LAHEY HEALTH
Burlington, Massachusetts

Position Specification (DRAFT)

Chief Operating Officer, Primary Care

CONFIDENTIAL

Prepared by
Kimberly A. Smith, FACHE
Jennifer G. Bauer
January, 2013

This Position Specification is intended to provide information about Lahey Health and the position of Chief Operating Officer, Primary Care. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

The Opportunity

The vacuum for the Chief Operating Officer, Primary Care at Lahey Clinic has been created by the redesign of primary care both organizationally and functionally, and its emergence as a division unto itself. The Chief Operating Officer, Primary Care will report directly to Donald Snell, the Executive Vice President and Chief Operating Officer of Lahey Health. The COO, Primary Care will work in a dyad partnership model with the Chair of the Division of Primary Care for Lahey Health, Richard Kalish, MD.

This is an outstanding leadership opportunity for an experienced and dynamic physician practice executive to provide the operational leadership to a rapidly expanding regional primary care practice. Lahey Health seeks an individual with senior level practice operations experience to advance the large-scale, successful operational integration of the practices currently within Lahey Health and any practices that join through additional system expansion.

The new COO, Primary Care will provide the leadership and direction necessary to build on already established successes of the primary care practices at both Lahey Clinic and Northeast Health System as they come together as a single, unified health system, and manage the day-to-day business operations which include: planning, integration, financial affairs, information technology and quality. Success depends on the candidate’s ability to effectively utilize his/her business savvy skills in: finance; relationship development and management with key stakeholders and practice physicians; understanding of competitive market dynamics; and ability to align vision with organizational strategic goals.

The ideal candidate will have strong operational acumen and experience working with a multi-site network. He/she will be skilled at developing strong physician relationships and able to lead others in initiatives aimed at strengthening market presence, integrating services and practice sites and developing a motivated, high-performing team. He/she will also be skilled at building collaborative relationships both internally and externally and realize the value each organization can bring in order to build an integrated delivery system.

The Position

The Chief Operating Officer, Primary Care is responsible for ensuring that all primary care practices and primary care operations at Lahey Health are aligned with the health system mission, strategic objective, and integrated group practice model. He/she will provide executive leadership for General Internal Medicine (GIM) on the Burlington Campus, primary care operations at Lahey Clinic North in Peabody, all Community Group Practice (CGP) sites at Lahey Clinic, and the physician practice sites of the Northeast Medical Practice (NMP). The COO, Primary Care, in close cooperation with the clinical and administrative leadership of Lahey Health, participates in developing and implementing improved models of clinical delivery consistent with innovative models of care redesign. He/she will support the development of the primary care network within the Lahey Health and its affiliates, advance models of population-
based, coordinated healthcare including proactive engagement and alignment of primary, specialty and sub-specialty, behavioral health, hospital and post acute care.

**Key Responsibilities**

- In partnership with the Divisional Chair for Primary Care, is responsible and accountable for the day to day operations of: General Internal Medicine (GIM) at the Burlington campus; primary care at Lahey Clinic North in Peabody; Community Group Practice (CGP) sites; and physician practice sites of Northeast Medical Practice (NMP).

- Supports the ongoing development of the primary care network within Lahey Health.

- In partnership with the Divisional Chair for Primary Care, optimizes the size, scope, and configuration of primary care services and sites within Lahey Health.

- In partnership with the Divisional Chair of Primary Care, participates with executive leadership in establishing performance expectations, communicates expectations to Clinical leadership, delegating authority as appropriate. Promotes practices and processes that contribute to success; directs the effective management of barriers that impede achieving targeted results.

- Contributes expertise in operational matters to the development of the health system’s strategic plan. Ensures that day to day operations are conducted in full alignment with approved plans.

- In partnership with the Divisional Chair of Primary Care, oversees the administrative structure of all primary care operations within Lahey Health to ensure efficient and cost effective contributions at every stage of the healthcare delivery process.

- Collaborates with the Chief Quality Officer and Chair of the Division of Primary Care providing direction to the Vice President for Quality and Safety on matters pertaining to compliance and the tracking and reporting of quality and patient satisfaction measures. Communicates the priority of quality and patient and family centered care as the foundation of operational excellence.

- Collaborates with the Senior Vice President/Chief Information Officer (CIO) and his team to implement and maintain integrated electronic health record (EHR) and administrative information systems that provide optimal quality, safety, and efficiency for all primary care.

