

Leadership Profile

Search for the Chief Medical Officer, Brigham and Women's Physicians Organization

The Opportunity

Brigham and Women's Physicians Organization (BWPO) seeks a talented physician leader to serve as the BWPO Chief Medical Officer (CMO). This role is an opportunity to shape the structures and supports that enable Brigham physicians' work, and ultimately the care of our patients and families. Reporting to the BWPO President with dotted line reporting to the Brigham and Women's Hospital (BWH) CMO, the BWPO CMO will lead the Brigham Care Strategies and Innovation (BCSI) team, including the Executive Director of Population Health Management and Physician Engagement and the Associate Chief Medical Officers.

The BWPO CMO is not expected to have experience in all the content domains outlined below, as the BWPO CMO portfolio will be tailored to the strengths/background of the individual in the role. The health care landscape is rapidly evolving and this position will evolve in tandem, providing the BWPO CMO with an ongoing opportunity to gain experience in emerging areas. Foundational skills for success in this role include shaping and executing strategic plans, building trust by communicating and actively listening, and working collaboratively across a highly matrixed academic medical center and health system.

A core value of the BWPO is ensuring that our diverse community feels welcome, cared for, and valued. The BWPO CMO is expected to bring a strong commitment to fostering diversity and inclusion across all their workstreams, recognizing that there is always continued work to be done.

The BWPO CMO would have the opportunity to continue working clinically (up to 0.2FTE), if desired, in their area of specialty.

Principal Duties and Responsibilities

Building Strategic Alliances

- Support the BWPO in the development and management of local/regional network relationships, including outreach, communications, and strategy development, in collaboration with the departments of the BWPO and the Mass General Brigham Network Development team.
- Support the BWPO in developing and executing collaborations with international entities, in conjunction with the departments of the BWPO and the Strategic Initiatives & Partnerships team.
- Partner and strategize with the MGPO CMO as leaders within the MGB system.

Strategy

- Support the BWPO strategy as developed with the BWPO Board and president.
- Develop key strategies for enhancing population health and innovation.
- Participate in the BWPO strategic planning process.
- Engage and communicate with stakeholders, building a clear, shared understanding of the strategy.
- Align and prioritize workstreams to advance the strategy.
- Share organizational performance measurement information and encourages dialogue and analysis.
- Employ change management strategies to cultivate buy-in and achieve positive, sustained change.

Faculty Development and Wellbeing

- Develop, implement, and oversee initiatives to improve the work lives of physicians including job do-ability, Epic support, systems improvement, leadership, culture, and personal wellbeing.
- Understand issues and concerns of BWPO physicians and work actively to address them.
- Set goals, objectives, programs and budgets as approved by BWPO Board and BWH.
- Support Chair and BWPO programs related to diversity, equity, inclusion, and health equity, and align efforts within larger BWH Equity efforts under the BWH CMO.
- Be available to individual physicians as a confidential advisor/ombudsman.
- Work collaboratively with BWH CMO, BWPO department chairs, and hospital administrators from partner institutions to resolve professional staff matters.
- With the BWPO president and Board and MGB Human Resources, lead design of certain physician benefits such as Paid Family and Medical Leave.
- Serve as Course Director for the Brigham Leadership Program.
- Support the BWPO departments' Faculty Annual Reviews Programs.
- Lead the Brigham Physician Recognition Dinner.

Population Health and BWPO Contracting

- Lead the Brigham Health (BH) and BCSI team in developing and implementing programs designed to meet the value-based care goals of the organization and the system, including Medicare and Medicaid ACO and commercial risk-based contract performance on total medical expense and quality, strategy and trend targets.
- Manage BWPO quality and cost-effective initiatives with particular emphasis on managed care and pay for performance contract performance.
- Set the direction of the BWPO Quality Incentive program for physicians.
- Collaborate on design of funds flow and other incentive structures to support medical management goals and risk-based physician compensation.
- Advocate on behalf of BWPO physicians with payers as part of the MGB contracting team.
- Represent BH and the BWPO in developing and executing on Mass General Brigham (MGB) Internal Performance Framework (IPF) targets in alignment with value-based contract performance measures.
- Work closely with BWPO CFO and team to understand payment reform efforts as they impact physician payments and lead implementation of programs to achieve financial success under payment reform.

Innovation and Information Technology

- Lead care innovation efforts for the BWPO work with BWH Ambulatory Team, the Digital Innovation Hub team and the BWH SVP of Strategy.
- Work with BWH CMO to Lead the Brigham Care Redesign Incubator Startup Program (BCRISP), jointly funded by BWH and BWPO.
- Work with BH Chief Information Officer to deliver technological solutions to physicians.

Compliance

- Support BWPO compliance activities, which are led by compliance specialists.

Communication

- Participate in the communication efforts of the BWPO Board and BWPO senior leadership team as well as BWH senior leadership and department leadership about all relevant programs, activities, budgets and results.
- Communicate proactively with practicing physicians. This may include, for example, regularly attending departmental faculty meetings to listen and to speak on behalf of the BWPO.
- Advise BWPO communicators on what physicians need to know.

