

# Leadership Profile

Director of Adult Medicine (Internal Medicine)

November 2021



Cornell Scott  
Hill Health  
Center

New Haven, CT

## The Opportunity

The Director of Adult Medicine (Internal Medicine) at Cornell Scott-Hill Health Center (CS-HHC) is a unique opportunity for a committed Primary Care physician to shape primary care delivery for a high-need population across Greater New Haven while integrating with a preeminent academic medical center. The Director oversees the care provided by the Adult Medicine team at all care sites, and is responsible for the clinical quality, operational efficiency, financial performance, team morale, and workplace culture of the department. Additionally, the Director of Adult Medicine will oversee and partner with the medical leadership of Yale's two Internal Medicine residency programs at CSHHC's large training site, where over one hundred Yale residents and faculty deliver primary care. The Director recruits, retains, organizes, and manages the Adult Medicine Department practitioners and staff and partners with the CMO in maintaining quality and safety standards. The right leader will demonstrate energy, compassion, clinical excellence and a collaborative spirit to cultivate the dedicated Adult Medicine team at Cornell Scott-Hill Health Center and make a lasting impact on the patient population in the region.

## The Organization

Cornell Scott-Hill Health Center (CS-HHC) is a federally qualified community health center established in 1968 as a collaboration between the community and Yale School of Medicine. The first community health center in Connecticut, the Cornell Scott-Hill Health Center has a long history of serving New Haven neighborhoods, which are among the most disadvantaged in the state. Today, they stand as a leader and significant provider in community healthcare, offering state-of-the-art, integrated care throughout New Haven County. The mission of Cornell Scott-Hill Health Center is to measurably improve the health and well-being of the communities that they serve by providing excellent and compassionate care, accessible to all. For more information, please visit <http://www.cornellscott.org/>.

With a budget of almost \$90 million, CS-HHC has over five hundred employees and serves over 45,000 patients throughout the greater New Haven and Lower Naugatuck Valley areas each year. Today, they have 20 locations throughout New Haven County including New Haven, West Haven, Ansonia and Hamden. They also have six school-based health centers and recently opened partner care sites at the Connecticut Mental Health Center. With a strong leadership team in place, CS-HHC is financially stable, profitable, and is poised for significant growth over the next three to five years.

A recent winner of the Johnson & Johnson Crystal Award, Cornell Scott-Hill Health Center continues to achieve significant progress in the field of community health. They provide comprehensive primary care, behavioral healthcare and dental services, as well as addiction medicine services and a comprehensive set of medical specialties.

## The Position

With over 50 physicians and advance practice providers across nine sites in the Greater New Haven area, the Department of Adult Medicine serves over 90,000 patient visits annually and has a budget of \$15M. The Director is a key support to the Chief Medical Officer and assists the CMO in the accumulation and organization of health statistics needed for internal and external reporting purposes and will serve as needed as a clinical liaison with all applicable regulatory agencies, accreditation bodies, professional associations, and community organizations. The Director will serve as one of the health center's clinical leaders for quality assurance and quality improvement initiatives.

The Director will be committed to community health care, will collaborate well with staff from diverse backgrounds, and will encourage the interdisciplinary and integrated care team model that is integral to CSHHC. The Director must partner with the academic leadership of the Yale Internal Medicine Residency Programs at CSHHC's Sargent Drive location to optimize care delivery workflows in a unique FQHC-academic residency program joint setting. The Director also must be an advocate for efficient use of the electronic medical record. The Director must be prepared to work closely with and be supportive of the nursing leadership team across the organization, as well as Adult Medicine specifically.

Clinically, the Director will be comfortable managing complex medical patients, including those with chronic pain, substance use disorders, and behavioral health conditions, and will be eager to guide and mentor other practitioners clinically. The Director sets care protocols and goals that promote clinical excellence and productivity in ways that are responsive to and respectful of patient and practitioner needs as well as those of other staff. The Director serves as Medical Director for all grant programs that support the Department.

### **Medical Leadership**

- Functions as a member of CSHHC's medical leadership team including participating in meetings specified by the CMO.
- Participates in internal planning processes to expand health care services and operations.
- Works to promote integration of clinical services with other departments, including Behavioral Health, Women's Health, Pediatrics, Dental, and Medical Specialties.
- Represents the health center in discussions with community stakeholders that impact adult primary care to underserved populations.
- Develops and maintains strong working relationships with the clinical leaders of other provider organizations (e.g., Yale New Haven Hospital, Yale School of Medicine, Griffin Hospital, Connecticut Mental Health Center, etc.).
- Assists the CMO in overseeing any medical student, PA/APRN student, resident, or fellow teaching programs at the health center related to the Department.
- Provides clinical leadership and structure necessary to maintain organizational accreditations (e.g., Joint Commission, National Council on Quality Assurance) as specified by the CMO.
- Leads and manages department Program Manager to coordinate provider work schedules, maximize clinical coverage, ensure access to care, design and implement Department initiatives, improve provider satisfaction, and implement projects and programs to achieve payer-contracted quality and/or shared-saving program goals.
- Oversees all grants supporting Department; works with clinical, finance, and grant management teams to fulfill grant requirements and ensure grant objectives are met.
- Participates in Department budget creation; regularly reviews Department financial performance; develops and implements strategies to optimize Department finances.
- Provides clinical services to CSHHC patients during times allocated for this purpose, including call responsibilities as designated.

