

Position and Candidate Specification



Weill Cornell
Medicine

NewYork-Presbyterian/Weill Cornell Medical Center

Chief Medical Officer

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**Weill Cornell
Medicine**



NewYork-Presbyterian



COLUMBIA

NewYork-Presbyterian (NYP) is one of the nation's most comprehensive, integrated academic health care delivery systems, dedicated to providing the highest quality, most compassionate care and service to patients in the New York metropolitan area, nationally, and throughout the globe. In collaboration with two renowned medical schools, Weill Cornell Medicine and Columbia University Vagelos College of Physicians and Surgeons, NewYork-Presbyterian is consistently recognized as a leader in medical education, groundbreaking research, and innovative, patient-centered clinical care.

NewYork-Presbyterian Hospital is one of only 20 hospitals in the nation to be named to the 2024-2025 Best Hospitals Honor Roll, a distinction recognizing hospitals that deliver the highest quality of care across a range of specialties, procedures, and conditions. The Honor Roll places NewYork-Presbyterian in the company of some of the most prestigious, world-class medical institutions, including Johns Hopkins Hospital, Mayo Clinic, Cleveland Clinic, and Massachusetts General Hospital. A member of the Honor Roll of America's Best for 21 consecutive years, this distinction is the most recent indication that NewYork-Presbyterian — and the care it provides — continues to be among the best in America.

	HONOR ROLL U.S. News Best Hospitals Honor Roll		NATIONALLY RANKED in 14 Adult Specialties in 11 Children's Specialties
	REGIONALLY RANKED #1 in New York #1 in New York #1 in New York (Children's) #3 in Mid-Atlantic (Children's)		HIGH PERFORMING in 1 Adult Specialty in 20 Procedures/Conditions

NewYork-Presbyterian has four major divisions:

1. NewYork-Presbyterian Hospital

Based in New York City, NewYork-Presbyterian Hospital (NYPH) is a world-class academic medical center committed to excellence in patient care, research, education, and community service. NYPH is one of the nation's largest and most comprehensive hospitals and a leading provider of inpatient, ambulatory, and preventive care in all areas of medicine. With some 4,000 beds and more than 10,000 affiliated physicians and 50,000 employees, NewYork-Presbyterian sees more than 2 million visits annually, including close to 22,000

infant deliveries and more than 620,000 emergency department visits. NewYork-Presbyterian Hospital is ranked #1 in the New York metropolitan area by U.S. News and World Report and has repeatedly been named to the Honor Roll of "America's Best Hospitals."

With its dedicated staff, modern facilities, state-of-the-art technology, commitment to quality care, and role in educating future physicians, NYPH has a well-deserved reputation as a healthcare leader. Whether providing comprehensive primary care to the community, specialty care to the tiniest newborns, or performing complex cardiothoracic surgery, NYPH delivers excellence in healthcare with compassion and caring.

NewYork-Presbyterian is comprised of seven campuses as follows:

- NewYork-Presbyterian / Columbia University Irving Medical Center
- NewYork-Presbyterian / Weill Cornell Medical Center
- NewYork-Presbyterian Allen Hospital
- NewYork-Presbyterian Brooklyn Methodist Hospital
- NewYork-Presbyterian Lower Manhattan Hospital
- NewYork-Presbyterian Morgan Stanley Children's Hospital
- NewYork-Presbyterian Westchester
- NewYork-Presbyterian Westchester Behavioral Health

2. NewYork-Presbyterian Regional Hospital Network

Comprised of leading regional hospitals in the New York metropolitan region, including: NewYork-Presbyterian Hudson Valley Hospital and NewYork-Presbyterian Queens.

3. NewYork-Presbyterian Physician Services

NewYork-Presbyterian Medical Groups connect expert doctors with patients close to home to expand coordinated care and healthcare services across the regions we proudly serve. Our medical groups in Brooklyn, Queens, Westchester and Hudson Valley increase access to a wide range of primary and specialty care services and include Weill Cornell Medicine and Columbia University Irving Medical Center physicians.

4. NewYork-Presbyterian Community and Population Health

NewYork-Presbyterian Community and Population Health, encompasses ambulatory care network sites and community health care initiatives, including NewYork Quality Care, the Accountable Care Organization jointly established by NewYork-Presbyterian, Weill Cornell Medicine, and Columbia University Vagelos College of Physicians and Surgeons.

