This Position Specification is intended to provide information about Cooley Dickinson Health Care Corporation and the position of Executive Director, Cooley Dickson Medical Group. It is designed to assist qualified individuals in assessing their interest.
Cooley Dickinson Medical Group:

Cooley Dickinson Medical Group (CDMG) is a growing group, consisting of 120 physicians with 41 full time and part time Hospitalists and Intensivists, which include both MDs and APCs (17 full time M.D. Hospitalists); there are also 76 specialty care providers, throughout the Cooley Dickinson service area. CDMG has 20+ outpatient practices located throughout the Pioneer Valley and is adding more sites in 2015. In addition to 10 primary and family care practices, the medical group comprises more than 15 specialties. There are plans to form a physician network (Cooley Dickinson Physician Network) that could eventually include over 400 physicians. These physicians will be clinically integrated to the health system but not employees of the medical group.

CDMG will also serve as a catalyst for enhancing access, improving practice standardization to reduce the variation of care across the enterprise, and will support physicians and advanced practice clinicians in their professional growth and successful adaptation to industry changes and new models of care delivery. Exciting work and training is currently underway to blend behavioral health into the primary care setting, including but not limited to treating behavioral health patients who previously had to wait long periods of time to see a psychiatrist for treatment. The health system has invested approximately $12 million in their physician practice sites. They are set up for ICD-10 and have been on the E-Clinical Works platform for several years. In 2017, they will migrate, with the rest of Partners Healthcare, to EPIC.

Establishing immediate credibility in ways that create trust among physicians and APCs will be critical for this leader. Credibility will be established by visiting and carefully listening to providers and understanding their interests, goals and challenges, and by demonstrating authenticity, integrity, energy, and collaboration. This relationship will further enhance how CDMG can optimize performance, services, and standards as well as to support providers to do their best work. Given the strengths and vibrancy of the communities served by CDMG and CDHCC, the opportunity to help build a strong and growing physician group practice will be exhilarating.
Cooley Dickinson Health Care Corporation

Mission

To provide Cooley Dickinson patients and communities with the best health care services in the most appropriate setting.

Vision

To make the mid-Pioneer Valley the nation's model healthy community.

1. Achieve high value through superior results in quality and safety, patient experience, and efficiency of the care CDHCC delivers.
2. Continuously improve. Create and implement best practices. Learn from others' best results and adapt them to local healthcare settings and in the community.
3. Model best practices and share learning and knowledge with others to disseminate success.
4. Improve access to programs to meet the community's medical needs and partner with the community to develop practices that encourage health and a high quality of life.

Values

• Build Partners
• Extend Trust
• Change Now
• Own It
• Model Excellence
• Exceed Expectations

Hospital

Located in Northampton, Massachusetts, Cooley Dickinson Hospital (CDH) offers advanced diagnostic and therapeutic care in many specialty and subspecialty areas of medicine and surgery. In addition, the health system provides care and services in multiple sites located within neighboring communities, such as Easthampton, Worthington, and Amherst. The full-service 140-bed community hospital has ranked in the top 5 percent of all U.S. hospitals in patient safety by HealthGrades. In 2013, CDH was one of Leapfrog's 65 hospitals identified as “Top Hospitals” nationally, and outranked every hospital in Massachusetts, on each of the two metrics, quality and resource use, as well as their combined “value” metric. CDH is the only hospital in Massachusetts to achieve the HealthGrades Patient Safety Excellence Award™ for five consecutive years (2009-2013), and its VNA & Hospice of Cooley Dickinson is a 2012 HomeCare Elite™ agency and, recently, its Palliative Care team won the Homecare Alliance Innovation award for Outstanding Patient Services.
Cooley Dickinson’s staff of 1,700 professionals and over 300 affiliated physicians comprise a network of emergency and urgent care, critical care, hospitalist, surgical, clinical, rehabilitative, and hospice and home care expertise that admits 6,000 patients, treats 40,000 emergency patients per year, delivers 800 babies, makes 49,000 home care and 10,000 hospice visits, and collaborates with Massachusetts General Hospital to deliver comprehensive cancer care. Cooley Dickinson’s vision is to make the mid-Pioneer Valley the nation’s model healthy community.

