



Wellesley, Massachusetts

Position Specification

## Senior Medical Director

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**CONFIDENTIAL**

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This Position Specification is intended to provide information about Harvard Pilgrim Health Care and the position of Senior Medical Director. It is designed to assist qualified individuals in assessing their interest.

# Opportunity and Summary of Position

## Summary of Position

The Senior Medical Director (SMD) reports directly to the Chief Medical Officer (CMO) and has accountability for staff medical directors and their direct reports. The individual has accountability for the development and execution of new emerging care delivery models, such as medical home, bundled payments, etc. He/she acts as the clinical leader for the development, implementation and assessment of pay-for-performance and provider incentive programs. The Senior Medical Director is expected to provide strategic oversight of senior leadership, including Utilization Management, Network Medical Management, and Pharmacy functions. This individual also supports cross-functional business area leaders and represents the CMO and/or his Chief of Staff at meetings and on committees, as appropriate.

The Senior Medical Director directs a budget of \$4 million to \$6 million plus \$1.5 million in pay-for-performance funding. The SMD has responsibility for six direct reports, of which four are Medical Directors and/or Associate Medical Directors. The total staff is approximately 45 individuals. The primary office location for the Senior Medical Director is in Wellesley, Massachusetts with a secondary location in Quincy, Massachusetts.

## Key Functions/Responsibilities

- Lead and manage performance of clinical policy, clinical review, utilization management, pharmacy and network medical management functions, with a strong focus on execution of strategic initiatives.
- Build out emerging care delivery models, such as medical home and implement within network practices.
- Ensure that newly implemented medical informatics capability is fully leveraged in all areas, notably in support of emerging care delivery models.
- Build relationships with clinical leadership of key provider organizations.
- Ensure all initiatives have built-in measurement and data sharing that demonstrates success and Return on Investment (ROI).
- Review, recommend and implement interventions intended to improve quality and decrease cost.
- Influence the design and coordination of measurement activities associated with clinical initiatives, network performance and CMS Quality Assessment.
- Oversee development, management and evolution of network pay-for-performance programs and the Quality Grant Program.

- Support provider network initiatives, such as provider tiering and other transparency approaches.
- Serve on key internal committees such as Payment Policy, Medical Trend, and Provider Medical Cost.
- Oversee the design and implementation of health improvement strategies and support disease management and population health initiatives throughout Harvard Pilgrim Health Care's network and membership.
- Support the Chief Medical Officer, government relations staff and others on matters of "public" clinical policy.
- Represent Harvard Pilgrim Health Care (HPHC), as needed, in external forums, at the direction of the Chief Medical Officer.

## Goals and Objectives – Measures of Success

The Senior Medical Director will be expected to accomplish key objectives within the first eighteen months including, but not limited to the following:

- Become fully integrated into and be seen as a trusted and contributing member of the Harvard Pilgrim Health Care team.
- Provide effective coaching, mentoring, and developing of the medical director team. Continuously raise the level of performance of the medical director team in alignment with the HPHC strategic direction.
- Develop and maintain relationships with the community and legislative leaders.
- Be an active, visible member in the medical community.
- Demonstrate an understanding of data and systems and their application.
- Progression in the development of new care delivery models where success can be measured.
- Provide leadership for the clinical review, pharmacy and network medical management areas. These teams are highly functioning with good morale.

## Candidate Qualifications

- Five years clinical experience; eight to fifteen years medical management.
- Excellent communication, leadership and management skills.
- Excellent relationship management skills.
- Ten years experience in managing, directing, and mentoring a staff.
- Savvy in information technology data systems. Understanding of current methodologies for measuring quality and cost.
- Strong business acumen. Has managed to a budget and established and delivered against key performance indicators.
- Ability to lead and manage cross functional teams.
- Experience with provider negotiation and performance management.
- Proven ability to manage multiple projects and a large number of staff.
- Proven ability as a decision-maker and leader around corporate priorities.

## Education

- Graduation from an accredited school of medicine. MBA or other advanced degree is desirable.
- License to practice medicine in Massachusetts without restriction or the ability to obtain a license. Board certification is required.

## Personal Characteristics

- Projects a positive image by being professional, helpful, friendly and courteous in relationships with members, visitors and coworkers.
- Possesses excellent communication skills to work with members/patients, physicians, staff and administration (including excellent telephone communication skills).
- Captures and maintains the respect of physician colleagues and demonstrates the ability to have a positive influence with physicians.
- Organizes and analyzes information and directs the problem-solving process.

- Demonstrates a willingness to take a stand on issues when needed and can do so in a positive and professional manner.
- Stays abreast on current medical issues and practices.