NEWYORK-PRESBYTERIAN/WEILL CORNELL MEDICAL CENTER

NewYork-Presbyterian/Weill Cornell Medical Center, affiliated with Weill Cornell Medicine, is among the foremost academic medical centers in the world with 862 beds providing emergency, primary, and specialty care in virtually every field of medicine. The center offers children and adults the latest diagnostic and treatment approaches. In partnership with the Weill Cornell Medical College we have built world class expertise in many key service lines including Neurosciences, Cardio-Vascular, Cancer care, Women's Health, Children's Services, and Transplantation. Some examples of these programs include Ochsner Spine, a novel multi-disciplinary

and tripartite collaboration across Weill Cornell Medicine, Columbia Doctors, and NewYork Presbyterian. Other neuroscience programs of excellence include epilepsy, movement disorders, stroke and neurosurgery including oncology. Our cardiac services include one of the highest rated and busiest aortic surgery programs, as well as strong programs in structural heart disease, and cardiac imaging. The Kidney and Pancreas Transplant Program, which is the oldest kidney transplant program in New York State, one of the highest volume programs in the country, and nationally recognized for developing innovative strategies that allow for successful transplants. Our liver transplant program has pioneered robotic for donor surgery and recently performed the first totally robotic liver transplant recipient surgery in the northeast, and one of only 3 programs in the country to offer this approach. NewYork-Presbyterian/Weill Cornell is home to the William Randolph Hearst Burn Center – a world leader in burn treatment, rehabilitation, research, and education. The Alexandra Cohen Hospital for Women has the highest delivery volume in New York State, with class leading outcomes.

NewYork-Presbyterian Komansky Children's Hospital at NewYork-Presbyterian/Weill Cornell Medical Center is part of our newly formed Childrens Hospital of New York and hosts a full-service, multidisciplinary pediatric program. Here highly skilled physicians, all of whom are affiliated with Weill Cornell Medicine, offer the full range of pediatric subspecialty care, including for respiratory conditions, cancer, and congenital heart disease through our Children's Heart Initiative, another tripartite program. The Center's Pediatric Emergency Department is a Level 1 Trauma Center and a New York City regional burn center.

KEY NEWYORK-PRESBYTERIAN/WEILL CORNELL MEDICAL CENTER FACTS

The last five years (FY19-FY24) have been characterized by tremendous growth. Faculty count has grown by 17%, clinical revenue has grown by 49%, research funding has grown by 54%, and the annual budget has grown by 44%.

FINANCIAL AND OPERATIONAL HIGHLIGHTS (2023-2024)

NewYork-Presbyterian

Total revenue: \$10.3B

Beds: 4,000+

Weill Cornell Medicine

Annual patient encounters: 3.31M

Total Faculty and Staff: 13,797

Physicians: 2,023

Total operating revenue: \$2.91B

Clinical services revenue: \$1.92B

Total research funding: \$488M

Philanthropy: \$65M

For further details on this extraordinary academic institution, please visit <https://www.nyp.org/> and www.med.cornell.edu.

The Chief Medical Officer of NewYork-Presbyterian Hospital/Weill Cornell Medical Center has oversight and leadership of quality and patient safety, medical affairs, care team model (advanced practice providers and partnership with GME on trainees), care management, campus-based physician leadership and is a key partner for service line strategy and growth. The CMO will lead quality improvement efforts for NYP/Weill Cornell intending to achieve top clinical and patient-centered outcomes that set the standard in healthcare delivery and innovation. The CMO will also lead and coordinate state-of-the-art systems using analytics, informatics, and advanced techniques to support, develop, and deploy quality performance and process improvement methods. These approaches are designed to enhance NYP/Weill Cornell's goals to achieve and maintain the pinnacle of clinical quality and patient experience, reduce health costs and ensure equitable care delivery.