**Affiliation with Massachusetts General Hospital**

As of July 1, 2013, Cooley Dickinson Health Care Corporation has become a part of Massachusetts General Hospital (MGH.) This affiliation allows CDHCC the ability to achieve the goals the Trustees set for joining a larger system: to develop and expand care programs and increase revenue, reduce overhead costs, and help CDHCC thrive in the new era of population-based care delivery and payment. MGH will share its care pathways and provide the information systems infrastructure needed for CDHCC to manage the shift from a payment system that provides a fee for every service to payment for managing the health of a population. MGH has made major investments in population health management, including restructuring its primary care practices into a patient-centered home model and paying special attention to patients at high risk of chronic disease or multiple illnesses.

The agreement calls for CDHCC to continue to be guided by a local Board of Trustees, which will be responsible for decisions that include strategic planning, such as approval of capital and operating budgets.

**Clinical Services**

**Cancer Care Services**

Cooley Dickinson Hospital’s Cancer Care Program provides patients with expert care and the latest technology in a compassionate, comfortable setting close to family and friends. Accredited by the American College of Surgeons, the state-of-the-art program encompasses all aspects of cancer care including prevention, early detection, screening, diagnosis, treatment and support for patients and their families.

As part of the affiliation agreement with Massachusetts General Hospital, the two cancer centers have begun to collaborate on expanding oncology services to Pioneer Valley residents which will provide easier access to Mass General Cancer Center specialists, timely referrals for second opinions, and improved coordination of care.

**Cardiovascular Services**

Cooley Dickinson Health Care Corporation’s cardiovascular services are led by top-ranked physicians who are experts in noninvasive, invasive, diagnostic and therapeutic methods of caring for heart disease. The expert team of physicians, along with CDHCC’s caring and professional nurses and support staff, provides patients with the best in cardiac care, rehabilitation, and education.
CDHCC offers a wide variety of cardiovascular services at its main campus in Northampton, utilizing advanced and innovative technologies, treatments and techniques. The cardiovascular program includes a Critical Care/Coronary Care Unit, Telemetry Unit, Diagnostic Cardiology, Cardiopulmonary Rehabilitation, Anticoagulation Clinic and Interventional Radiology.

**Joint Replacement Center**

The Joint Replacement Center is part of the Cooley Dickinson Hospital Center for Human Motion. The Joint Replacement Center is a quiet, spacious, eight-patient unit with its own exercise suite located on the fourth floor of the North Building on the campus of Cooley Dickinson Hospital. The center has been designated as a Blue Distinction Center.

Admission to this Center means joint replacement patients are not placed on the same floor, nor in the same room, as sick patients. This allows the skilled orthopedic team to offer customized treatment plans and activities designed just for joint replacement patients and decreases risk of infection. The center offers both traditional and minimally invasive approaches to hip and knee replacement surgery.

**Kittredge Center for Surgery at Cooley Dickinson**

Currently, Cooley Dickinson Hospital-affiliated surgeons use advanced techniques and state-of-the-art instruments to perform joint replacement and kidney, gallbladder, prostate, and intestinal procedures.

The Center is named for Michael and Lisa Kittredge who generously donated $1 million to support and expand access to locally available health care services. Opened in 2007, the Center features spacious surgical suites and private preoperative and postoperative recovery areas.

**Rehabilitation Services**

With clinics in Hadley, Northampton, Southampton, South Deerfield, and Worthington, Cooley Dickinson's team of more than 80 therapists is passionate about providing extraordinary service...
and expert care. With a physician's referral, patients have access to Occupational Therapy, Physical Therapy and Speech-Language Therapy services close to where they live and work.

CDHCC offers physical therapy, occupational therapy, speech therapy, and specialty programs which include:

- Balance and Vestibular Disorders
- Bladder Control
- Hand Therapy
- Lymphedema
- Neurological Deficits
- Orthopedics
- Pediatrics
- Swallowing Disorders

**Women's Services**

Cooley Dickinson Health Care Corporation has been caring for the community since 1886, growing as the community grows and working to stay at the forefront of healthcare technology and services. CDHCC strives to be a model community hospital and is proud of the focused, compassionate care it offers to women through a wide array of custom services. The hospital cares for women at all stages of life, from those in childbirth to those living with a diagnosis of breast cancer or osteoporosis. Cooley Dickinson's commitment to women's health was most recently shown by the development of the Cooley Dickinson Center for Midwifery Care on the hospital's main campus. The Center complements an array of existing childbirth services that range from family education to a pediatric hospitalist program. All the OB-GYN and midwifery services have recently combined to provide more seamless coordination of care.