- Assists primary care practice teams in their attempts to develop and implement improved models of clinical care delivery that are consistent with the underlying principles of the Chronic Care Model, Patient Centered Medical Home, Accountable Care Organizations and other innovative models of primary clinical care redesign as appropriate.

- Advances models of population-based coordinated healthcare that include proactive engagement and alignment of primary, specialty, subspecialty, hospital and post acute care.
• Through the health system PHO/MSO, collaborates with the payer and provider community external to Lahey Health and its affiliates. Makes efforts to establish strong and trusting relationships with these community colleagues in an attempt to continuously improve the model of healthcare delivery, quality improvement, and financing.

• Aids in close coordination of process improvement and clinical redesign initiatives of Lahey Health, with other organizational objectives such as the implementation of information technology and network development.

• Collaborates with the SVP and CHRO to ensure all human resources initiatives, programs, and processes throughout the primary care network are aligned with Lahey Health’s goals and objectives, in particular, the physician compensation model for the various entities.

• In partnership with the Divisional Chair of Primary Care, oversees the budget process for primary care operations to ensure comprehensive accounting of projected revenue and expenses associated with efficient primary care operations.

• Collaborates with the primary care medical directors, physicians, and their administrative partners to develop and grow primary care clinical services, assesses operational efficiencies, and makes the necessary changes for improved patient access and patient flow.

• Establishes initiatives designed to increase patient, family, physician and colleague satisfaction.

**Primary Care at Lahey**

Lahey Health provides primary care services at its flagship facility in Burlington, additional medical centers in Lexington and Peabody, and at nearly a dozen community locations throughout northeastern Massachusetts. The Primary Care Division at Lahey Health is comprised of the division of General Internal Medicine (GIM) on the Burlington campus, the Community Group Practices (CGP) located throughout the Lahey service area, Northeast Medical Practices (NMP) and the practices at Lahey Clinic North in Peabody. In total there are 107 physician and 17 nurse practitioners and 6 Physician's Assistants within Primary Care. An additional 105 physicians and 30 nurse practitioners are in private practice and are aligned with Lahey Health.

As Lahey Clinic and Northeast Health System have come together as a single health system, significant focus has been on physician recruitment, medical home design, referral management, centralized scheduling, reconfiguration of primary care locations, and meaningful use and patient registry resources. A proposal for patient centered medical home has recently been submitted and is currently being vetted by senior leadership.

**General Internal Medicine (GIM)** The primary care physicians of the General Internal Medicine department at Lahey Burlington are among the most talented and respected clinicians in the region. Many have been recognized by their peers as the best in Boston and the United States. Many Primary Care physicians are on the faculty at Tufts University School of Medicine, while others hold teaching appointments at Harvard Medical School. This emphasis on learning and up-to-date knowledge ultimately translates into enhanced patient care. Lahey doctors are
dedicated teachers of medical students and physicians in training, many of whom have been honored by Tufts School of Medicine for excellence in teaching awards. Lahey is a leading center for educating new physicians.

**Community Group Practice (CGP)** Lahey's Community Group Practices (CGPs) consist of 12 physician office practices joined to form a network of providers serving the Lahey community in northeastern Massachusetts. With 55 primary care physicians and 11 nurse practitioners and 1 Physician’s Assistant, CGP includes internists, pediatrician/internists (double boarded), family practitioner, and pediatricians with a few subspecialties (pulmonology, endocrinology, gastroenterology, cardiology and rheumatology). Practices within CGP are located in Amesbury, Arlington, Beverly, Billerica, Danvers, Hamilton, Haverhill, Ipswich, Lexington, Lynnfield, Merrimac, and Wilmington.

**Northeast Medical Practice (NMP)** consists of 16 primary and specialty care practices in six towns (Beverly, Danvers, Gloucester, Lynn, Lynnfield, and Topsfield). The practice currently consists of 19 primary care providers, 17 nurse practitioners and 9 specialists and has aggressively added primary care physicians over the past several years.

