



A Position Profile

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# Chief Medical Officer

Commonwealth Care Alliance  
*Boston, Massachusetts*

**Furst**Group  
*Defining and refining leadership.*

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# Commonwealth Care Alliance



Commonwealth Care Alliance (CCA) is a not-for-profit care system committed to providing integrated healthcare and related social support services. Created in 2003, CCA offers a full spectrum of medical, behavioral health, and social services for people with complex needs covered under Medicaid and for those “dually eligible” for both Medicaid and Medicare. CCA offers the Senior Care Options Program (HMO SNP) for individuals ages 65 and older who have Medicare and MassHealth Standard or just MassHealth Standard alone, and One Care: MassHealth plus Medicare, for dual eligible individuals ages 21 to 64. These comprehensive health plans provide all the services covered under Medicare and MassHealth, and other benefits as determined necessary by an interdisciplinary primary care team. Services are coordinated by the primary care team and are accessed through CCA’s preferred provider network. In the 2016 Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey, administered by the Centers for Medicare & Medicaid Services (CMS), CCA’s One Care plan received the nation’s highest overall consumer rating for quality and access.

CCA is recognized nationally for its innovative Model of Care that improves quality and health outcomes, and reduces overall cost of care. Through its dedicated team and its contracted partners, CCA currently serves over 20,000 members in nine locations across Massachusetts and has annual revenues approaching \$1 billion.

## History

The roots of CCA can be found in a decades-long collaboration between dedicated clinicians, advocacy groups, community organizers, philanthropic funders, government agencies, and policymakers. Beginning in the 1970s, visionary leaders in Massachusetts came together and stayed together to build a statewide community health movement that arguably has no counterpart anywhere else in the country. Inspired by the values of human dignity, individual empowerment, and equitable access to care, this movement built a robust network of community health centers in low-income communities across Massachusetts and pioneered an array of care delivery innovations that improved the lives and independence of the frail, sick, and disabled.

## Model of Care

CCA's model of care is designed to help members enjoy the highest possible quality of life through better health and greater independence. The organization is constantly exploring new and improved ways to provide quality primary care and support services. With CCA, members always have a voice in the decisions affecting their care. CCA's clinical teams collaborate with members, families, and guardians in order to develop truly personalized care solutions.

Today, CCA is nationally recognized as a leader in providing effective, innovative care for elders and those with disabilities. It is working with other health providers to enhance their disability competencies and is building a statewide network of primary care practices and a safety net of human service organizations, independent living centers, and community-based organizations to serve the dual-eligible population.

## Mission

*To provide the best possible care, tailored individually to members served throughout Massachusetts – elders and people across the age spectrum with special healthcare needs.*

*To accomplish this, CCA brings to scale proven clinical strategies that improve care and manage costs, within a team-based, consumer-directed, prepaid care delivery program.*

## Core Values

<b>Quality of Life</b>	Promotes healthcare service delivery choices for members that enable achievement of their goals for quality of life.
<b>Commitment to Community</b>	Grounds their actions and decisions in the local community through engagement of community resources, through partnerships with community-based care systems, and by keeping members in the community whenever possible through support for members and their families and respect for the depth of their cultural values.
<b>Patient-Centered Care</b>	Endorses the principles of patient-centered care, and promotes and supports consumer participation in care planning and decision making in all clinical settings. Commonwealth Care Alliance is committed to listening to and representing the voice of members; policies promote self-direction to the maximal extent possible.
<b>Choice of Care Givers</b>	Recognizes and is committed to honoring the longstanding relationships between individuals with chronic illnesses or disabilities and their physicians, specialists, therapists, and other healthcare workers, and welcomes these workers to their networks.
<b>Partnership</b>	Supports the essential relationship between those receiving care and those providing and managing care, and makes significant

	investment in primary care resources to enhance the primary care services available to members.
<b>Coordination of Care</b>	Works to improve the connections, communications, and integration of all aspects of members' care across specialties, home care, and community-based services, to maximize quality.
<b>Compassion</b>	Members have the right to compassionate care and assurance that caregiving is sensitive, empathic, and respectful.
<b>Transformation</b>	Committed to serving as a national leader in establishing a "gold standard" that moves the healthcare delivery system toward prevention to improve the experience of providers and the most vulnerable citizens as they consume healthcare services.
<b>Consumer Voice</b>	Promotes the integration of the consumer voice into the governing structure through an approach that ensures that consumer advocacy organizations appoint the Board of Directors.
<b>Foster Innovation</b>	Seeks to continuously innovate to enhance administrative practices, to provide the highest quality of care based on the best evidence available, and to engage all providers in improving the care they deliver to members.

## Core Principles

For the past 10 years, CCA has been realizing a vision of primary medical care that is far broader than the traditional 20-minute visit to a doctor in an office. CCA delivers integrated, interdisciplinary care on an ongoing basis for people with complex medical needs, wherever needed, in the communities they serve.

Its interdisciplinary clinical teams bring care to members at their home, nursing home, group home, doctor's office, or hospital, as well as other locations. Services encompass primary medical care and a comprehensive array of behavioral health services, social support services, and long-term services and support.

Practitioners are assigned to each clinical team based on the specific needs of each member. Furthermore, each team cares for a small number of individuals on a regular basis, so they can really get to know their patients. To ensure early intervention as needs arise, care is available 24/7.

In addition, CCA always keeps in mind that its members know best what they need. Each care plan is highly individualized, with care and funding decisions made collaboratively by the clinical team and the member and the member's family or guardian.