Additional Duties

- Lead ad hoc initiatives on behalf of the BWPO President

Systemwide Collaboration and Leadership
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- Co-chair (ex officio) the BWH Physicians' Council
- Serve as the lead BWPO spokesperson at MGB Population Health-related teams and committees
- Represent BWPO/BWH on MGB Performance Oversight Committee and MGB ACO Board of Managers
- Support the BWPO relationship with the Private Staff Association
- Participate in weekly BWPO Leadership Team meetings
- Participate in other committees including Medical Staff Executive Committee
- Represent BWPO in various settings including BWH, MGB, PCPO, and outside the organization. Examples may include BWH Quality & Safety Committee, MGB CMO meeting, MGB Wellbeing Task Force, and MGB Performance Oversight Committee.
- Collaborate with BWH CMO on medical staff issues and initiatives
- Collaborate with Massachusetts General Physicians Organization CMO on physician related initiatives

Direct Reports

- Executive Director of Population Health Management and Physician Engagement
- Associate Chief Medical Officers (two)
- Faculty Development and Wellbeing Medical Director
- Administrative Assistant

Qualifications

Education and Certifications

- Potential rank of Instructor, Assistant Professor, or Associate Professor at Harvard Medical School
- Doctor of Medicine or equivalent degree
- Qualifications suitable for appointment to the active medical staff at Brigham Health

Knowledge and Work Experience

- Must be a board-certified physician with at least 5 to 10 years of post-training experience.
- Skilled collaborator who builds consensus, recognizes and manages conflict, and fosters cohesion within a highly matrixed academic medical center.
- Strategic and results-oriented, with an interest in executing effectively on strategies and demonstrating outcomes.
- Excellent communicator who listens carefully to different audiences in order to understand their key points and major concerns, and frames issues so that different audiences can understand them.
- Experience in population health management, medical management, program development, and quality improvement with knowledge of managed care and contracting is a plus.
- Experience and interest in faculty wellbeing improvement efforts is a plus.
- Could work clinically (up to 0.2FTE), if desired, in area of specialty.

Brigham and Women's Physicians Organization

The BWPO was incorporated in 1999 as a charitable corporation within the Commonwealth of Massachusetts and began operating in 2001. The BWPO is comprised of fourteen departments: Anesthesiology, Dermatology, Emergency Medicine, Medicine, Neurology, Neurosurgery, Obstetrics & Gynecology, Orthopedic Surgery, Pathology, Pediatric Newborn Medicine, Psychiatry, Radiation Oncology, Radiology, and Surgery, as well as the South Shore Community Business Unit (formerly known as Harbor Medical Associates).

The BWPO's strategic vision is of an integrated medical group providing both the highest quality of care to its patients and providing its physicians with the highest quality of work life. Focused on optimizing and streamlining operational performance, the BWPO centralizes the administrative and compliance functions that previously resided within each department including the organization and management of billing, administration, ambulatory operations, and finance. The BWPO oversees Population Health Management, the Medicaid ACO, aspects of Quality and Safety, and also provides medical management support for physicians.

The BWPO recently concluded an organizational and governance review, coinciding with its twentieth anniversary. As a result of this review, it advanced a number of important changes, including: by-law changes that created a more streamlined Board structure; redesign of Board leadership criteria, including the institution of a lay Chair for the BWPO Board; and a

repositioning of the BWPO President role, providing the BWPO with a greater voice within the MGB system.

The physician-governed BWPO provides for cooperative business relationships between the Brigham and Women's Hospital (BWH) and Mass General Hospital physicians and allows the BWH physicians to join the Mass General Brigham network. Brigham Health, a founding member of Mass General Brigham, is the sole corporate member of the BWPO.

Brigham and Women's Hospital/Brigham Health

Formally established in 1980, Brigham and Women's Hospital (BWH) was the culmination of the merger between three prestigious Harvard-affiliated hospitals, Peter Bent Brigham Hospital, Robert Breck Brigham Hospital and Boston Hospital for Women.

As one of the primary affiliates of Harvard Medical School, BWH is a transformative, world-class academic medical center on the forefront of patient care, research and training the next generation of medical leaders. This is illustrated in BWH's repeated ranking as one of *U.S. News and World Report* top hospital's in overall excellence and individual specialty areas.

BWH has grown to form Brigham Health (BH). Brigham Health, a global leader in creating a healthier world, comprising Brigham and Women's Hospital, Brigham and Women's Faulkner Hospital, the Brigham and Women's Physicians Organization and many related facilities and programs. With more than 1,000 inpatient beds, approximately 60,000 inpatient stays and 1.7 million outpatient encounters annually, Brigham Health's physicians provide expert care in virtually every medical and surgical specialty to patients locally, regionally and around the world. An international leader in basic, clinical and translational research, Brigham Health has nearly 5,000 scientists, including physician-investigators, renowned biomedical researchers and faculty supported by over \$700 million in annual funding. The Brigham's medical preeminence dates back to 1832, and that rich history is the foundation for its commitment to research, innovation, and community. BWH is a teaching affiliate of Harvard Medical School and dedicated to educating and training the next generation of health care professionals.

In partnership with Massachusetts General Hospital, BH is one of the founding members of Mass General Brigham, an integrated delivery network and major academic and research healthcare system serving the greater Boston area and New England.

Procedure for Candidacy

Please send your CV and letter of intent to BWHLedershipSearch@bwh.harvard.edu. The search committee is co-Chaired by Simon Talbot, MD and Terrie Inder, MBChB. All materials will be treated as confidential. Application deadline: April 30, 2021.

Brigham Health and Harvard Medical School are equal opportunity employers and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, gender identity, sexual orientation, pregnancy and pregnancy-related conditions or any other characteristic protected by law.