See next page for a map of all the current practice locations.
Combined Lahey and Northeast Primary Care Practice Locations

Medical Centers
Lahey Clinic Medical Center, Burlington, MA
Lahey Clinic Medical Center, North Shore, Peabody, MA
Lahey Clinic, Lexington, MA

Community Group Practices
Lahey Amesbury
Lahey Billerica
Lahey Danvers
Lahey Essex
Lahey Hamilton-Wenham
Lahey Ipswich
Lahey Merrimac
Lahey Lynnfield
Lahey Wilmington

Primary Care Practices on Medical Staff
Beverly:
Cummings Center Medical Associates
Majorek Medical Group
Beverly Pediatric Associates, Inc.
Family Medicine Associates, PC - Beverly
Garden City Pediatric Associates
Harborlight Family Medicine
Mindful Medicine
The Medical Group

Danvers:
Danvers Medical Associates
Internal Medicine of the North Shore
North Shore Primary Care
Northeast Medical Practice at Danvers
Center for Healthy Aging
Danvers Family Doctors, PC
North Shore Pediatrics
Leonard M. Horowitz, M.D.

Gloucester:
Addison Gilbert Primary Care
Center for Healthy Aging
Amy B. Esdale, M.D.
Zaven E. Jouhourian, M.D.

Hamilton:
Family Medicine Associates – Hamilton

Ipswich:
Beacon Family Medicine
Sideris D. Baer, M.D.

Lynn:
Lynn Women's Health

Lynnfield:
Lynnfield Primary Care

Manchester:
Family Medicine Associates – Manchester
David J. Bush, M.D.

Middleton:
Family Medicine Associates – Middleton

Rowley:
Richard L. Smith, M.D.

South Hamilton:
Patton Park Medical Center

Topsfield:
Willowdale Medical Center
Goals and Objectives – Measures of Success

The Chief Operating Officer, Primary Care will have been considered successful at the end of 12 to 18 months, if he/she is able to establish him/herself as a straightforward, proactive, strategic, flexible and highly competent transformational leader who is respected by physicians, management and staff. Among the specific goals and objectives that the COO will be expected to achieve during the first year include:

- Gain the respect of the major Lahey Health stakeholders, physicians, as well as other members of the senior management team within Lahey. Quickly establish a reputation with all stakeholders as a credible, accessible, and disciplined leader who is highly committed to service excellence, clinical quality and the future success of the organization. Be viewed as highly engaged and visible at all levels.

- Be perceived as a “balanced advocate” in representing the interests of the physicians, while also identifying economic and operational efficiencies that will ensure the sustainability of the physician network.

- In close collaboration with the Divisional Chair for Primary Care, create a unified culture and sense of shared vision for primary care at Lahey. Help to articulate a compelling vision and corresponding strategic plan for the future of primary care at Lahey that considers the current healthcare environment, expected changes between physician practices, hospitals and provider alignment and will result in Lahey Health being viewed as a leader in integrated delivery of care and uniquely poised for success in the era of health reform.

- Work with the Divisional Chair for Primary Care to continue the development and then implementation of the new medical home model. Develop the infrastructure to support the medical home as well as the tools to assess and track outcomes and metrics of the new model. Develop awareness and the skills necessary for the primary care physicians to manage their financial responsibilities under the ACO model.

- Participate in and help to lead primary care redesign at Lahey which ensures the continuation of the high level of quality and patient care that Lahey is known for while working to address issues such as patient access, work flow, skill mix including the expanded use of APRNs and PAs, and physician panel size, and enhance the overall operational effectiveness of care delivery.

- Continue to grow the Lahey network into an integrated primary care group practice organization through clinical integration, process standardization, consolidation of administration and back office functions, and establishment of standards of performance as well as addressing the different compensation models that are currently in place to provide a level of parity across the system.

- Build credibility with other services and throughout Lahey Health; facilitate collaborative communication of information between the primary care practices, specialty and sub-specialty practices, and hospital based physicians and administrative leaders.
• Assist the CIO and information technology department in moving forward with the implementation of the EPIC electronic health record including Go-Live in the physician practices.

• Oversee and manage the conversion of new practices into Lahey. Ensure operational and financial accountability of the physician practices; strengthen the financial performance and make sound, consistent business decisions while also maintaining an empowered, entrepreneurial outlook.

• In collaboration with the Vice President, Patient Access, demonstrate substantial progress toward the creation of a single point of entry for all potential Lahey primary care patients.
Candidate Qualifications

The following are qualifications and characteristics of the ideal candidate (not listed in priority order):

Education

- A Master’s degree in Healthcare Administration, Public Health, Business, or related field is required.

