



## Chief Medical Officer

### Duffy Health Center

Hyannis, MA

## Leadership Profile

December, 2020

## **The Opportunity**

Duffy Health Center seeks a Chief Medical Officer to lead the provision of medical services for individuals experiencing homelessness on Cape Cod, Massachusetts. This is an opportunity for a primary care physician leader to join a seasoned, committed team of health care professionals in a unique health care center devoted to providing health care and community services to some of the region's most vulnerable individuals. The CMO oversees a staff of 25, including physicians, mid-levels, and clinical staff and works closely with key leadership team members to integrate care and improve care outcomes. The CEO, CFO, and CMO together serve as executive leaders to drive sustainability for revenue generation, clinical operations and community connections. Duffy's leadership team and staff value their open and inclusive environment and look forward to welcoming a physician colleague to join them in further developing a culture of best practice and patient-centered care to serve an appreciative, medically complex patient population.

## **Overview of the Organization**

Duffy Health Center is a federally qualified health center (FQHC) that offers an interdisciplinary, holistic model of care that seeks to address underlying causes of homelessness. Services include primary, preventive, chronic, and behavioral health care, and are offered at the Hyannis-based health center and community outreach.

## **Mission**

The mission of Duffy Health Center is to provide comprehensive, integrated health care and support service to persons who are experiencing homelessness or are at risk of homelessness on Cape Cod, and to improve the quality of life for vulnerable populations through community collaborations, leadership, and advocacy. Duffy provides high-quality, cost-effective, community based comprehensive primary and preventive health care without regard to an individual's or family's ability to pay for such services.

## **History**

Duffy Health Center began in the late 1980's as a volunteer clinic located within a local homeless shelter in Hyannis, MA. It was incorporated in Hyannis in 1997 and has been an independent, federally qualified health center since 2002. With a mission-driven staff, strong executive and leadership teams, and a dedicated, unified Board, Duffy has become recognized as a pro-active, 'solutions-oriented' organization. Strategic planning processes have informed and facilitated its rapid expansion, unique service delivery model, and leadership in initiatives to end homelessness on Cape Cod. Duffy is well-known as a welcoming health care home to medically complex individuals and provides one-stop access to services. In April 2011, Duffy moved into a beautiful new facility at 94 Main Street in Hyannis where staff and clients enjoy a welcoming environment to house Duffy's comprehensive services. The facility was renovated in 2018 to include a shared medical appointments suite.

Duffy utilizes a model of integrated care – a “three-legged stool” in which medical, behavioral, and case management services are integrated, with onsite ‘wraparound services’ that reduce barriers to access which vulnerable populations often face. Services are provided at clinic sites, and by street and shelter outreach. Duffy's services begin with outreach – in the camps, streets, and homes, to connect to people, develop a trust relationship, and ultimately connect them to the services they want.

Last year Duffy staff cared for 3,200 homeless and at-risk clients through over 30,000 visits.

## Services and Programs

Duffy Health Center provides integrated services to allow patients to overcome barriers, restore their health and rebuild their lives. Duffy's programs are tailored to meet the unique needs of the population it serves.

Duffy's medical services include primary, preventive, behavioral and chronic care. Behavioral health includes individual and group therapy, using Motivational Interviewing, harm reduction, and trauma-informed care. Duffy offers a Suboxone and Vivitrol outpatient opioid treatment program and psychiatric medication management. Duffy also provides electronic benefits enrollment for health insurance, SSI/SSDI, and other benefits programs. Duffy offers onsite specialty clinics (surgery consult, ENT, neurology), and has focused chronic disease management programs for Hepatitis C and diabetes. Duffy offers clinical oversight for clients in transitional housing programs and through Housing First.

Staff may see clients daily, weekly, or monthly to help them achieve the stability they need to meet their personal goals, achieve and maintain housing, and participate in the wider community. For more information about Duffy's programs, see: [www.duffyhealthcenter.org](http://www.duffyhealthcenter.org).

## The Position

Reporting to the Chief Executive Officer, the Chief Medical Officer (CMO) is a key member of the leadership team, responsible for the coordination, delivery, and supervision of primary medical care services at Duffy Health Center. The CMO oversees a department of 25; direct reports include the Associate Director for Clinic Operations and eight providers (one primary care physician, one psychiatrist, five nurse practitioners and one psychiatric nurse practitioner). The CMO is charged with improving quality outcomes and managing the practice using population health methods for chronic and preventive care. An Associate Director for Quality Improvement supports the CMO in performance improvement efforts. The CMO position is 50% administrative and 50% clinical and is deemed essential in the DHC Emergency Operations Plan.