This position serves on the Senior Leadership Team of NYP/Weill Cornell and plays a crucial role in developing strategic initiatives and novel care delivery models. Leading with our NYP values of Respect, Integrity, Innovation, Teamwork and Empathy, the CMO will build strong bonds with the division chiefs, academic chairs, medical staff and oversee physician leadership (unit medical directors and quality chairs). The CMO will also participate in quality, informatics and medical staff/board meetings at NYP to ensure consistency and best practice identification. This is an exciting position for a physician executive with passion and energy for improving quality, equity and care models within a top-ranked physician led health care system.

KEY RELATIONSHIPS

Reports to	Paresh Shah, M.D., Chief Operating Officer, NewYork-Presbyterian/ Weill Cornell Division -and- Deepa Kumaraiah, M.D., Enterprise Chief Medical Officer, NewYork-Presbyterian (dotted line)
Direct reports	Associate Chief Quality Officer, WC (dual report to NYP Vice President, Quality) Associate Chief Medical and Quality Officer, LMH Director, Care Management Director, Social Work Physician Assistants Unit Medical Directors
Other key relationships	Chief Medical Officer, NewYork-Presbyterian/Columbia University Irving Medical Center President & CEO, Weill Cornell Physician Organization Department Chairs Division Chiefs Service Line Directors Senior Director, Perioperative Services Chief Nursing Officer

KEY RESPONSIBILITIES

- Serves as the lead physician for the campus, and the primary liaison to clinical department leadership at the Weill Cornell Medical College
- Oversees quality and patient safety strategies and performance improvement initiatives.
- Provides individual and institutional leadership in establishing a culture of safety and quality.
- Participates in the development and implementation of service line strategic initiatives; works in partnership with other senior leaders and medical and clinical staff to ensure the future success of the hospital.
- Oversee and optimize patient throughput and flow across the organization by implementing evidence-based practices, coordinating interdisciplinary teams, and utilizing data analytics to identify inefficiencies in the patient care continuum.
- Improves clinical care delivery including practice guidelines, clinical protocols, care model design and the optimal use of the electronic medical record.
- Develops and maintains initiatives to drive optimal operational efficiency in clinical operations including patient flow and throughput.
- Ensures that medical staff activities at NYP/Weill Cornell are carried out in compliance with local, state, and federal regulations, laws governing business operations, and requirements of accreditation agencies as well as the NYP medical staff bylaws
- Collaborates with clinical and operations leadership to actively manage financial performance and ensures the delivery of cost-effective and quality health care.
- Collaborates with human resources to ensure and maintain a positive work environment for all levels of staff.
- Uses analytics to understand utilization management and ensure processes are in place to meet and exceed organizational goals.
- Actively promotes a positive public image of NYP/Weill Cornell and is responsive to the needs and desires of various stakeholders.
- Develops and maintains positive working relationships with leadership across NYP and other critical local hospitals.
- Maintains strong physician relations and provides support services to physicians. Collaborates with medical staff to develop and implement new clinical systems/programs to enhance existing services.
- Additional responsibilities include oversight of the medical staff office, involvement with graduate medical education programs, and the research enterprise.

DESIRED OUTCOMES

The incoming CMO joins NYP/Weill Cornell in a senior and critical role and will impact both short- and long-term clinical performance. Specifically, the CMO will be accountable for the following:

- Improve reportable measures of quality and safety throughout the NYP system.
- Strengthen relationships with physician leadership; develop annual goals for unit based medical directors and drive accountability
- Partner with site chiefs and the Weill Cornell leadership team in developing a service line growth strategy that expands across Brooklyn, Queens and Lower Manhattan.
- Drive innovation in clinical care through empowered partnership with clinicians and researchers.

The Chief Medical Officer (CMO) role represents an exciting opportunity to join the executive leadership team of one of the country's premier integrated academic health centers. CMO candidates should be prepared to serve as a thought partner to the NYP/Weill Cornell leadership teams on all clinical matters and act as Weill Cornell's principal voice on advancing innovative care models while optimizing quality, safety, efficiency, and the patient experience. The CMO has a critical role to play in the ongoing evolution of the health system and will be a close partner to the COO in these efforts. This role offers a unique opportunity to lead a dynamic and forward-thinking medical center, driving innovation and excellence in patient care and clinical operations.

IDEAL EXPERIENCE

Academic Medical Center Experience

Experience in a matrixed organizational structure a plus.