Experience

- Ten (10) years of operational leadership in a healthcare setting characterized by progressively expanding scope and responsibility, to include at least five (5) years in a high volume primary care setting. Experience working within a health system, and in an academic setting is a plus.

- Proven ability to drive a consensus process to effect significant organizational change. He/she is very comfortable in a matrixed environment and is comfortable leading people through change processes.

- Strong physician practice operations background with experience involving multiple sites, and a track record of having worked through various physician compensation models.

- Experience in an organization with a growth strategy is critical – must be a person with a focus on patient, employee and physician satisfaction.

- Proven expertise in performance improvement approaches and trends with the ability to work effectively with others in advancing these activities. Demonstrated success leading initiatives that have significant impact across the organization.

- A track record of effectively partnering and communicating with physicians to achieve objectives and results. An administrator who enjoys collaborating with physicians and is viewed as a balanced leader and a champion for patient quality and clinical excellence.

- An impeccable reputation as an approachable mentor to staff and as one who is an engaging, empathetic, solutions-oriented leader.

- Demonstrated knowledge of the business aspects of group practice management with an ability to identify and develop strong managers, staff and teams.

- Experience in the siting, design, and construction of primary care practice locations.

- Strong systems-thinker; able to see the entire picture and what needs to happen to make both front and back office functions flow smoothly and efficiently. Experience with IT conversions and EPIC would greatly enhance one’s candidacy.
• Experience in dynamic, quality and productivity driven organizations and demonstrated creativity developing new approaches to improve productivity while focusing on enhancing quality.

• Well-developed financial and business skills, as well as a strong analytical orientation. The ability to make evidence-based decisions in a collaborative manner is a key characteristic to being successful.

• Experience in practice redesign and patient centered medical home implementation is a plus

**Personal Characteristics**

• A change agent who can see the big picture and where healthcare is headed.

• A self-confident, proactive leader who will be both an effective advocate while also working collaboratively within a larger health system context. An individual who is seen as attentive and responsive to issues by establishing him/herself as a visible, hands-on, problem-solving executive.

• An administrator with outstanding physician-relations skills who can build trust and confidence with Lahey’s high-quality medical staff.

• Outstanding communication skills and ability to interact successfully with a broad range of people; the ability to develop, nurture and encourage staff to embrace change and improve the organization; ability to hold people accountable to achieve objectives.

• A visionary with the ability to see the big picture and think strategically combined with an understanding of the day-to-day details of operations.

• Possess superior interpersonal qualities and the demeanor and style to quickly establish credibility in the organization; willing and able to invest time in communicating these skills and attributes to managers and staff in a mentorship role.

• A strong leader who is open and friendly, visible and approachable; have excellent written and verbal communication skills and the confidence to represent Lahey Health to external constituencies. He/she will also have excellent oral presentation skills including the ability to clearly convey strategic, business and financial issues to staff and physicians and the ability to “say no” constructively and respectfully.

• Be a goal-oriented and highly motivated individual who enjoys change and challenge.

• An inspirational leader. He/she will have a commanding yet genuine presence and a personal style that builds relationships based on team play, trust, honesty, reliability, openness and confidence.

• Well-developed analytical and quantitative skills.
• Comfortable being held to high standards with a track record of seeking accountability as well as responsibility.

• An impeccable reputation for integrity, credibility, and the capacity to build trusting relationships; possesses a balance between sharing information and welcoming input while also being clear, even-handed and decisive.

• An effective, consistent negotiator.

• An excellent manager who motivates and empowers others while holding them accountable.

• High visibility throughout the organization with an approachable, personable, charismatic, and optimistic demeanor.

• A highly collaborative management style and is comfortable mentoring and developing others, as well as creating a culture of accountability.

• A sense of humor and positive attitude.
Mission and Overview of Lahey Health

About Lahey Health System

Lahey Health is a next generation health care system comprised of award-winning hospitals, primary care providers, specialist physicians, behavioral health, and senior care resources and services throughout Eastern Massachusetts and Southern New Hampshire.

More than 1,200 nationally-recognized locally-based physicians offer clinical excellence in primary care and virtually every medical specialty, including kidney and liver transplantation, cancer diagnosis and treatment, advanced cardiovascular care and orthopedic services.