**Outpatient Services**

CDHCC provides inpatient and outpatient services in Northampton, including Fast Track and Emergency Services complete with on-site laboratory and imaging services. There are also satellite facilities in Amherst, Easthampton, Florence, Hadley, South Deerfield and Worthington providing an array of services, including primary care, laboratory, imaging and rehabilitation services.

**VNA & Hospice of Cooley Dickinson**

The VNA & Hospice of Cooley Dickinson offers a comprehensive range of services throughout Hampshire County and parts of Franklin County to meet patient and family health needs. Skilled nursing includes services such as disease assessment, palliative care, medication management, wound care, and teaching patients and families to care for themselves. Visiting nurses work closely with patients' physicians to ensure continuity of care. The Hospice program offers a medically supervised, nurse coordinated team that provides physical, emotional and spiritual comfort throughout the illness and bereavement experience. Other services provided by the VNA include physical, speech and occupational therapies, rehabilitation services, medical social workers, and home health aides.

**Commitment to Quality**

CDHC is committed to providing high quality care throughout the organization. The organization does this through continuous assessment of quality metrics, a focus on patient
safety, and performance improvement activities. CDHCC strives to reduce preventable patient harm by developing a culture in which all employees take responsibility for patient safety. Performance improvement work is undertaken to assist the organization to achieve its quality, safety, and operational effectiveness goals. CDHCC will be expanding its use of Lean methodologies and team approaches and is developing strength in interdisciplinary and multi-departmental collaboration during this important time of change.

For a full list of clinical services offered at Cooley Dickinson Health Care Corporation visit: http://www.cooley-dickinson.org/Main/ProgramsServices.aspx

Massachusetts General Hospital

Founded in 1811, Massachusetts General Hospital (MGH) is the original and largest teaching hospital of Harvard Medical School. Each year, the 950-bed academic medical center admits approximately 47,000 patients, records 1.5 million outpatient visits, including 90,000 Emergency Department visits, performs 38,000 surgical procedures, and delivers 3,600 babies. MGH conducts the largest hospital-based research program in the United States, with an annual research budget of more than $750 million and major research centers in AIDS, cardiovascular research, cancer, computational and integrative biology, cutaneous biology, human genetics, medical imaging, neurodegenerative disorders, regenerative medicine, reproductive biology, systems biology, and transplantation. MGH, along with Brigham and Women’s Hospital, is a founding member of Partners HealthCare, an integrated health care delivery system that includes the two founding academic medical centers, community hospitals, primary care and specialty physicians, specialty facilities, community health centers and other health-related entities.

MGH has consistently placed among the top hospitals on the U.S. News & World Report Best Hospitals Honor Roll since the survey began in 1990. In 2013, MGH was named No. 2 in the nation and No. 1 in New England, based on quality of care, patient safety and reputation in 16 clinical specialties. In 2013, MGH was also redesignated a Magnet hospital, the highest honor for nursing excellence awarded by the American Nurses Credentialing Center.

For more information on Massachusetts General Hospital visit: http://www.massgeneral.org/

Partners HealthCare System, Inc.

In March 1994, MGH and Brigham and Women’s Hospital joined to form Partners HealthCare System, Inc. This affiliation of the two entities was established to create an integrated healthcare delivery system which provides excellent, cost-effective care. The hospital’s core commitment to teaching and research was well-maintained in this affiliation. Partners HealthCare System, Inc. has grown to include North Shore Medical Center, Newton-Wellesley Hospital and Faulkner Hospital. Partners offers one of the most robust and competitive medical educational programs in the country, with more than 200 residency and fellowship programs, where physicians-in-training routinely rotate among academic medical centers, community hospitals, and specialty hospitals. Partners HealthCare Physician Network, and Partners Community HealthCare includes more than 1,000 primary care physicians and 3,500 specialists.
In addition, Partners includes home health agencies, a psychiatric facility, and a rehab hospital in Boston, as well an Oncology Program in collaboration with the Dana-Farber Cancer Institute.