## Clinical Expertise

Commonwealth Community Care (CCC) and Commonwealth Care Alliance Clinical Group are clinical practices that provide services to many of CCA's most vulnerable and challenging members.

### *Commonwealth Community Care*

CCC is one of the first medical practices established in the nation to provide community-based primary care to adults with severe physical disabilities. It is comprised of physicians, nurse practitioners, physician assistants, behavioral health clinicians, and other clinical and administrative and support staff. The staff of the practice are dedicated to delivering quality medical care that will enhance their patients' ability to live independently and productively in the community. CCC serves 1,323 patients with locations in Boston, Lawrence, Springfield, and Framingham.

### *Crisis Stabilization Units*

Provides an alternative to psychiatric hospitalization for members with acute behavioral health and/or substance use disorder needs. Two locations include Carney Hospital in Dorchester (12 beds) and Marie's Place in Brighton (14 beds).

### *Commonwealth Care Alliance Clinical Group*

Commonwealth Care Alliance Clinical Group provides direct care to many of CCA's members in the Boston and Western Massachusetts areas. Commonwealth Care Alliance Clinical Group is comprised of nurse practitioners, nurses, behavioral health clinicians, medical assistants, and other clinical and administrative support staff. These direct care clinicians provide primary care and care coordination services to elders and persons with disabilities across the Commonwealth.

## Clinical Innovations

### *Acute Community Care*

A community paramedicine program that responds to urgent care needs, providing high-intensity care in the member's setting of choice.

### *Life Choices Palliative Care*

An integrated approach to palliative care that decreases acute utilization at the end of life.

### *Winter Street Ventures*

CCA's for-profit health innovation accelerator subsidiary. It partners with early-stage entrepreneurs to take healthcare technology, devices, and services from concept to marketplace.

## Health Plans

As of January 2017, CCA is now serving more than 20,000 members, highlighting the growing demand for the organization's innovative approach to caring for individuals who are dually eligible for Medicare and Medicaid in the One Care and Senior Care Options programs. This membership-level achievement follows close behind news that CCA's One Care plan was the highest rated Medicare-Medicaid Plan in the nation in 2016.

CCA members have a wide range of complex health issues, including chronic medical problems, intellectual or developmental disabilities, mental illness, or a history of substance abuse. CCA's innovative, integrated approach to care has been proven to enable individuals with complex needs to live independent and full lives to the extent possible, while reducing costs to the healthcare system.

### *Senior Care Options (HMO Special Needs Plan)*

A health plan for individuals age 65 and older who have Medicare and MassHealth Standard or just MassHealth Standard alone.

- Members: 8,232
- Contracted providers: 15,951 (2,497 primary care; 10,713 specialists)
- 4.5 Star Rating from CMS<sup>1</sup>

### *One Care (Medicare-Medicaid Plan)*

A health plan for individuals ages 21 to 64 who are dually eligible for Medicare and MassHealth or CommonHealth.

- Members: 12,648
- Contracted providers: 15,813 (2,966 primary care; 10,261 specialists)
- Top-rated Medicare-Medicaid Plan in the country<sup>2</sup>

1. Medicare evaluates plans based on a 5-star rating system. Star ratings are calculated each year and may change from one year to the next.

2. Consumer rating of CCA's One Care plan is the highest of any MMP in the country. Source: 2016 Medicare Advantage Prescription Drug (MA-PD) CAHPS survey.

## Recognition

**March 21, 2017: CCA and the One Care are featured on MassLive.com:** Commonwealth Care Alliance was featured on *MassLive.com* in an article promoting a MassHealth informational session about One Care scheduled for March 23rd in Springfield.

**March 20, 2017: Commonwealth Care Alliance Recognized by Senator Elizabeth Warren on the Floor of the United States Senate.** Senator Warren mentioned the case of a CCA One Care member that had been shared with her by its partner agency, Boston Center for Independent Living. Senator Warren noted the incredible care that CCA has provided for this member, and concludes by relating the member's belief that "the only reason he's alive today is because of all of the services and care he gets through One Care." Senator Warren's remarks citing CCA and its work are now part of the official Congressional Record.

**March 3, 2017: CCA partners with Orbita on PCA management program.** Commonwealth Care Alliance was selected in 2016 to host a digital health pilot, supported by a \$25,000 grant from the Center for Health Care Strategies (CHCS), to address challenges faced by low-income individuals with complex needs. CCA has worked with CHCS over the past few months to identify a health technology company to work with on the pilot, and yesterday announced that CCA will be paired with Orbita, a home healthcare platform.

**February 14, 2017: CCA featured in Lowell Sun.** "The doorbells ring, and in walk angels: Commonwealth Care Alliance's home visits bring improved health, brighter lives." The *Lowell Sun* On-Line featured CCA's One Care and SCO programs. The *Lowell Sun* covers the Lowell-area and parts of southern NH, and has a circulation of approximately 132,000.

**February 13, 2017: CCA featured in Healthcare IT News article.** "Hospitals forging patient experience of the future with voice AI technologies." In today's *Healthcare IT News*, Commonwealth Care Alliance's innovative work exploring new voice AI technologies to improve the patient care experience was highlighted. *Healthcare IT News* is an authoritative industry source covering the people, policy, and technology driving next-generation healthcare in the U.S., delivering editorial insights about compelling topics such as electronic health records, health information exchange, privacy and security, data analytics, patient engagement, population health, and revenue cycle management. *Healthcare IT News* has over 54,000 print readers and nearly 181,000 unique visitors a month.

