Overview**

The focus of this position is on achieving results which are aligned with the larger vision of the organization and its strategic goals. The Medical Director will require initiative, coupled with a sense of competitive drive, and the ability to stay focused on results despite changing conditions; these are the keys to achieving the performance objectives of this job. Because environmental and organizational conditions change rapidly, the work involves innovation and creativity in generating ideas for quick response. Decision-making is focused on implementing practical and timely solutions.

The position requires getting things done quickly and handling a variety of activities. Self-assurance and the confidence to purposely drive toward results while constantly problem-solving and engaging the commitment of others is essential. A leadership style that is goal oriented, and yet motivates, trains, and engages others in an enthusiastic way is important. The emphasis on building rapport and relationships with individuals and groups requires an outgoing, poised, and persuasive communication style. Because the pace of the work is faster than average, the ability to learn quickly and thoroughly while continually recognizing and adapting to changing conditions is critical. The scope of the job may require effective delegation. A full commitment to the success of the business and high standards of achievement is expected in this position. The emphasis is on results, and effective systems that achieve results through and with people, rather than on the details of implementation. The job environment is flexible, constantly changing and provides growth opportunity, recognition and reward for the achievement of results.

The Medical Director of NBOC will provide strong leadership to the physicians, nurse practitioners, physician assistants, and other medical specialists providing medical services at NBOC. S/he will oversee all clinical care for patients and is a key member of the NBOC clinical leadership team. This person will be a partner with the leadership at NewBridge and the Rehabilitation Center as well as senior leadership across the organization.

### **Position Responsibilities**

Reporting to the Chief Medical Officer, The Medical Director will develop, coordinate and supervise clinical staff in the RSU, LTCH, and the ambulatory practice. This includes evaluating performance, reviewing documentation, providing formative feedback, assessing staff needs, and supporting the professional development of the team. The Medical Director will also be expected to have some clinical responsibilities and presence in the organization consistent with their skills and expertise. The Medical Director is a key member of the quality team at HSL and will serve as a key member of the NBOC clinical leadership team to support excellent communication and quality of care across disciplines at NBOC and effect the integration of interprofessional practice. To perform this responsibility effectively, the Medical Director must be familiar with the regulations related to clinical service provision and ensure clinical regulatory compliance across service lines. S/he will ensure compliance with policies, procedures, bylaws and best practice guidelines.

The Medical Director will also:

- Organize and lead the NBOC medical staff meetings
- Ensure established standards of practice and performance
- Collaborate with Admissions and other team members to ensure timely and effective flow of patients through the clinical units
- Ensure appropriate clinician scheduling, staffing and onboarding

- Plan and facilitate training to promote staff development
- Collaborate with the Chief Medical Officer to monitor, evaluate and manage RSU, LTCH, and Ambulatory Care budgets
- Participate in the Medical Executive Committee and other committees as required in the Department of Medicine of HSL
- Promote and ensure quality customer service both for internal and external customers including HSL staff, patients, residents and families
- Lead unit specific quality and safety improvement initiatives and projects to continually improve clinical quality
- Collaborate with Chief Quality Officer and the NBOC clinical leadership team to ensure preparedness for regulatory surveys; this may include but is not limited to utilization review, clinical documentation review, and implementation of infection control processes
- Ensure the effective and efficient flow of information through the clinical units

Additional responsibilities include:

- Assist with admissions, discharges and inpatient care for the patients assigned to the RSU or LTC as needed
- Collaborate with members of multidisciplinary team to help meet each patient's individual needs
- Meet individual clinical productivity targets established by the Department of Medicine
- Education and Training: HSL is a Harvard Medical School Affiliate. As such, there are opportunities to be involved in teaching, training, clinical research and other academic activities
- Participate in the training and supervision of medical students, patients and fellows engaged in specialty activities and procedures
- Participate in specified health promotion, education and/or preventative programs throughout HSL
- Participate in the education and training of members of the interdisciplinary team, e.g., in-services or other trainings
- Obtain additional training/skills as needed for professional development and competencies

## **The Candidate**

Candidates must have a medical degree (MD or DO) and have an American Board Certification in Geriatric Medicine or be highly skilled candidate and board certified in Internal or Family Medicine with relevant professional experience. S/he must have a valid and unrestricted Massachusetts Medical license and a federal DEA certification.

The ideal candidate will have sufficient knowledge of clinical activities and workflows across service lines. The Medical Director's specific clinical areas of focus can be tailored to her/his experiences and preferences. The Medical Director must:

- Be a physician with excellent clinical skills and an earned reputation as a Clinician Leader
- Have a track record of leadership or significant involvement with a respected LTC system
- Be interested in academics and training, ideally with experience as faculty
- Be eligible for HMS appointment and participate in academic and scholarly activities with HMS and/or the Marcus Institute. Appointment will be at a rank commensurate with experience and prior academic accomplishments
- Have the ability to deliver effective medical care within an intensive in-patient environment

In addition, the Medical Director will:

- Demonstrate high “EQ” – outstanding people and communication skills
- Be able to effectively collaborate in an environment with multiple stakeholders
- Have significant credibility, experience, and a network in the LTC world
- Have significant team and program leadership/development skills
- Have strong customer service skills
- Be intellectually curious and an innovative thinker
- Be excited to explore new models of care
- Have the stature and skills to interact with internal leaders, board members, donors and sophisticated “customers”.
- Ability to work both independently and in a team environment
- Ability to develop and present educational programs and/or workshops, potentially starting a journal club, grand rounds, and other teaching modalities for physicians and other clinical staff
- Have effective verbal and written communication skills
- Is able to supervise, advise and train clinical professionals and/or students in area of expertise.

### **Critical Success Factors**

Among the criteria used to evaluate the success of the new Medical Director of NBOC include the ability to:

- Recruit, develop and mentor physicians for NBOC across all clinical areas
- Create opportunities for greater integration among professional groups
- Assess and evaluate models of care and oversee the implementation of any changes
- Create a culture of innovation, learning and professional development
- Develop standards for empathetic and respectful interactions and communications between care givers and families
- Encourage interested staff to become involved in academic and scholarly activities through Harvard Medical School or the Marcus Institute

### **Compensation**

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate.

### **For More Information**

We welcome referrals. Interested parties should send a resume and letter of interest to [HSL-NBOC-MD-2339@zurickdavis.com](mailto:HSL-NBOC-MD-2339@zurickdavis.com). For additional information, please contact Ellen Mahoney or Myranne Janoff 781-305-2947. All contact with our office will remain confidential.

Hebrew SeniorLife is an Equal Opportunity Employer.