Lahey Health includes Lahey Clinic (including Lahey Clinic Medical Center, a teaching hospital of Tufts University School of Medicine); Lahey Clinic Medical Center, North Shore, Peabody; Beverly Hospital, Addison Gilbert Hospital in Gloucester; Beverly Hospital at Danvers Medical and Day Surgery Center, as well as more than 50 primary care physician practices, eight outpatient and satellite specialty care facilities, thirty-three behavioral health centers and programs, and three assisted living and skilled nursing facilities.

The nonprofit Lahey Health is leading the way for what is next in integrated community health care: making high-quality health care more personal, innovative and accessible. For more information, visit member websites www.lahey.org and www.beverlyhospital.org.

Mission and Overriding Goal

The Lahey Clinic ethos combines the highest quality care with the utmost compassion.

Lahey Clinic, as one of the world’s premier health care organizations, is dedicated to:

- Providing superior health care leading to the best possible outcome for every patient;
- Exceeding, each day, patients’ high expectations for service;
- Advancing medicine through research and the education of tomorrow’s healthcare leaders;
- Promoting health and wellness in partnership with the diverse communities served.

In keeping with this mission, Lahey’s overriding goal is to care for the Clinic’s patients:

- With compassion and openness
- With unsurpassed expertise
- With a drive for continuous learning and improvement
- With respect, caring, teamwork, excellence and commitment to personal best.

More information about Lahey may be found at its web-site: www.lahey.org.
The Lahey Clinic, a physician-led integrated group practice, was founded in 1923 by Frank Lahey, M.D., with an extraordinary vision: Every component of a patient's health care would be coordinated under one roof. To this day, Lahey Clinic offers a distinctive patient experience, made even more remarkable because it provides exemplary care in the most advanced and competitive healthcare market in the country, if not world. The Lahey Clinic is singularly well-positioned in this world-renowned academic medical community where new models of care, cutting-edge technology and advances in clinical best practices, research and teaching flourish.

Lahey Clinic’s international reputation for excellence in patient care, teaching, medical research, and community health initiatives is sustained by preeminent clinicians and a deep commitment to compassionate, personalized care. The Clinic’s longstanding culture revolves around specialized clinical teams directly available to individual patients. This multidisciplinary approach gives patients access to the finest physicians from virtually every medical specialty who collaborate to develop a personalized treatment plan. More than 500 physicians and 5,200 nurses, therapists and other support staff share this higher calling – to provide a deeply-caring environment for patients, resulting in superior clinical outcomes.

Among the Nation’s Best Hospitals

Last year, Lahey Clinic Medical Center treated more than 800,000 outpatients and 20,000 inpatients – the highest number in the history of the Clinic. Nine departments were recognized in U.S. News & World Report’s “America’s Best Hospitals” issue, and 48 Lahey physicians were ranked “tops” in their fields by Boston Magazine.

Lahey’s is one of only nine hospitals nationally, and two in Massachusetts, with better heart attack survival rates than the national average, according to the U.S. Centers for Medicare and Medicaid Services (CMS) rankings. It was named one of the top cardiovascular hospitals in the country by Thomson Reuters (formerly Solucient) for the seventh time, becoming only one of two Massachusetts hospitals, and the only Boston-area hospital, to receive this honor.

Lahey surgeons have long been renowned for developing pioneering medical techniques. The Cerebrovascular Disease Center is among the most advanced in the region for treatment of strokes and brain aneurysms. The Liver Transplantation Team was first in New England to perform adult living-donor transplant procedures. In addition, Lahey surgeons use minimally invasive laparoscopic methods to reduce surgical recovery time for treatment of kidney disease and bladder cancer. For the past six years, the Clinic was cited in U.S. News & World Report’s "America's Best Hospitals" for excellence in treating urological diseases.

Bringing the Continuum of Care to the Community

From advanced technology to research and medical education, Lahey Clinic combines the world-class resources of its medical centers with top-quality primary care services at community-based practices throughout northeastern Massachusetts.

Lahey Clinic Medical Center in Burlington encompasses an ambulatory care center serving more than 3,000 patients each day as well as a 326-bed hospital. Lahey Clinic Medical Center, North
Shore in Peabody, treats more than 800 outpatients each day and includes a 10-bed hospital. Both feature 24-hour emergency departments. A Level II Trauma Center is based at the Burlington facility.

Lahey recently completed an affiliation with Northeast Health System (NHS) as part of a growth strategy to form Lahey Health dedicated to providing the full continuum of care to residents of the North Shore and Cape Ann areas of Massachusetts. NHS comprises an integrated network of acute-care hospitals and ambulatory sites including Beverly Hospital and Addison Gilbert Hospital with more than 300 beds, as well as an extensive behavioral health network and senior health services system. NHS has more than 5,000 employees and approximately 600 physicians.