**January 10, 2017: CCA Surpasses 20,000 Members with One Care and Senior Care Options Programs.** As of January, Commonwealth Care Alliance is now serving more than 20,000 members, highlighting the growing demand for the organization's innovative approach to caring for individuals who are dually eligible for Medicare and Medicaid in the **One Care and Senior Care Options (SCO)** programs. This membership-level achievement follows close behind news that CCA's One Care plan was the highest rated Medicare-Medicaid Plan in the nation in 2016.



## CCA at Present

In 2017, CCA is completing a major financial turnaround in addition to its multiple transformations. By mid-2015, following participation in the One Care program for 18 months, CCA concluded that the original rate structure for the One Care program significantly failed to address the unmet needs of the One Care enrollees. For the next few months, CCA worked in close partnership with MassHealth and CMS to make changes to the rate structure to address these inadequacies. By November 2015, CCA successfully negotiated with its government partners changes to both the Medicare Part C payment rates and on the timing of Part D pharmacy expense reimbursement to One Care plans.

Looking back to 2015, the organization reported a loss of \$1 million on revenues of \$763 million, and a financial net worth (assets less liabilities) of only \$17 million. The organization's financial performance improved markedly in 2016, resulting in a \$25 million operating margin on \$835 million in revenue. As a result, the company's financial reserves increase to \$42 million. Furthermore, CCA has continued to improve its financial results this year. Revenue will exceed \$1 billion in 2017, and operating margins will exceed 2016 results.

Independent of its work with the regulators on the One Care rates and under the direction of CCA's new CEO, Chris Palmieri, CCA began an organization-wide transformation to strengthen the company's infrastructure, processes, and talent to support the company's membership growth plans.

CCA has, over the course of the past 18 months, attracted a seasoned leadership team to transform the organization into a mature integrated payer-provider operating model on which to build sustained growth. Significant operating and capital investments have been made in the areas of IT, clinical, and other key operational capabilities to ensure CCA had the most effective and cost competitive models.

## Executive Biographies

### *Chris Palmieri*

#### *President and Chief Executive*

Chris Palmieri has a 20-year track record leading and growing provider-sponsored managed care organizations, with a keen focus on government-funded managed care programs. He has a deep understanding and commitment to providing quality healthcare and long-term support services to underserved populations, including seniors and people with disabilities. He holds the position of Vice Chair of the Board of the National MTLSS Health Plan Association, an association of leading managed care organizations (MCOs) that promotes the common business goals of plans that specialize in managing long-term services and supports for State Medicaid programs.

Prior to his position with Commonwealth Care Alliance, Chris spent nearly 10 years with Visiting Nurse Service of New York (VNSNY), the nation's largest non-profit provider of home- and community-based services. During his last five years with VNSNY, he served as President and Chief Executive Officer of VNSNY CHOICE Health Plans, which he successfully transformed into a \$2 billion safety-net insurance organization offering both Medicare Advantage and New York State Medicaid Managed Care products. In 2014, VNSNY CHOICE was awarded an Affordable Care Act Medicare-Medicaid alignment initiative contract worth nearly \$2.4 billion. Chris has also held positions with Amerigroup Corporation, Metropolitan Jewish Health System, Inc., and Faxton-St. Luke's Health Care/Mohawk Valley Network, Inc. Most recently, he served as the CEO of Remedy Partners, an organization that develops and manages episode payment programs for employers, commercial health insurers, and government payers based in Darien, CT.

Chris holds a Bachelor of Science from Ithaca College and a Master of Science/Health Administration from Rochester Institute of Technology.

### *Lisa Fleming*

#### *Chief Legal Officer, Senior Vice President for Regulatory Affairs*

Lisa Fleming has been Chief Legal Officer at Commonwealth Care Alliance since January 2011, where she is responsible for the company's legal, compliance, government and regulatory affairs, provider network strategy, and human resources functions.

Prior to joining Commonwealth Care Alliance, Lisa was a partner at Sunstein Kann Murphy & Timbers LLP concentrating her practice in intellectual property and business litigation, employment law and benefits, and health law. In private practice, Lisa represented a wide range of businesses from individual entrepreneurs and small start-up technology companies to national technology and financial companies in complex intellectual property litigation matters, including patent and trademark infringement, misappropriation of trade secrets, and violation of non-compete agreements.

Prior to joining Sunstein, Lisa held the position of Deputy General Counsel of BlueCross BlueShield of Massachusetts.

For over 30 years, Lisa has counseled clients with regard to employment and health law compliance, including negotiation of employment contracts, severance arrangements for key executives, whistleblower litigation strategies, and corporate governance matters.

Lisa is admitted to the Massachusetts Bar, the U.S. Court of Appeals for the First Circuit, and the U.S. District Court for the District of Massachusetts.

*Sarah Garrity*  
*Chief Marketing Officer*

Sarah Garrity is the first Chief Marketing Officer in Commonwealth Care Alliance's history and is responsible for sales, marketing, communications, and public relations functions. Her role includes overseeing Commonwealth Care Alliance's market and competitive intelligence efforts to inform short- and long-term organizational objectives and strategic plans; developing and implementing corporate branding campaigns, including advertising, direct, digital, and community marketing efforts; developing and regulating the organization's sales programs; and overseeing external communication activities, including media relations.