C-Suite Physician Leadership

The ideal candidate will have prior experience as a Chief Medical Officer or Chief Quality Officer with a successful track record in clinical performance improvement, change management, quality and patient safety.

Health Care Industry Knowledge

Knowledge and understanding of the issues facing the delivery of healthcare across the continuum of care services, medical group management, accountable care models, population health, analytics and electronic medical record optimization.

Board Certification

An M.D. or D.O. degree with board certification in a medical or surgical specialty recognized by the American Board of Medical Specialties or the American Osteopathic Association. An M.B.A., M.P.H. or other advanced management degree is a plus. The CMO must be eligible for a New York medical license.

Mentorship and Faculty Development

Success recruiting, retaining, developing, and leading diverse teams, with the ability to operate successfully in a highly matrixed environment.

CRITICAL LEADERSHIP CAPABILITIES

Driving Results

The ideal candidate must possess superior analytical skills and experience using information and data to set goals, make decisions and measure performance while considering competing priorities and other perspectives within and outside of the organization. The CMO must push NYP/Weill Cornell Medical Center forward by:

- Setting continually higher goals for physicians that are ambitious but realistic for self and team, geared to NYP's organizational objectives.
- Acting to surpass goals related to patient safety, quality, regulatory and patient experience, seizing opportunities to push the envelope for the hospital

- Focusing on new business opportunities that enable growth and other related targets to be exceeded.
- Committing to health equity and identifying and acting on new opportunities to improve health equity that enables performance targets to be exceeded.

Collaborating and Influencing

Excellence, collegiality, and cooperation characterize the culture at NYP/Weill Cornell Medical Center. To improve quality, safety, and outcomes, the next CMO must interact in a matrixed environment by:

- Identifying all necessary stakeholders and connecting with them to gain support or agreement
- Negotiating with a genuine give-and-take approach that takes all parties' perspectives into account
- Taking advantage of opportunities to build strategic relationships to achieve a specific outcome
- Engaging others in open dialogue and adapting their influence approach to different stakeholders in ways that address their interests or concerns
- Anticipating emerging or potential conflicts among all stakeholders and taking steps to pre-empt them

Acting Strategically

The CMO leads a team of professionals dedicated to strengthening NYP/Weill Cornell Medical Center as a leader in health outcomes, patient experience, and value in the greater New York area. The CMO leads this team by:

- Providing leadership for strategic planning, program development, business plans, and day-to-day clinical practice. Where appropriate and indicated, leading transformational projects and shepherding the clinical enterprise through growth, change management, and other related initiatives.
- Setting standards and guidance in ensuring the delivery of high-quality patient care.
- Developing and mentoring team members to achieve career growth and professional fulfillment goals.
- Promoting high-quality, cost-effective medical care by leading interactions with hospital medical staff, hospital administrative leadership, and other leadership staff as appropriate.

OTHER PERSONAL CHARACTERISTICS

- Strong executive presence, gravitas, and energy.
- Outstanding physician relationship skills; a good listener with self-awareness and high emotional intelligence.
- Dynamic, action-oriented leader who demonstrates a strong sense of urgency to get things done in a timely fashion.
- Sound judgement, strong analytical and critical thinking skills; the ability to problem-solve; nimble in adapting to ambiguous and changing circumstances.
- Sets high standards of authenticity, behavior, judgment, performance, and integrity.
- The highest personal integrity and ethics, with a visible commitment to the mission of NYP.
- Demonstrates strong commitment to diversity, equity and inclusion and health equity.

FOR CANDIDATES

Weill Cornell is being assisted in this recruitment by Spencer Stuart. Inquiries, nominations and/or applications, consisting of a letter of interest and curriculum vitae, should be directed in confidence to:

Wesley Yampolsky

wyampolsky@spencerstuart.com

The anticipated range of guaranteed base salary for this position is \$450,000-\$550,000; total compensation (guaranteed salary plus supplements) will be dependent on experience, other qualifications of the successful candidate and eligibility for supplemental discretionary pay.

Weill Cornell Medicine is an Equal Employment Opportunity/Minorities/Females/Vet/Disabled employer.

FOR ADDITIONAL INFORMATION PLEASE CONTACT:

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