

Leadership Profile

Chief Operating Officer

March 2022

Pediatrics **West** PC

Westford, MA

Opportunity

This is an exciting opportunity to join a growing multi-location pediatrics practice and provide operational oversight and strategic direction. Pediatrics West has been a successful pediatric practice and anticipates more growth over the coming years. The Chief Operating Officer (COO) will execute the organization's strategic plan, ensuring operational effectiveness, positive patient and employee satisfaction and fiscal management. The COO will assume responsibility for operations and operate as a constructive partner to the Board of Directors (BOD) and will bring a collaborative and values driven mindset to this critical position. This position is both internally and externally focused and requires a confident and strong leader.

The Organization

Providing quality pediatric care from birth through college for over 40 years, Pediatrics West is a private, independent practice dedicated to supporting children in their journey to become healthy, confident adults. There are currently over 130 staff with 3 primary care locations in Westford, Groton and Fitchburg Massachusetts and an allergy practice called Allergy West in Westford.

Mission Statement:

To support children in their journey to becoming healthy, confident adults, maximizing their unique potential. The greatest responsibility one person can give another is to care for his or her child. Pediatrics West assumes the mantle of this responsibility with diligence, intellectual rigor, efficiency and compassion.

Corporate Values

Pediatrics West accomplishes its Mission by living and modeling their "I Care" Values, which is how they will treat and act towards each other.

"I Care" stands for...

- I is Integrity – A promise to do the right thing, at the right time, for the right reason to deliver quality pediatric care. Everything we do is for the common good of the organization and not for personal gain. Pediatrics West is honest and ethical. They follow a moral compass.
- C is Compassion – Compassion comes in many forms. It is demonstrated by answering all questions. Apologizing to each other. Asking for help when needed. Using pleasantries with each other and truly meaning when asked, how are you doing? Giving constructive feedback. Do not jump to conclusions – investigate, then we respond.
- A is Appreciation - Never forget we are in the people business and ONLY by working together as a team, can we be successful. Say thank you and truly mean it. Help each other freely. Recognize each other at every opportunity. Truly understand everyone's role is critical to the success of the Practice.
- R is Respect – Treat each other the way we all want to be treated. Ask for input and suggestions. Listen to understand. Don't overreact. Seek to understand and believe actions first come from well intentions. We test assumptions. Give feedback firsthand. Praise publicly and give constructive feedback individually. Love the diversity of thought.
- E is Excellence – Strive to be the best we can be individually and collectively for the patient value chain experience. Seek to learn daily and to continually improve in every activity we do. Challenge assumptions and encourage employees to speak their mind.

The Position

Reporting to the Board of Directors, the Chief Operating Officer will oversee the clinical and administrative staff and the processes of the practice. S/he will have a vision for the organization and develop a strategic direction. The COO executes the organizational vision and strategy and works with the BOD to set and drive the long-term direction of the practice and ensures the short-term goals, objectives and tasks are aligned and adjusted in anticipation and in response to outside forces and internal changes that impact the practice.

Specific responsibilities include the following:

- Provide strong, hands-on, on-site operational support with a focus on ensuring providers have what they need to care for patients in an efficient and effective manner.
- Develop and implement policies, systems, and procedures for the practice and ensures they are followed by partners, associates and staff.
- Build consensus throughout the organization and gain commitment behind the vision and direction. Ensure alignment and engagement of employees.
- Work with the BOD and the Human Resources Director to develop, implement, and drive the group's strategic vision, mission, values, strategy and annual goals in response to the changing needs of the practice, the local market and healthcare environment.
- Work with Human Resources Director to support the recruitment and staff development in the practice. Recruit, retain and ensure development of senior leaders and develops and maintain succession plans for professionals.
- Develop and implement the organization's strategic plan as approved by the BOD.
- Foster effective and transparent communication between staff within and across departments to ensure staff are clear on goals and expectations.
- Provide regular reporting to the BOD dealing with finances, growth issues, management issues, and the implementation of business strategies.
- Be responsible for oversight of cost management, utilization review, quality assurance, and medical protocol development.
- Facilitate the integration of the practice into the fabric of the community through relationships, marketing and communications activities. Initiate, develop, and maintain collaborative relationships with key external constituents. Act as an advocate, within the public and private sectors, negotiating to address issues important to the agency, its services and constituencies.
- Demonstrate commitment to workforce, connecting with staff to build trust and confidence.
- Leverage opportunities to engage with patients, vendors, direct care staff and operational and affiliate hospital leadership.
- Serve as chief spokesperson for the practice, assuring proper representation of the practice to the community, to industry groups, and other external entities.
- Support continuous quality improvement analysis and innovation to understand, support and improve services.
- Work closely with the Finance Director to build the annual budget and to research any anomalies/changes in revenue and/or expenses. Based on research, will make recommendations to the Managing Partner and

BOD. Oversee financial performance to ensure that the practice operates in a manner consistent with the organization's strategic and short-term goals.

- Assure the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations. Assure compliance with all of risk contracts, pay-for-performance, HEDIS, NCQA, PQRS, MIPS and other contractual requirements.

The Candidate

The ideal candidate will possess a master's degree in Business Administration, Health Administration, or related field. S/he will bring 5-7 years of operational experience to the position, ideally in a multi-location ambulatory physician practice or hospital setting. Pediatrics practice experience is preferred but not required. This position requires confidence, independent action, initiative, a sense of urgency, and the ability to make decisions and take responsibility for them. A strong candidate will react and adjust quickly to changing conditions and produce practical ideas for dealing with them. S/he will be a lively and incisive communicator.

The COO will be able to create a disciplined process for the workflow and high standards for patient interaction. S/he provides a positive personal example through words and behavior and displays personal integrity, supports the professionals at all levels in the practice; takes responsibility for his or her actions and holds others accountable. The COO fosters a learning organization where mistakes are identified, owned and where the practice and its professionals learn from them.

Leadership Competencies

- Knowledge, commitment, and complete loyalty aligned to the organization's vision, mission, values, and strategy and supporting organizational policies.
- Knowledge of the policies and procedures of a medical group practice sufficient to lead the organization to achieve its strategy, goals and objectives and to ensure clinical staff productivity and retention.
- Creates a positive work environment that encourages teamwork, cooperation and collaboration between and among offices and groups.
- Knowledge of effective personnel practices, including how to supervise physician staff.
- Exercise a high degree of initiative, judgment, discretion and decision-making to achieve organizational objectives. Skill in analyzing situations accurately and taking effective action.
- Be skilled in organizing work and operational efficiencies.
- Experience building relationships with Board of Directors.
- Have a strong fiscal management acumen.
- Be skilled in organizing and conducting internal and external meetings.
- Ability to establish and maintain clinical quality control standards.
- Ability to organize and integrate organizational priorities and deadlines.
- S/he will have the ability to represent the best interests of the organization without prejudice, bias, and for the good of the practice versus personal gain. Ability to make decisions and act objectively and without partisanship.
- Ability to bring a long-term vision to the strategic planning process.

Critical Success Factors

Success of the COO after a year on the job will be indicated by –

- Building credibility and trust amongst the Board of Directors and clinical and administrative staff
- Unifying organizational processes and procedures across all locations
- Helping to guide a vision and strategic direction for the organization to see continued growth
- Increasing employee engagement and satisfaction
- Maintaining and improving quality metrics

Compensation

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

For More Information

We welcome and appreciate referrals. Interested parties should send resume and cover letter to:

PW-COO-2355@zurickdavis.com. For additional information, please contact Marge Stockford or Ellen Mahoney at 781.938.1975. All contact with our office will remain confidential.

Pediatrics West is an Equal Opportunity Employer.