Prior to joining Commonwealth Care Alliance, Sarah served as Vice President for Enterprise Marketing at the Visiting Nurse Service of New York, the nation's largest not-for-profit home- and community-based healthcare organization. She has also held Senior Vice President positions at the leading worldwide advertising agencies FCB Global and Grey Worldwide. She received her BA degree from the College of Holy Cross.

*Larry Gottlieb, MD, MPP*  
*Chief Quality Officer, Senior Vice President for Performance Improvement*

Dr. Larry Gottlieb is a board-certified internal medicine physician with 25 years of experience in healthcare quality management and improvement with numerous publications on quality in the medical and health policy literature. He has held several senior leadership positions in managed care and clinical information systems development and has been widely recognized for strategic thinking and effective leadership among healthcare industry executives. Larry has also been a leader in the launching and ongoing success of several healthcare collaborative efforts designed to improve care for patients and simplify processes for providers and has numerous publications.

Immediately prior to joining Commonwealth Care Alliance, Larry served as Vice President and Senior Medical Director at Health Dialog, a Boston-based international wellness and chronic care support organization.

From 2000 to 2007, Larry served as Senior Vice President and Chief Medical Officer of two early stage care management information technology companies using internet technology and home monitoring technology to support improved care for patients with chronic diseases.

From 1987 to 2000, Larry served as a Medical Director at Harvard Community Health Plan and Harvard Pilgrim Health Care in a variety of leadership positions focused on improving the

quality of care delivered to the Health Plan's members. During that time, Larry led multiple successful NCQA accreditation efforts, oversaw the development of highly successful preventive care and chronic disease management programs, and developed and implemented the first comprehensive managed care evidence-based clinical practice guidelines program in the United States, achieving international recognition.

Larry also played a leadership role in the launching of several Massachusetts healthcare collaboratives, including the Massachusetts Healthcare Quality Partnership, the Alliance for Health Care Improvement, the New England Region Public Health Managed Care Collaborative, and the Massachusetts eHealth Collaborative. He has served on the Board of Directors of several other healthcare organizations, including Health New England, Network Health, and MassPRO.

Larry obtained his undergraduate degree in engineering and his medical degree from Tufts University and a Master of Public Policy degree from Harvard's Kennedy School of Government. He completed a residency in internal medicine at Tufts New England Medical Center and was a Robert Wood Johnson Clinical Scholar at Stanford University.

### *Eric Price* *Chief Financial Officer*

As Chief Financial Officer, Eric Price serves as a key member of the executive leadership team. He is responsible for developing, planning, and managing all financial aspects of the organization, enabling it to achieve its operational and strategic goals. His responsibilities include the establishment and review of finance-related policies and procedures, and the direction all fiscal activities. These include accounting, budgeting, forecasting, audits, medical economics, business intelligence, actuarial services, and regulatory reporting. Eric collaborates with Senior Managers and the Board of Directors to guide the organization through the rapidly changing healthcare environment. He participates in determining the organization's strategic direction and enhancing its competitive position in the market, while ensuring that the highest levels of quality and satisfaction are achieved and maintained.

Eric is a seasoned financial executive with over three decades of experience, including critical expertise in health plans offering Medicare Advantage and LTSS products for dual eligible beneficiaries. Prior to joining Commonwealth Care Alliance, Eric served as the longtime CFO at VNSNY CHOICE of New York; earlier in his career, he held a variety of managerial roles at Empire Blue Cross Blue Shield and Blue Cross of California. Eric earned his Bachelor of Arts degree in Economics at the University of California, Los Angeles.

*Courtney Sullivan Murphy*  
*Chief Operating Officer*

In her role as Chief Operating Officer, Courtney Sullivan Murphy directs Commonwealth Care Alliance's operational performance, including the areas of information technology, claims, program oversight, member services, and enrollment and retention. She oversees key vendor contracts and relationships. Courtney serves as a member of the executive leadership team assisting in the establishment of short- and long-term organizational objectives and strategic planning, and ensuring accountability for performance and optimal operational effectiveness.

Courtney has more than a decade of experience in healthcare operations. Prior to joining Commonwealth Care Alliance, she served as Senior Vice President of Operations Strategy at Beacon Health Options, and earlier as Chief of Staff in the Executive Office of Health and Human Services for the Commonwealth of Massachusetts, and as the Deputy Budget Director for the Massachusetts Senate Committee on Ways and Means.

Courtney received her undergraduate degree from Merrimack University and holds a Master's in Business Administration from Boston University.

*Kathleen Blake McCann, PhD*  
*Chief Human Resources Officer*

As Chief Human Resources Officer, Kathy Blake McCann, PhD, is responsible for developing and executing the strategic people strategy in support of the long-term business plan and strategic goals and objectives of the organization. This includes talent management, performance management, succession planning, organizational development, learning, talent acquisition, compensation and benefits, facilities management, occupational health, and wellness. She participates in setting the organizational direction for CCA, sits on several executive committees, and collaborates and advises the Board of Directors on all human capital initiatives and expenditures.

