

Leadership Profile

Chief Medical Officer

October 2021



Community Health Centers of Cape Cod
Mashpee, MA

The Opportunity

Community Health Center of Cape Cod seeks a Chief Medical Officer to join a talented and supportive executive team and lead a superb, dedicated, and growing multidisciplinary team of providers. The new Chief Medical Officer will shape the direction of Community Health Center as it designs a sustainable approach to value-based care. The ideal candidate will be a seasoned adult primary care physician, excited to join a strong and healthy practice, and eager to guide the development of organizational infrastructure and individual team members to best serve an appreciative, socio-economically diverse community.

The Organization

Community Health Center of Cape Cod is a non-profit Federally Qualified Health Center with five clinical sites in Bourne, Centerville, Falmouth, Mashpee, and Sandwich that provides comprehensive, high quality, compassionate health care to all, regardless of ability to pay. Community Health Center is recognized as a Level 3 Patient Centered Medical Home by the National Committee for Quality Assurance, a private, non-profit organization dedicated to improving health care quality.

As a Patient-Centered Medical Home, the Health Center combines mission, teamwork and technology to provide quality care and improved health to people in the region, through clinical care, education and programs, regardless of ability to pay or insurance status. Community Health Center of Cape Cod (CHC) is a one-stop destination that offers primary care, behavioral health care, dental care, women's health services, optometry, addiction recovery services, on-site affordable prescriptions, x-ray and ultrasound services, barrier assessments and assistance, veterans' care, and many other specialized programs.

The Health Center provides an on-demand, mobile video connection to medically trained language interpreters, including American Sign Language.

Community Health Center of Cape Cod is a pioneer in piloting innovative programs to meet the needs of patients in the community. These include a remote patient monitoring program, lifestyle medicine for the treatment of chronic conditions, and shared visits for patients with diabetes and hypertension, among others.

Community Health Center's patient population, staff and number of locations have increased rapidly in recent years. The Health Center looks forward to welcoming a new CMO to join in developing organizational infrastructure and nurturing the development of individual staff to support the organization's expanding commitments in a rewarding and sustainable way, while maintaining a culture of openness, transparency and camaraderie.

Community Health Center of Cape Cod has an operating budget of \$20 million and employs 17 primary care providers, 13 behavioral health providers, 7 dentists, and 5 substance use disorder counselors who receive more than 75,000 patient visits annually.

History

Community Health Center of Cape Cod traces its roots back to 1998 when a group of dedicated volunteer physicians, nurses, counselors and lay people joined together to provide free health services to uninsured residents of Cape Cod and the Islands.

Today, Community Health Center of Cape Cod is a non-profit Federally Qualified Health Center, providing access to health care for children, adults and families. In addition to core services, CHC has developed special programs to meet unique needs in the community, such as comprehensive diabetes care, primary care for veterans, addiction recovery treatment and referrals for specialty care. Community Health Center of Cape Cod's programs and services

are provided by caring teams of physicians, nurse practitioners, physician assistants, dentists, nursing and dental staff, mental health counselors, social workers and administrative staff. CHC welcomes patients with MassHealth, Medicare, Commonwealth Care, new federal plans, private insurance or no insurance at all.

Since its founding as the Falmouth Free Clinic, CHC's original mission remains constant through tremendous growth and change.

Mission

To improve the health of the community through the provision of comprehensive, high quality, compassionate health care to all, regardless of ability to pay.

Vision

A health care home of choice reflecting community needs, empowering individuals toward lifelong wellness.

Values

- Accessibility
- Quality
- Teamwork, Integrity, Respect
- Consumer Voice
- Inclusion and Equality
- Integration of programs and services
- Transparency
- Innovation
- Sustainability

The Position

Reporting to the Chief Executive Officer, the Chief Medical Officer (CMO) is a key member of the leadership team, responsible for the delivery and supervision of clinical services within the health center. In collaboration with the CEO and senior leaders in the organization, the CMO will plan and budget, develop and monitor CHC's health care delivery model. The CMO provides day-to-day clinical supervision of medical and behavioral health services provided by nurse practitioners, physician assistants, behavioral, women's health, and optometry staff and general supervision of nursing staff relative to their clinical responsibilities. The CMO will practice approximately 40% time.

The CMO will also:

- Establish/approve uniform clinical protocols for treatment within pre-defined diagnostic categories, including policies and procedures, protocols, standing clinical orders, etc. Work closely with Associate Medical Director, Chief Operating Officer and Chief Transformation Officer to ensure consistency and relevancy of policies, procedures and protocols.
- Provide day to day clinical supervision of medical and behavioral health. Provides general supervision of nursing staff, in relation to clinical responsibilities.
- Ensure adequate and appropriate guidelines and mechanisms for review of care/treatment provided are reviewed and implemented. Work closely with leadership staff to address patient needs and provide high quality care
- Participate in carrying out the health center strategic plan and operating plans, including departmental budgets
- Take lead in the recruitment of addition provider staff, as needed
- Work closely with Chief Executive Officer and Chief Operating Officer in matters of health center operation (electronic medical record, policies, staffing, etc.)
- Supervise the development and implementation of the health center quality assurance program and review of clinical practices
- Routinely meet with medical providers to discuss current issues/concerns

- Maintain system for credentialing, appointment and re-appointment of professional/provider staff. Make recommendation to Board regarding the above
- Participate in community organizations and memberships as applicable, including the accountable care organization and local hospital network/physicians group(s)