Lahey's community-based physicians represent a wide range of special interests including adult internists, pediatricians and family practice specialists. These practices enable Lahey Clinic to serve communities as diverse as Amesbury on the North Shore, Lexington in Boston's northwestern suburbs, and Haverhill on the New Hampshire border.

**Clinical and Research Innovation**

A nationally-regarded research center, Lahey Clinic offers patients access to clinical trials of new therapies for diseases such as cancer, diabetes, heart disease and cataracts. Research programs encompass more than 200 clinical trial protocols and participation in numerous national and international studies.

Other notable facilities within Lahey Health include:

- The Katherine E. Merck Cardiac Interventional Center, with state-of-the-art catheterization laboratories and electrophysiology laboratories that provide patients progressive minimally invasive techniques.

- A comprehensive cardiac imaging center including state-of-the art cardiac MRI, cardiac PET/CT, and cardiac CTA. Lahey recently became one of the first hospitals in the U.S. to install a double 64-slice, multidetector scanner; the fastest and most progressive CTA equipment currently available.

- A Heart and Vascular Center, one of the largest in the region, providing New England communities with expertise in advanced cardiology services while helping to train others through partnerships with local hospitals.

- More than 30 new inpatient beds with telemetry monitoring capabilities.

- A hybrid operating room that combines a standard operating room and catheterization lab for performing traditional and less invasive procedures simultaneously.

- An Endovascular Center, which draws on the expertise of specialists from various disciplines to address the full spectrum of peripheral vascular and cerebrovascular diseases, including occlusive diseases, aneurysms and vascular malformations.
Lahey's Electrophysiology (EP) Lab, one of the first to acquire the Hansen Medical Sensei Robotic Catheter System. This innovative device gives Lahey physicians unsurpassed accuracy and control when performing cardiac ablation procedures.

A Model for Success under Health Reform

The Lahey Clinic is led by President and CEO Howard R. Grant. A physician and attorney, Dr. Grant was recruited to the Clinic in 2011 to further transform the organization as a clinically superior, patient-focused healthcare system. Dr. Grant and the executive team have established the new Lahey Health by successfully affiliating with Northeast Health System, expanded the organization’s clinical reach and geographic relationships and set a future course to revitalize Lahey’s national and regional distinction as a premier academic medical center. His visionary leadership will be important to the organization’s continuing strength as the premier physician-led integrated delivery model, uniquely poised for success in the era of health reform.
The Community

GREATER BOSTON

The Greater Boston metropolitan area is the epicenter of advanced medicine in the United States. With ten nationally ranked hospitals and four nationally ranked medical schools, it is also the most competitive healthcare market in the country. The Lahey Clinic plays a prominent role in this world-renowned academic medical community where new models of care delivery, cutting edge technology and advances in clinical research and teaching flourish.

Academic medical centers and life sciences companies in and around Boston are leaders in developing critical new science, technology and medical discoveries that benefit people worldwide. Life science companies partner with academic medical centers here to support internationally recognized scientists and physicians who collaborate to develop life-saving drugs and medical devices. Boston receives more annual funding from the National Institutes of Health than any other U.S. city.

The Lahey Clinic is located in Burlington, just 20 minutes from Boston, half an hour from New Hampshire and an hour from Rhode Island. It is within easy reach of pristine Massachusetts beaches, hiking and skiing in the breathtaking mountains of New Hampshire, Vermont and Maine, as well as a host of other quintessential New England activities and sites.

Boston is the capital of and largest city in Massachusetts, and one of the oldest cities in the United States. Also the largest city in New England, Boston is regarded as the unofficial "Capital of New England" for its economic and cultural impact on the entire region. http://en.wikipedia.org/wiki/Boston - cite_note-11  The city is also the anchor of Greater Boston, the nation's tenth-largest metropolitan area and home to 4.5 million people. http://en.wikipedia.org/wiki/Boston - cite_note-Metro_population-7

The Greater Boston area has the sixth-largest economy in the country and 12th-largest in the world. As an international center of higher education, regional schools, both public and private, are among the nation’s best. Boston's colleges and universities have a significant impact on the regional economy and serve among the area’s major employers. The city’s economic base also includes research, manufacturing, finance, and biotechnology. Boston is a leading finance center and ranked number one for innovation, both globally and in North America.