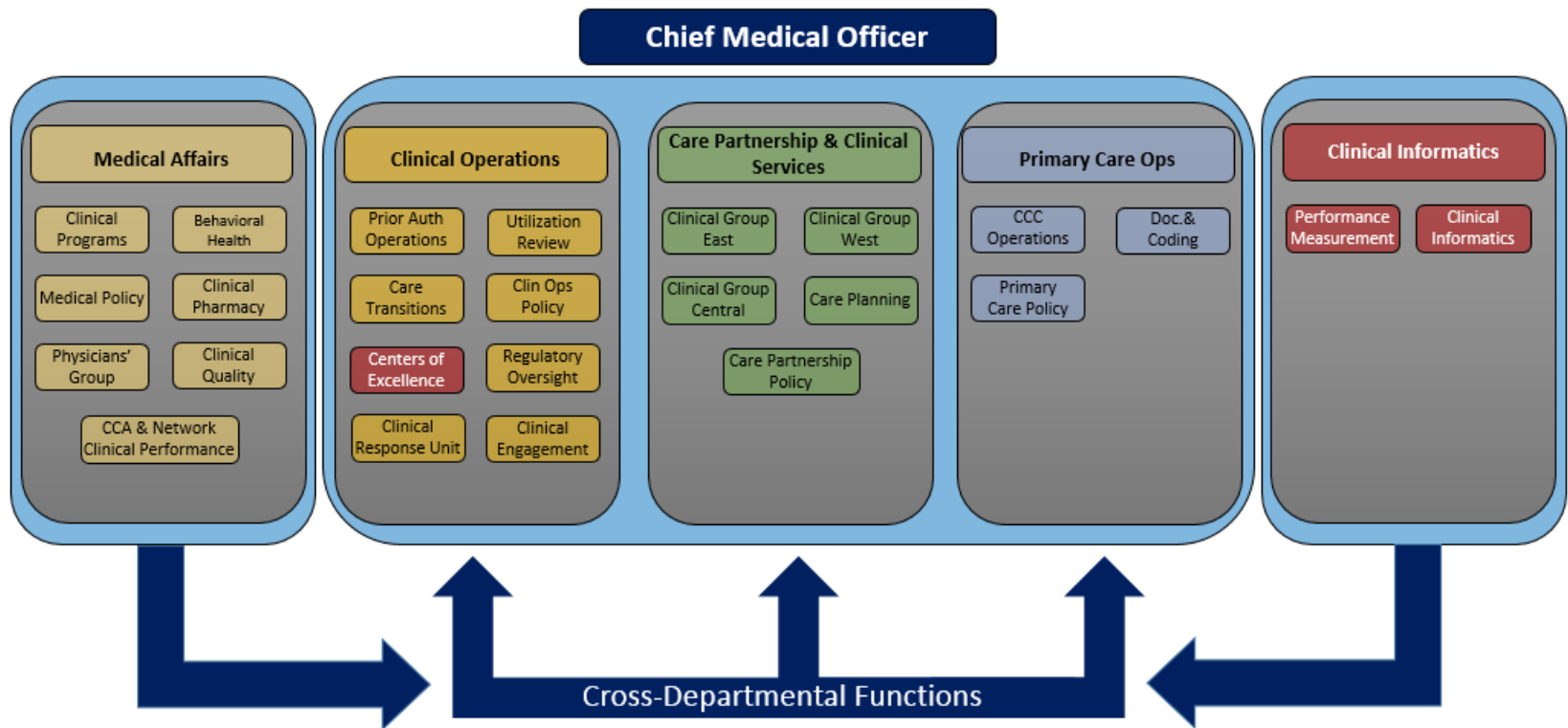
Kathy has more than 20 years of experience in risk management, organizational consulting, and human resources at the Liberty Mutual Group, including establishing and leading HR for a rapidly growing multinational business spanning Asia, South America, and Eastern and Western Europe.

Kathy holds a BS, MS, and PhD from the University of Massachusetts, Amherst with a concentration in organizational and behavioral psychology.

Organizational Chart

# Care Management, Care Delivery & Clinical Operations

## *Functional Organizational Chart*



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## Position Description



The Chief Medical Officer provides company-wide leadership and executive oversight for all of Commonwealth Care Alliance's clinical delivery, care management, clinical operations, and member experience functions.

Working closely with executive leadership team, this individual will become familiar with the established vision, mission, and strategies of the organization, and will then build on these in order to effectively define, articulate, and address current and future needs of CCA. With responsibility for more than half of the organization's staff, and oversight spanning across CCA's interdisciplinary provider teams and core health plan operations teams, the CMO is ultimately responsible for the successful design, enhancement, and delivery of CCA's unique, integrated, and nationally recognized approach to addressing the needs of some of the Commonwealth of Massachusetts' most vulnerable populations.

The ideal candidate will have a reputation for being a thought leader and will have a track record of innovation and achievement of total cost of care goals. This person will lead and deliver cutting-edge initiatives, drive dynamic discussions, and deliver required performance expectations. The goal is to provide breakthrough care model design and total cost of care management solutions that contribute to CCA's growth strategy. Ideally contributing to significant growth from a current membership of over 23K to a market position of 50K membership in the near future.

### Reporting Relationship

The Chief Medical Officer reports to the President and Chief Executive Officer.

### Principal Accountabilities

- As a key member of the CCA executive leadership team, assist in the development, implementation, and monitoring of the organization's short- and long-term strategic plans. Ensure action plans are developed, implemented, and executed to achieve the plan's goals and objectives. Develop and implement strategic plans specific to changes in clinical care delivery, trends in care management, and care model operations as part of the overall strategic planning process. Foster the kind of collaboration and innovative thinking necessary to promote care delivery redesign and payment reform, and ensure better quality, greater efficiency, and higher levels of patient satisfaction across the care delivery system.