ORGANIZATIONAL DUTIES:

- Support the needs of all departments/clinics in the pursuit of excellence in primary care for patients
- Assist in meeting grant obligations; create/supply reports when applicable
- Identify physical plant issues and concerns of all clinic sites; address issues as appropriate
- Conduct internal quality site reviews
- Create and/or coordinate the implementation of policies and procedures
- Lead and/or participate in Marketing/Development, consistent with health center goals
- Assist in CHC/CC growth and/or sustainability process, implementing health center business and health plans
- Review monthly statistical reports; monitor and review clinic productivity
- Ensure frequent communication with supervisor; discuss any pertinent issues, workload, questions, concerns, and conduct open sharing of opinion
- Assist with financial oversight for the organization
- Knowledge of group dynamics with the ability to lead and motivate team members
- Utilize knowledge of CHC/CC policy and procedures, HIPAA, OSHA and other regulatory agencies to ensure clinic and staff compliance
- Utilize leadership skills to ensure staff efficiency and morale
- Utilize resources as needed to meet needs of the organization and patients
- Positively support requests from CEO and Board of Directors implementing policy and new programs
- Consistently follow through on organizational needs and responsibilities
- Utilize proper dress and grooming habits and always presents CHC/CC in a positive light
- Perform other duties as assigned

PUBLIC RELATIONS

- Attend and assist in public relation efforts for all related communities/counties
- Attend and participate in/on community/county committees and advisory boards as requested

PERSONNEL MANAGEMENT

- Handle employee grievances and communicates with supervision
- Interview and provide input related to hiring clinic staff and assessment of staff workloads; recommend additional staff when applicable
- Review time sheets for accuracy, approve and submit time sheets in a timely manner

CUSTOMER SERVICE

- Screen patient complaints and satisfaction surveys, and inform CEO of all patient complaints and trends
- Set the example of exemplary customer service for both internal and external customers
- Have general knowledge of services CHC/CC clinic sites offer
- Constantly alert for ways to improve customer service and the CHC/CC organization by communicating ideas to supervisor

QUALITY MANAGEMENT

- Attend training seminars, conferences, and meetings as assigned by supervisor
- Participate in quality improvement committee/projects as requested
- Notify supervisor of unusual occurrences and adhere to policy regarding incident forms and/or patient complaints
- Ensure compliance with HIPAA, OSHA & other regulatory agencies

TEAM CONTRIBUTION AND CUSTOMER RELATIONS:

- Willingly participate in training and orientation of new personnel, as required
- Demonstrate flexibility in staffing to accommodate changing clinic schedules
- Recognize and perform unassigned duties as the need arises, (i.e. special projects in support of data collection)
- Consistently assist co-workers and work well with others. Promote positive morale and be proactive in resolving issues
- Demonstrate professional, courteous telephone etiquette

The Candidate

The ideal candidate will be an outstanding primary care clinician, drawn to the opportunity to develop and implement an innovative strategic vision for clinical care in a strong, forward-looking organization.

The new CMO will be mission driven with strong understanding of evidence-based approaches to integrated, value-based care and will have the ability to create a culture of learning. We seek an out of the box thinker with an open and transparent approach to leadership who will engage, educate and inspire staff across the organization. S/he will have a strong understanding of clinic policies and procedures and will work collaboratively as part of a multi-disciplinary team to make decisions and strategic plans. The CMO will be a graduate of an accredited medical school, will have successfully completed a residency program, and have a minimum of 5 years of experience in a primary care setting.

The ideal candidate will also have:

- A reputation as a superb clinician and an engaging and inspirational colleague and mentor
- A record of accomplishment as a leader in a comparable clinical setting
- A sophisticated level of understanding of how to leverage the EPIC system to deliver better clinical care in an accountable care environment.
- The ability to maintain steady progress toward long term goals while addressing immediate challenges
- An understanding of policy issues related to health care

Critical Success Factors

Among the criteria used to evaluate the success of the CMO in the first 12-18 months of tenure are:

- Success in inspiring the confidence of stakeholders across Community Health Center of Cape Cod for leadership, judgment and style
- Effective development, mentoring, support, and retention of clinical staff
- Expansion of services and programs to meet community needs
- Continuing growth of patient numbers, patient satisfaction, and reputation as a quality health care leader
- Meeting quality, cost, and financial expectations

The Location

Headquartered in the Town of Mashpee, Community Health Center of Cape Cod also has clinics in Bourne, Centerville, Falmouth, and Sandwich, all in the Upper Cape, the region nearest to the mainland of Massachusetts. Cape Cod extends 65-miles off the coast of Massachusetts and is known for its unique natural beauty – miles of beautiful white sand beaches and dunes, and lush marshes, teeming with wildlife. A popular destination for visitors in summer, the Cape has a population, diverse in socio-economic status, of approximately 200,000 in the off-season.

Compensation

Compensation package will be constructed commensurate with the selected candidate's background and accomplishments.

For More Information

We welcome referrals and expressions of interest. Interested parties should send resume and cover letter to CHCCC-CMO-2342@ZurickDavis.com. For additional information, please contact **Lida Junghans, PhD** at ljunghans@zurickdavis.com or **Myranne Janoff** at 781.938.1975. Contact with our office will remain confidential.

Equal Employment Opportunity Statement

Community Health Centers of Cape Cod is an Equal Opportunity Employer