For more information of Partners HealthCare System visit: http://www.partners.org/
The Community

Located along the banks of the Connecticut River, the Pioneer Valley in western Massachusetts is famous for its beautiful scenery, unspoiled nature, recreational facilities and the quality of life it provides as part of the Knowledge Corridor which extends up the Connecticut River from Hartford, Connecticut to Springfield, Massachusetts and northwards. Fifteen miles north of Springfield, the Valley, which consists of Franklin, Hampshire and Hampden Counties, has retained its traditions and heritage and strong sense of community while embracing the growth and development that the proximity to larger urban development has provided. Each and every town and village is noticeably different, with distinct personalities and traits. Among the largest communities in Hampshire County you will find:

**Amherst** has the charm of a little town with the amenities of a larger city while enjoying views of hills and mountains in all directions. Although originally a farming community, Amherst's main industry is now education, since it is the home of the main campus of the University of Massachusetts as well as two private colleges, Amherst College and Hampshire College. The town's commercial, social and cultural life benefits from the liveliness and diversity stimulated by the colleges and the University. Amherst has long supported excellent public schools, libraries and town services; it has also worked hard both to preserve farming and open space and to provide affordable housing. Amherst's thriving downtown is full of culture including museums, bookstores, galleries, antique shops, restaurants and lots of entertainment venues which make the town an exciting place to live. A vibrant cultural life including numerous music concerts, touring theater productions, lectures, botanic gardens and other cultural events abound.

**Northampton** is a vibrant small city that feels like a small hometown with several distinctive village centers and is home to the prestigious Smith College and Smith College Museum of Art. Northampton is known as the #1 small arts town in America with a bustling artistic community. Also the county seat of Hampshire County, Northampton has a feel of a "college town" and blends traditional neighborhoods, eclectic restaurants, and a lively sophisticated cultural and intellectual community. Several village centers provide focal points for outlying residential areas while the downtown is alive with a wide selection of restaurants, coffee and ice-cream shops, and theaters, including the only municipally owned theater in the state. It also offers clubs featuring an array of music, street musicians, and a Center for the Arts. The area has been highly rated for amenities it provides for families and outdoor activities as well as the arts and the broad array of community, environmental and other opportunities available to residents.

**South Hadley** is a charming, pastoral town with winding roads past New England barns and small working farms that mixes rural with a touch of cosmopolitan, as it is also home to Mount Holyoke College. South Hadley has a relaxing country living appeal and offers a variety of recreational activities from hiking to boating to skiing as well as quaint shops, restaurants, theaters and cafes and was the site of the first dinosaur fossil found in North America.

**Easthampton**, nestled under the steep slopes of Mount Tom, was once a booming mill town which has reinvented itself into a thriving artistic community and center of innovation and creativity. Nonotuck Park is a breath-taking regional recreation area that includes 190 acres of land for active and passive activities, and Arcadia Nature Center and Wildlife Sanctuary provides
children as well as adults an opportunity to learn about the importance of animals and preserving their habitat. Easthampton is also home to the Williston Northampton School a private secondary college prep school that has received the blue ribbon educational award which ranked it one of the top private schools in the country.

**Hampshire County** is the home to five prominent institutions of higher learning that cooperate with each other and are known collectively as the Five Colleges. They are UMass Amherst, Amherst, Mount Holyoke, Smith, and Hampshire Colleges. Each of these four highly regarded liberal arts colleges and the university contribute to Hampshire County's college town atmosphere. While the college towns in Hampshire County are known for their progressive values and their embrace of alternative cultures and lifestyles, many of the county's outlying towns preserve their traditional, bucolic characteristics.

The local housing market's affordable prices and diverse communities are very appealing to a variety of populations, particularly families who are also drawn to the area's rich culture and surplus of attractions. Education has long been a priority for the community from great public school districts in the region to a plethora of opportunities for lifelong learning. Throughout the communities in Hampshire County there is a strong and diverse economic base consisting of a resilient retail and commercial sector, a manufacturing sector which shows a mixture of traditional operations (wire protrusion, plastic molding) and innovative ones (production of heat sensing devices) and a large institutional base which includes county services, healthcare and education.