- Accountable for directing all activities related to managing total medical expenses incurred in delivering care to CCA's members and for achieving clinical quality of care goals and objectives. Ensure a value-based approach that connects members to meaningful services; ensure an approach that recognizes that the clinical case and business case for utilization of services are aligned.
- Provide leadership and direction in development and execution of CCA's medical policy, utilization management and care management agenda and implement targeted medical savings initiatives. Provide leadership and direction to clinical health plan operations, including authorizations, denials, appeals, supportive care management, health homes, long-term services and supports, utilization management, and performance management.
- Provide leadership and direction to CCA's non-owned network of primary care and clinical practices, ensuring the quality and effectiveness of direct clinical care delivery by CCA and CCC clinicians. Develop effective and accountable interdisciplinary care teams, which include physicians, advance practice clinicians, nurses, behavioral health specialists, physical therapy, rehabilitation and occupational therapy, durable medical equipment specialists, and health outreach workers.
- Build on CCA's nationally recognized care model by developing and managing cutting edge care management programs and population health initiatives using clinical analytics and outcomes measurement to assess, define, and evaluate interventions. Responsible for ensuring efficient and effective delivery of the model of care; drive efforts for continuous improvement and streamlining to maximize effectiveness of teams. This includes oversight of core clinical programs to deliver palliative care, post-acute SNF and long-term care, acute inpatient care, and care transitions.
- Develop and foster strong working relationships and communication at all levels of CCA to create a climate of inter-departmental collaboration and teamwork across the organization. In collaboration with CCA clinical leaders, effectively partner to achieve the clinical management goals of the system, inclusive of medical policy, clinical goal setting, interpretation of performance data, and understanding/operationalizing new initiatives.
- Recruit, select, and retain highly qualified professionals. Provide the leadership necessary to maintain a motivated, productive, and competent team through open communication and delegation of responsibilities and authority. Guide and direct subordinates in their personal and professional development.
- Responsible for close collaboration with the Chief Quality Officer to ensure achievement of outstanding performance on key measures of clinical care quality and health outcomes.
- Collaborating closely with key Executive Team members, provide necessary leadership and support for the maintenance and continued development of a full range of information technology and medical informatics services, including: clinical quality and medical cost key indicator reports; provider performance profiling studies and reports;



clinical outcome measurements; populations health management database and additional programs, tools, and analytic services as required for improving medical decision making; and monitoring and improving the health of the plan's members.

- As needed, represent CCA on clinical issues to various external constituencies, including but not limited to CMS and other governmental agencies, medical and hospital communities, and various advocacy organizations. Provide leadership in building community partnerships that serve the CCA's mission.
- Working closely with finance and provider contracting leaders, the Chief Medical Officer will help align provider performance incentives, manage medical utilization, and assist network management regarding network development activities to provide quality and access for members.
- Oversee and monitor applicable clinical vendors and subcontractors, ensuring their performance meets or exceeds the established guidelines of the organization.
- Provide significant leadership and ensure that the organization is in compliance with all state and federal regulatory requirements, all applicable accreditation standards, and for achievement of goals and outcome-specific measurement standards.
- Provide leadership in the development and implementation programs for partnering and educating participating clinicians regarding CCA's Care Model, care management, and population health management in the context of both traditional health plan settings and care delivery.

## Experience and Qualifications

The successful candidate will have an MD or DO degree from an accredited college of medicine and will be in compliance with appropriate continuing education requirements. A Master's degree in a business, public health, or healthcare administration field is preferred. S/he will be licensed as a physician in the state of Massachusetts or have the ability to obtain this license.

The chosen candidate will have a minimum of 10 years of progressively greater leadership experience with at least five years of senior management experience in a health plan. The candidate will have a demonstrated understanding of the inner workings of medical management activities, including case management, quality management, and population health. Prior experience working with managed government programs is essential, and experience with dual eligible, managed long-term care, and/or programs serving vulnerable populations is highly desired. A prior successful track record of building external relationships with physicians and developing clinical programs around complex care management or population health management is critical for success.

Specifically, it is important the successful candidate have thorough knowledge in the following areas:

- Ability to operationalize vision and strategy and manage change to drive success and achievement in a constantly evolving industry and organization; ability to implement short- and long-range plans.
- Strong business and financial acumen; strong budget management skills.
- Strong written and verbal presentation skills with the ability to make technical issues understandable. Effectively present information to top management, staff, public groups, and board of directors.
- Successful record in hiring and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints; and resolving problems.
- Demonstrated change management experience to include success in providing leadership during organizational change in a manner that supports and contributes to developmental goals and cultural alignment.
- Thorough knowledge and understanding of current trends in healthcare, including the development of alternative health models, ambulatory clinical quality, managed care, physicians practice models, provider payment issues, and patient access to healthcare.
- Demonstrated experience at effectively leading, collaborating, engaging, and working with physicians, both employed and independent.
- Appreciation of cultural diversity and the needs of serving a diverse patient population.
- In-depth knowledge of state and federal regulatory guidelines as they relate to assigned areas of responsibility within a managed care environment.

## Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities are required to be successful in this position:

- Personal values that are genuinely congruent with CCA's mission of caring for an underserved population and ensuring access to timely, quality care, including understanding and supporting the independent living philosophy that is at the core of CCA's mission and its model of care.