# Mission and Overview of Harvard Pilgrim Health Care

## Mission

To improve the quality and value of health care for the people and communities we serve

## Vision

To be the market leader in pragmatic innovation that improves the quality and value of health care resulting in better health

## Corporate Business Strategy

### **Innovate**

Grow membership in selected market segments by using pragmatic innovations in product and network design, provider partnerships and payment models and customer decision support and wellness programs

### **Diversity**

Continue to diversify by expanding our business geographically and demographically

### **Manage Costs**

Strengthen our competitive position through a campaign of disciplined cost management

## Organization and History

Harvard Pilgrim Health Care (HPHC), headquartered in Wellesley, Massachusetts, is a full-service health benefits company serving employers throughout Massachusetts, New Hampshire and Maine. An independent, regional, not-for-profit health plan, HPHC provides a variety of healthcare benefit options for companies, families and individuals. With a membership of more than one million members, the mission of Harvard Pilgrim is to improve the health of the people the organization serves and the health of society.

Harvard Pilgrim was founded in 1995 out of the merger of the Harvard Community Health Plan (established 1969) and Pilgrim Health Care (established 1980). For more than 35 years, Harvard Pilgrim has built a reputation for exceptional clinical quality, preventive care, disease management and member satisfaction. It has consistently rated among the top plans in the country, and has been the US News and World Report's #1 rated health plan in the US for the past eight years.

Harvard Pilgrim's provider network is extensive and includes physicians who practice in a variety of settings, including individual practices, small medical groups and large multi-specialty groups. Harvard Pilgrim has a growing network of over 135 hospitals and 28,000 doctors and clinicians. Harvard Pilgrim's fully insured or self-insured PPO, POS and HMO plans are available with multiple variations tailored to the needs of its members and their employers.

Harvard Pilgrim is well poised for future growth through the development of additional innovative products and services. As always, there will be continued focus on the quality and service excellence for which HPHC has become known.

### **Harvard Pilgrim Health Care reports third quarter 2011 financial results**

#### ***Membership grows for eight consecutive years***

(Wellesley, MA) – Harvard Pilgrim Health Care today reported operating income of \$37.4 million and net income of \$37.9 million on revenue of \$694.1 million for the third quarter ending September 30, 2011. For the first nine months of 2011, the health plan reported operating income of \$68.8 million and net income of \$80.8 million on revenue of \$2.1 billion. As of September 30, 2011, total membership for Harvard Pilgrim was 1,161,000.

### **The Harvard Pilgrim Foundation**

Since 1980, the Harvard Pilgrim Foundation has provided financial support for community health programs and conducted teaching programs and research on topics such as women's health, asthma control, mental health care, medical ethics and enhancing access to care. The Harvard Pilgrim Foundation is an extension of Harvard Pilgrim Health Care's commitment to good health for everyone. Since the Foundation was created, Harvard Pilgrim has provided over \$100 million to the Foundation for grants and programs.

### **The Harvard Pilgrim Health Care Institute**

Harvard Pilgrim Health Care and Harvard Medical School jointly sponsor the work of the Institute and its mission to improve the health of individuals through research and teaching focused on patient populations and the health system affecting their care. The Institute employs over 40 faculty and is a subsidiary of HPHC, Inc., as well as a department within Harvard Medical School. The work of the Institute is dominated by research in public health surveillance, drug policy and child health. Please see [www.populationmedicine.org](http://www.populationmedicine.org) for additional information.

### **Recognition and Honors**

**National Committee for Quality Assurance (NCQA)** Harvard Pilgrim was named the #1 commercial health care plan in America for the eighth consecutive year according to an annual ranking of the nation's best health plans by the National Committee for Quality Assurance (NCQA).

**J.D. Power and Associates** named Harvard Pilgrim as the highest-ranked health plan in New England. For the third year in a row, Harvard Pilgrim received the highest ranking for overall member satisfaction in the New England region. The study looked at key factors in delivering satisfaction to health plan members including customer service, coverage and benefits, provider choice, information and communication and claims processing.

**Boston Business Journal** named Harvard Pilgrim among the Best Places to Work in Massachusetts in 2010 in its size category for the eighth consecutive year.

**The Boston Globe** Harvard Pilgrim ranked in the top 10 in the large employer category of the Boston Globe's Best Places to work for the third consecutive year in 2011.

**Disease Management Purchasing Consortium International, Inc.** gave Harvard Pilgrim a “Recognition of Excellence in Management Outcomes” for 2008 – 2009 for being in the top quintile in utilization outcomes for inpatient and emergency care avoidance for five common chronic conditions: asthma, coronary artery disease, congestive heart failure and diabetes.

**American Heart Association** recognized Harvard Pilgrim as a Start! Fit-Friendly company in 2008. Harvard Pilgrim received the award for championing the health of its employees through its fitness centers, discounts on health and fitness products and nutritional programs.