### **Clinical Oversight**

- Ensures the care provided in the Department is of high value and consistent with current standards of care; leads staff education as national clinical guidelines are released or updated.
- Oversees Department peer review process and intervenes to address any gaps.
- Establishes clinical workflows and care protocols as appropriate for the Department; works with nursing leadership to create nurse visit protocols and relevant standing orders.
- Serves as a provider advocate and super user of CSHHC's electronic health record (EHR).
- Provides input for ongoing optimization of existing and new CSHHC EHR templates, order sets and workflows to maximize staff proficiency and efficiency, including providers and clinical support staff.
- Provides input into the design and implementation of CSHHC EHR clinical and operational reporting tools (e.g., reports and dashboards) for use in achieving department and organizational goals.
- Partners with Yale Internal Medicine Residency Programs' clinical leaders to optimize clinical and operational workflows consistent with existing CSHHC policies, procedures, and existing workflows.
- Develops and implements Quality Assurance/Improvement Plans for the Department.
- Takes initiative to identify, conceive, implement, evaluate, and refine new methods of health care delivery in the Department, especially preventative medicine initiatives that will impact the organization and community.

## Staff Management

- Mentors, supervises, and evaluates providers and other assigned staff in the performance of their required duties and adherence to appropriate policies, regulatory requirements, and best practice guidelines. Provides appropriate feedback and conducts timely and accurate performance reviews ensuring the care provided in the Department is of high quality and consistent with current standards of care; leads staff education as national clinical guidelines are released or updated.
- Collaborates with the Human Resources Department to identify and recruit provider candidates and to secure in a timely manner all documentation needed to grant medical staff privileges.
- Monitors the performance and productivity of providers to ensure that they meet organizational standards and intervenes when such standards are not met; participates in setting staff performance standards.
- Makes recommendations and takes initiative to improve provider retention and satisfaction.
- Assures provider representation and participation in Center activities as directed by the CMO, such as Department meetings, Medical Staff meetings, Quality Assurance/Improvement Committee, and any other necessary activities as requested.
- Identifies, mentors and advocates for clinical leaders for advancement within the Department (or other departments) as appropriate.
- Performs all other duties as required.

## The Candidate

The next Director will be a well-rounded leader with an appreciation of and commitment to the mission of community health centers. This is a leader who will be sought after to provide advice and solutions to the clinical teams and enjoys teaching, mentoring, and developing staff. S/he has an adaptive and respectful management style with the ability to continue to function effectively while maintaining a calm demeanor under pressure. This position integrates all facets of the organization, and therefore, the Director will model a collaborative culture throughout the Center. This is a leader who will be expected to articulate organizational vision and initiatives and must have strong written and verbal communication skills. The Director serves as a provider advocate and super user of CSHHC's electronic health record (EHR).

Having a solid understanding of public health issues, coupled with a commitment to a culturally diverse health delivery system is critical to the success of the selected candidate. Most desirable is leadership experience in a large ambulatory setting. This is a person who can motivate and inspire staff and enjoys developing internal and external relationships. This is a position where the Director must be able to manage multiple administrative and clinical tasks, among which are managing budgets efficiently and effectively while providing patient care and maintaining quality, safety, and infection control standards.

The ideal candidate will have a Medical Degree from an accredited school along with board certification in a primary care discipline (e.g., Internal Medicine, Family Practice, Medicine/Pediatrics), a valid unrestricted state license and unrestricted DEA certification.

## Critical Success Factors

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

- Demonstrated curiosity in learning and engaging with the CSHHC community
- Optimized retention and a newly developed pathway for promoting physician leaders
- The development of a departmental leadership infrastructure under the Director
- Assessment, evaluation, and implementation of optimal models of care
- Creation of a culture of innovation, learning and professional development
- A strong working relationship with the leaders of the Yale Internal Medicine residency programs training at CSHHC

## **New Haven, Connecticut**

New Haven is home to one of the most livable and walkable city centers between New York City and Boston. New England charm and global cosmopolitanism combine in this small and vibrant seaside metropolitan area. Centuries-old architecture houses the galleries, concert venues and coffee shops that help make New Haven the cultural capital of Connecticut.

Yale University also undoubtedly adds to New Haven's charms. The Ivy League cultural institution has attracted artists, innovators, politicians and celebrities since the 1700s. The university's presence grants area residents easy access to art, theater and college sports. The region is also known for its cuisine, with high-end restaurants rubbing elbows with classic New Haven-style pizza joints and grilled cheese trucks, as well as idyllic rural homes for those who love peace and quiet.

## **For More Information**

We welcome referrals. Interested parties please send resume and cover letter to [CSHHC-DAM-2345@ZurickDavis.com](mailto:CSHHC-DAM-2345@ZurickDavis.com). For additional questions please contact **Ellen Mahoney** or **Myranne Janoff** at 781.938.1975. All contact with ZurickDavis will remain confidential.

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