- Encourages and facilitates open dialogue and brings conflicts into the open for resolution; skilled listener who encourages direct, open, and honest conversation keeping all staff apprised of organization information.
- Strong influencing and advocacy skills with demonstrated ability to gain buy-in and support across various internal and external stakeholder groups.
- High level of emotional intelligence and strong interpersonal skills; highly credible and effective in working with individuals at all levels of the organization, from entry-level staff to the medical staff, board members, and the wide range of entities with which CCA partners.
- Comfortable with change and familiar with change management tools and techniques to work successfully within a transformative environment.
- Can take appropriate, calculated risks and can approach issues in an open-minded, creative manner.
- Knows own strengths and weaknesses and eagerly pursues new knowledge, skills, and methods.
- Honest and a highly ethical team player.
- Highly engaged, energetic, focused, and execution-oriented.
- Ability to operationalize vision and strategy to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands while also being able to drive and implement initiatives that move the organization forward.
- An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
- Initiative, self-confidence, good judgment, and the ability to make decisions in a timely fashion.
- Strong work ethic; achievement-oriented; motivated beyond personal interests.
- Problem-solves and approaches work from a “return on investment” perspective.
- Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.
- Strong business acumen, intelligence, and capacity; thinks strategically and implements tactically.

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## Community Information



The Chief Medical Officer of Commonwealth Care Alliance will be based in the organization's Boston, Massachusetts, location. As you will read, Boston is a community of choice for many good reasons.

### Boston, Massachusetts

Boston is Massachusetts' capital and largest city. First incorporated as a town in 1630, and as a city in 1822, Boston is one of America's oldest cities, with a rich economic and social history. The key role it played in the American Revolution is highlighted on the Freedom Trail, a 2.5-mile walking route of historic sites that tells the story of the nation's founding. What began as a homesteading community eventually evolved into a center for social and political change. Boston has since become the economic and cultural hub of New England.

As the region's hub, Boston is home to over 617,000 residents, many institutions of higher education, some of the world's finest inpatient hospitals, and numerous cultural and professional sports organizations. This vibrant, thriving city is renowned for its cultural facilities, world-class educational institutions, champion sports franchises, as well as its place at the very forefront of American history.



There are annual events which need no further introduction and include the Boston Marathon, Fourth of July, and First Night. There are many seasonal specialties near and dear to Bostonians which you should try to take advantage of, such as Lilac Sunday, the Ducklings Day Parade in springtime or the Boston Pride Festival for an entire week every June. The

Head of the Charles Regatta in fall or a Nutcracker performance will get you into the holiday spirit. Boston's calendar is brimming with things to do, places to go, and people to see.

## History

One of the oldest cities in the United States, Boston was founded on the Shawmut Peninsula in 1630 by Puritan settlers from England. It was the scene of several key events of the American Revolution, such as the Boston Massacre, the Boston Tea Party, the Battle of Bunker Hill, and the Siege of Boston. Upon American independence from Great Britain, the city continued to be an important port and manufacturing hub, as well as a center for education and culture.

## Neighborhoods

While many cities are defined by their skylines, Boston is distinguished by its vibrant neighborhoods. Indeed, Boston's strength, diversity, and vitality are all rooted in its neighborhoods, where neighborhood pride and cultures from all over the world are cherished and celebrated. Although each neighborhood has its own personality and distinct appeal, all of them demonstrate Boston's changing face, as this historic capital has become a magnet for all of the world's citizens. These new immigrants have joined native Bostonians and transplants from across the country to make Boston the world-class city it is today.

Each of the city's neighborhoods has a remarkably different style and tone. From the Back Bay's cosmopolitan streets and ornate Victorian townhouses, to the aromas spilling into the narrow and jumbled 17-century streets of Boston's North End to the spirited and funky neighborhood squares of Cambridge.



## Education

### *Colleges and Universities*

Some say that Boston is the “Athens of America,” but they like to call it “America’s College Town” because there are so many students that the city actually feels like a campus. The truth is that the Greater Boston area offers some of the finest institutions of higher education in the world.

Boston has one of the most extensive networks of private, non-profit four-year colleges and universities in the country. They range from tiny religious colleges with just around a hundred students, to behemoths such as Boston University, which enrolls more than 30,000. Harvard University is the oldest and arguably the most prestigious institution of higher learning in the country. MIT is one of the most elite engineering and scientific schools in the world, accepting fewer than 8 percent of applicants. The Berklee College of Music is the world’s largest independent college of contemporary music, known for the study of jazz and modern American music. Some other notable private Boston institutions are:

- Boston College
- Brandeis University
- Cambridge College
- Emerson College
- Emmanuel College
- Massachusetts School of Professional Psychology
- New England School of Law
- Northeastern University
- School of the Museum of Fine Arts
- Wellesley College

The sheer number of colleges and universities in and around Boston drives much of the local economy. More than 350,000 students from around the world descend on Boston, flooding the economy with \$4.8 billion a year. The city’s vast network of higher-education facilities employs large numbers of Bostonians, both as faculty and staff, and also in affiliated research, development, and supporting industries. Logically, many of these education-related occupations require a strong academic background for job candidates.

### *Boston Public Schools*

#### *K-12 Schools*

Over the past 20 years, the Boston Public Schools (BPS) has been transformed from a failing school district to one of the most renowned urban public school systems in the country. BPS educates 73 percent of the school-age children who live in Boston. The enrollment is rising, and today, more than 57,000 students attend 128 schools. BPS is proud to be one of the most diverse school districts in the nation.

As the birthplace of public education in this nation, the BPS is committed to transforming the lives of all children through exemplary teaching in a world-class system of innovative,

welcoming schools. Partnerships with the community, families, and students allows every learner to develop the knowledge, skill, and character to excel in college, career, and life.