For additional information on Harvard Pilgrim, please visit [www.harvardpilgrim.org](http://www.harvardpilgrim.org).

## The Community

The **City of Wellesley**, located in eastern Massachusetts, is part of Greater Boston. Founded 350 years ago, the city was first named "Contentment". Rich with history, the feeling of pride and satisfaction on the part of the residents toward their home still remains strong today. Wellesley, at the time of the 2010 Census, had a population of 27,982. The town is known for possessing the second greatest concentration of residents with advanced degrees in the country.

Wellesley is best known as the home of Wellesley College, a women's liberal arts college, and Babson College, a business college. According to *Forbes.com*, Wellesley College is the 6th best college in the country. According to *US News & World Report*, Babson College is the number one college in the country for entrepreneurship, receiving this distinction for the past fourteen years. In addition, *The Financial Times* ranked Babson College as the 5th best U.S. College for providing custom executive education programs.

Not only is the town known for its institutions of higher education, the public education services of the town are very well regarded especially [Wellesley High School](#). In 2007 it was ranked 70th best public high school in the nation by [U.S. News & World Report](#), earning a Gold Medal.

In 2009, Wellesley ranked #2 in "America's Most Educated Small Towns" according to *Forbes.com*.

The **City of Quincy**, just minutes south of Boston, is called the "City of Presidents" and "Birthplace of the American Dream". Quincy is the birthplace of the second and sixth U.S. Presidents, John Adams and his son, John Quincy Adams. Rich in historic treasures, Quincy's impressive past remains vibrant today as the city lays claim to an exciting future. Fascinating historic sites abound, while miles of coastline capture the imagination with their enchanting beauty. Culture and commerce blend to create an impressive array of things to see and do year round. Stroll the boardwalk at picturesque Marina Bay, the largest marina in the Northeast, and enjoy the incredible view of the Boston skyline. Known for its spectacular sunsets, Marina Bay has several restaurants offering outdoor and indoor waterfront dining as well as a variety of retail shops.

The **Greater Boston** area can be best described as a welcome contradiction: Hip alongside historic. Skyscrapers surround parks. Gourmet meets pizza. Just as the city pays homage to every period of America's timeline, it also serves as all things to all people. *The Greater Boston Convention and Visitors Bureau* is available to help you experience Boston like a local. Check out *Boston Insider* to get the local perspective on the best experiences for Foodies, Traveling Families, History Lovers and others who want to indulge in their particular passion while in Boston.



For more ideas, one can explore [Boston by Season](#), which helps you discover the top experiences for the time of year. After all, Boston changes dramatically with each page of the calendar. There is also [Boston Everyday](#), which suggests what to do, where to stay, where to eat and where to shop on all 365 days.

Boston, first incorporated as a town in 1630 and as a city in 1822, and is one of America's oldest cities with a rich economic and social history. What began as a homesteading community eventually evolved into a center for social and political change. Boston has since become the economic and cultural hub of New England.

As the region's hub, Boston is home to over 617,000 residents, many institutions of higher education, some of the world's finest inpatient hospitals, and numerous cultural and professional sports organizations. Boston-based jobs, primarily within the finance, health care, educational and service areas, numbered nearly 660,000 in 2002. Millions of people visit Boston to take in its historic neighborhoods, attend cultural or sporting events, and conduct business.

Whether your interests lie in history, art, or culture, Boston has a museum for you. From the Museum of Fine Arts (MFA) and The Isabella Stewart Gardner Museum, to the John F. Kennedy Presidential Library & Museum and Boston Fire Museum, there is something for everyone. Boston also is home to the Museum of Science and the Boston Children's Museum.

The City of Boston has wonderful parks and recreational areas. Boston provides residents and visitors with clean, green, safe, and accessible open space in more than 2,200 acres of park land throughout the city.



Due to its size, Boston is a very accessible city, but it may be that its reputation as a walking city relies on the creation of one of America's first historic walking tours, The Freedom Trail. The Freedom Trail Foundation continues to work to preserve this perfect introduction to Colonial Revolutionary Boston. The Trail takes the visitor to 16 historical sites in the course of two or three hours, and covers two and a half centuries of America's most significant past. A red brick or painted line connects the sites on the Trail and serves as a guide.

For additional information on Boston, please visit the following websites:

<http://www.cityofboston.gov>

[www.bostonusa.com](http://www.bostonusa.com)

<http://en.wikipedia.org/wiki/Boston>

[www.boston.com/travel/boston](http://www.boston.com/travel/boston)

## Procedure for Candidacy

Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via e-mail to [SMD\\_HPHC@wittkieffer.com](mailto:SMD_HPHC@wittkieffer.com).

Material that cannot be e-mailed may be sent to the Harvard Pilgrim Health Care, Senior Medical Director search team members at:

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