The city’s current renaissance began in the 1970s, when its economy boomed after years of stagnation. A large number of high rises were constructed in the Financial District and Boston's Back Bay during this time, continuing into the mid-1980s. With construction beginning again later, Boston now has the second largest skyline in the Northeast after New York.

Because Boston is one of the ten most popular tourist locations in the country, tourism comprises a large part of the economy. Its status as a state capital and regional home to federal, law and government agencies represents another major component of the city's financial base. A major seaport along the U.S. East Coast, Boston is the oldest continuously operated industrial and fishing port in the Western Hemisphere.
Boston is sometimes called a "city of neighborhoods," representing its rich cultural and ethnic diversity. There are 21 official neighborhoods including: Allston/Brighton, Back Bay, Bay Village, Beacon Hill, Charlestown, Chinatown/Leather District, Dorchester, Downtown/Financial District, East Boston, Fenway/Kenmore, Hyde Park, Jamaica Plain, Mattapan, Mission Hill, North End, Roslindale, Roxbury, South Boston, South End, West End, and West Roxbury.

Nationally regarded for cultural arts, Boston is home to the Boston Symphony Orchestra, Boston Ballet, Boston Early Music Festival, Boston Lyric Opera Company, OperaBoston, and the Handel and Haydn Society (one of the oldest choral companies in the United States). The city is also a major center for contemporary classical music, with well-known performing groups, some of which are associated with the city's many conservatories and universities.

Because of the city's prominent role in the American Revolution, historic sites are preserved as part of the Boston National Historical Park and many are found along the Freedom Trail. The city is also home to several prominent art museums including the Museum of Fine Arts, Isabella Stewart Gardner Museum and Institute of Contemporary Arts. The University of Massachusetts campus at Columbia Point houses the John F. Kennedy Library. The Boston Athenaeum (one of the oldest independent libraries in the United States), Boston Children's Museum, Bull & Finch Pub (whose building is known from the television show Cheers), Museum of Science, and New England Aquarium are within the city limits.

Boston has teams in four major North American professional sports leagues, and has won 33 championships as of 2012. The Boston Red Sox play home games at Fenway Park. Built in 1912, it is the oldest sports arena in use in the United States. Boston was also the site of the first game of the first modern World Series in 1903. The TD Garden (formerly called the FleetCenter) is home to three major league teams: the Boston Blazers of the National Lacrosse League, the 2011 Stanley Cup champion Boston Bruins of the National Hockey League; and the Boston Celtics of the National Basketball Association. One of the best known sporting events in the city is the Boston Marathon, the world's oldest annual marathon, run from Hopkinton to Copley Square in the Back Bay on Patriots Day, a state holiday. For additional information about Boston, please see www.cityofboston.gov and for other cities, towns, and suburbs in the area surrounding Lahey:

Bedford, MA: www.town.bedford.ma
Belmont, MA: www.town.belmont.ma.us
Burlington, MA: www.burlington.org
Concord, MA: www.concordma.gov
Lexington, MA: www.ci.lexington.ma.us
North Reading, MA: www.northreading.gov
Stoneham, MA: www.ci.stoneham.ma.us
Wakefield, MA: www.town.wakefield.ma
Winchester, MA: www.town.winchester.us
Timeline and Interview Process

Potential interview dates for the Chief Operating Officer, Primary Care for Lahey Health in Burlington, MA have been outlined as follows:

- Paper presentation of qualified candidates to Lahey Health Search Committee by Witt/Kieffer is scheduled for the week of February 25, 2013.
- Round One Interview dates are scheduled for the week of March 4, 2013.
- Round Two Interview dates are scheduled for the weeks of March 18 and March 25, 2013.

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

Candidates should advise Witt/Kieffer of any specific issues that may impact availability during this timeframe.
Procedure for Candidacy

Please direct all nominations and resumes to Lahey Health’s search consultants Kimberly Smith and Jennifer Bauer.

Jennifer Bauer/Kimberly Smith
Witt/Kieffer
25 Burlington Mall Road, Suite 605
Burlington, MA 01803-4154
301-654-5070
Fax: 301-654-1318
jenniferb@wittkieffer.com

Lahey Health is an equal opportunity employer.

Discover Thought Leadership at www.wittkieffer.com

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Lahey Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.