For more information on Hampshire County and the communities that make up the Pioneer Valley visit:

http://visithampshirecounty.com
www.visitnorthampton.net
http://www.amherstma.gov/
Summary of Position

The Executive Director reports to the President and Chief Executive Officer of Cooley Dickinson Physician Network (CDPN), A. Kim Saal M.D. The Executive Director of the Cooley Dickinson Medical Group (CDMG) will lead and manage the physician business enterprise of Cooley Dickinson HealthCare known as Cooley Dickinson Medical Group. This executive will ensure that the physician enterprise is operationally sound and provides the highest levels of service and efficiency. The Executive Director will work with his/her senior management team to develop the business enterprise so that it is proactively positioned to adapt to future reforms of the health system, the needs of the population, and local market conditions. This position will partner with the Health System leaders and others, as appropriate, to build and support connections with all members of the medical staff including those outside of the medical group.

Key Accountabilities:

- Ensure that the business model provides impetus to the growth of community coverage and market share.

- Develop and execute a plan to create a management leadership team and infrastructure that supports effective operations.

- Work closely with CEO on provider manpower plan (medical staff development plan) to continuously identify recruitment opportunities and needs; take the lead to align/recruit physicians and advanced practice clinicians who meet those needs and provide them with options for aligning with Cooley Dickinson Health Care.

- Coordinate with CEO in the recruitment of providers to CDPN, including direct oversight of the recruitment of providers who will join CDMG.

- Take lead on contract negotiations with all CDMG providers in concert with CDPN.

- Provide management oversight to internal and outsourced operational support and infrastructure required; monitor performance of internal staff and external vendors; recruit and provide management guidance to staff in support of operations.

- Work with the executive team to implement a hospital-wide and ambulatory electronic health record to further efforts in physician alignment; work collaboratively with IT to achieve efficient performance of financial and clinical information systems of the physician enterprise.

- Work closely with the CDPN CEO and physician leadership within the enterprise on oversight of clinical performance activity and compliance within the provider enterprise.
Candidate Qualifications

The *ideal* candidate will have the following credentials:

**Education**

- A bachelors degree is required, and a Master's degree in business administration, healthcare management or related field is preferred.

**Work Experience**

- At least 10 years clinical practice experience.
- A minimum of 10 years experience in progressive leadership roles in a multi-specialty group practice or within an integrated health system. Experience working collaboratively with community-based providers is required.
- Experience with IT systems; electronic health records (EHR) and computerized physician order entry (CPOE). Ability to assist health system in making key IT related decisions impacting physician practices.
- Experience working within a Lean organization, with the ability to apply principles and concepts to improve organizational performance.
- Knowledge of physician network economics, administration and finance. Strong understanding of economic and financial operations of physician practices.

**Leadership Characteristics**

- Skilled at bringing about cost-sensitive, quality, and patient centered care delivery to ensure continued competitiveness in the service area and region.
- Ability to develop and implement the organization’s strategic approach and philosophy to physician alignment.
- Acumen to oversee and orchestrate all employed physician practices to include clinical operations, practice operations, business operations, and in-hospital operations. Responsible for quality of services, functional activities and financial results.
- An individual who is appropriately decisive and has confidence in his/her ability to see a project through to completion.
• Ability to develop, negotiates, and maintains physician contracts. Experience with contracting medical directorships, employment, physician administrative services, physician exclusive contracts, and physician clinical oversight services.

• Enjoys working with teams and the ability to coalesce diverse stakeholders around a common vision.

• Ability to assess operations, financials, and personnel, with competence to coordinate efforts of a team of professionals to bring return on investment. Capacity to organize and streamline operations to achieve financial and service objectives.

• Knowledge of all phases of the budget process with skills to collect, monitor and interpret internal and external data to assess and improve operations performance to benchmarks.

• Skill developing, nurturing, and managing physician relations and creating a team atmosphere. Ability to establish ad expand professional alliances to render close working relationships leading toward integration.

• Ability to develop and implement physician marketing and deployment strategies in concert with development/marketing departments.

• Experience working with the CEO on physician best practice protocol development and implementation, and other key relationships elements with the physician enterprise.

• Negotiating managed care contracts on behalf of physicians in CDMG as may be needed coordinating with CDPN.
Procedure for Candidacy

Nominations and applications (including a cover letter and resume) should be submitted, preferably via e-mail to:

Stephen Davis  
Senior Associate  
Witt/Kieffer  
35 Corporate Drive, Suite 290  
Email: sdavis@wittkieffer.com  
Phone: 781-272-8899

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 Cooley Dickinson Health Care 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.