BPS takes responsibility to ensure every child has great teachers and great school leaders. Instruction is tailored to meet the individual needs of every student.

*Together, we are:*

- *Strengthening teaching and school leadership*
- *Replicating success and turning around low-performing schools*
- *Deepening partnerships with parents, students, and the community*
- *Redesigning district services for effectiveness, efficiency, and equity*

By securing new flexibilities and resources, BPS has intervened in the lowest-performing schools, many of which are showing greater growth than the district average. By partnering with community organizations and expanding grant opportunities, science, arts, and athletics have been expanded, and summer learning opportunities to end the cycle of summer learning loss have doubled.

Federal stimulus dollars allowed BPS to create Parent University, one of the first in the nation, to deepen the home-school connection. The number of schools serving students with disabilities has increased with inclusive settings from four to 26 and are moving toward inclusive settings in every school. Investments in teacher training and stronger assessments have enhanced their ability to serve English language learners, who in 2013 saw a graduation rate increase of over 7 percent.

BPS remains focused on ensuring every school is one that any parent would be happy to choose.



## Top Industries

Boston has a varied and changing economy. Since it is a nationally-recognized hub of academia, its workforce is diverse and well educated. The evolving economy features new sectors, while retaining several industries that have played historically dominant roles.

The following are the top employers in Boston:

- Massachusetts General Hospital (Harvard)
- Brigham and Women's Hospital (Harvard)
- Fidelity Investments
- Boston University
- Beth Israel Deaconess Medical Center (Harvard)
- Tufts Medical Center
- Children's Hospital of Boston
- Liberty Mutual
- John Hancock
- Boston Medical Center

Boston's renowned healthcare facilities — many of which are affiliated with its universities and colleges — are dominant among the employment opportunities in Boston. Many private and public research entities work in partnership with universities, their associated healthcare facilities, or both. The financial sector also plays a prominent role in Boston's economy.

Boston is one of the country's top 10 tourism destinations. The city has 62 historic sites, 2,000 restaurants, and hundreds of hotels. Tourism is a year-round industry, with more than 16 million visitors spending \$7.9 billion dollars in the city annually.

## Attractions

Boston is a wonderful blend of stylish sophistication and historic New England charm. You can easily uncover the city's past while enjoying its distinctively modern edge.

A walk through the Public Garden is simply delightful – whether winter or springtime. Boston Harbor offers a multitude of activities from harbor cruises at high noon to romantic sails at sunset, from whale watches out on the ocean to people-watching along the new HarborWalk. Stretching across 47 miles between Boston's Long Wharf and North End, the Boston Harborwalk is a sprawling walkway along the scenic waterfront that snakes through the city's neighborhoods.



Boston dining is increasingly a destination all its own. The restaurant scene is delicious and dynamic. Select from Boston's four-star restaurants to neighborhood bistros, from contemporary cuisine to traditional New England fare with a few surprises to an eclectic mix of ethnic dishes making for a gastronomical United Nations.



Even the shopping in Boston is of historical proportions for Massachusetts. The designer boutiques, eclectic galleries, prestigious department stores, and name-brand outlets are bound to please everyone from the whimsical window-shoppers to serious fashionistas. You can choose from indoor and outdoor shopping centers or specialty stores throughout Boston's neighborhoods.

Boston is filled with a long list of attractions. A small sampling of these is listed here:

- The Boston Symphony Orchestra
- The Boston Pops
- The Museum of Fine Arts
- The Boston Children's Museum
- Franklin Park Zoo
- Faneuil Hall
- The Freedom Trail
- John Hancock Tower
- John Fitzgerald Kennedy Library and Museum
- New England Aquarium
- Old North Church
- Paul Revere House
- Prudential Center
- The USS Constitution

## Sports

You can root for the hometown or the opponent – just don't miss the opportunity to catch a sporting event in Boston. Whether it's a hat trick on the Garden ice or a walk-off home run at beloved Fenway Park, the thrill of simply being there – win or lose – is a must.



The city of Boston is also home to a number of major league professional sports teams. Prominent among them are Major League Baseball's Boston Red Sox, who play their games at historic Fenway Park, itself one of the city's major tourist attractions. Also in town are the National Basketball Association's Boston Celtics, holders of one of most storied dynasties in all of sports. Hockey fans can root for the NHL's Boston Bruins, while lacrosse fans can enjoy the Boston Cannons of Major League Lacrosse (MLL).

World Team Tennis (WTT) also has a franchise in the city known as the Boston Lobsters. Down the road (about 30 miles to the southwest), the town of Foxboro is home to the National Football League's New England Patriots (winners of three Super Bowls in recent years) and Major League Soccer's New England Revolution.

Boston is Titletown, USA. For professional sports teams, it is home to the 2008 World Champion Boston Celtics; the 2004, 2007 and 2013 World Series Champion Boston Red Sox, who play at historic Fenway Park; the New England Patriots, Super Bowl Champions in 2002, 2004, and 2005. And include the Boston Bruins, one of the most storied franchises in professional hockey, to that list with the 2011 Stanley Cup Championship.

For more information, please visit one of the links below:

<http://www.cityofboston.gov/>

<http://www.bostonusa.com/>

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# Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Chief Medical Officer position for Commonwealth Care Alliance in Boston, Massachusetts.

For additional information on Furst Group, please visit our website at [www.furstgroup.com](http://www.furstgroup.com). To learn more about this particular position, please call (800) 642-9940 or contact:

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