In collaboration with the CEO, Leadership Team and clinical team, the CMO plans, develops and implements health care programs to meet community health care needs, and connects with outside agencies, hospitals and provider groups to address the needs of shared clients. The CMO represents Duffy at local ACO meetings and works closely to coordinate continuity of care. S/he will evaluate the effectiveness of current medical care programs and will provide guidance to the CEO and Board about how Duffy can continue to improve its ability to fulfill its mission in a sustainable manner.

The CMO supervises physicians, nurse practitioners and physician assistants to ensure the highest quality and efficient clinical care, timely recording of notes and documentation for clinical and billing purposes, and effective quality improvement efforts. The CMO provides direct patient care for 16 hours/week and, with other physician staff members, provides continuous physician coverage on-site or by telephone. The CMO may supervise health professions students. The CMO will also:

- Leads the integration of clinical care – medical, psychiatry, MAT, and behavioral with colleagues responsible for those disciplines.
- Establish and ensure the maintenance of professional medical practice.
- Develop written policies, protocols and procedures conforming to standards established by regulatory agencies including creating and approving EHR documentation and workflows.

- Meets regularly with Psychiatry staff to review and monitor productivity and clinical operations.
- Monitor provider productivity and meet regularly with staff to improve productivity.
- Chair the Performance Improvement Committee, provide leadership in Performance Improvement activities, and coordinate clinical quality efforts.
- Interview and hire; monitor training; plan, assign and direct work; evaluate, recognize and reward, discipline and terminate staff in consultation with others.
- Collaborate with the leadership team of the Center including integrating care, enhancement of reimbursement efforts and to support grant applications for continued or new support.
- Coordinate with patients, providers, hospitals, and outside organizations regarding patient care issues.
- Lead peer review and audits by performing chart review and working with the quality improvement committee to develop clinical assessment tools, etc.
- Provide regularly scheduled direct patient care at least 16 hours/week in full time position, including, if needed, evening work.
- Provide education to patients on health promotion and disease prevention.
- Provide, with other physician staff members, continuous physician coverage, while on-site or by telephone. CMO may be required to cover care needs when colleagues are ill or on vacation.
- Prepare accurate correspondence, reports, and technical documentation as required for communication, recordkeeping, and/or reporting.
- Record all patient information in a timely manner using Electronic Medical Records, in accordance with the guidelines and standards of Duffy Health Center.
- Review and authorize nurses' notes and documentation required for billing purposes. Provide Duffy Health Center support staff with adequate physician leadership.

## **The Candidate**

Candidates must have a medical degree (MD or DO); be Board Certified or Board Eligible in Primary Care specializing in Family Medicine, Internal Medicine, or other appropriate medical specialty; and licensed or eligible to be licensed to practice medicine in the State of Massachusetts. The ideal candidate will have substantial experience managing in an FQHC environment or other ambulatory care managerial role; experience working with underserved/vulnerable or homeless populations preferred. The ideal candidate will have an interest in the complexity of managing care in patients experiencing substance use disorders and other co-occurring illnesses.

The ideal candidate will have the judgment, flexibility and wisdom to balance and inspire high standards of compassionate, non-judgmental clinical care with a rigorous approach to documentation and effective workflows that ensure full reimbursement for care and services.

The new CMO will be transparent, mission driven and will have a strong understanding of evidence-based approaches to integrated, value-based care. S/he will embrace the philosophy of proactive, nurse-practitioner driven care and be willing to learn and keep abreast of developments in health care services. S/he will work collaboratively as part of a multi-disciplinary team to make decisions and strategic plans. The right candidate will also have:

- Excellent written and verbal communication skills
- Strong administrative capability and business acumen
- Attention to detail and ability to delegate
- A good sense of humor
- Problem solving and conflict resolution skills

## **Critical Success Factors**

Among the criteria used to evaluate the success of the CMO in the first 12-18 months of tenure are:

- Demonstrated curiosity and analytic skill in learning and engaging with the Duffy community
- Successful adoption of and adherence to standardized, patient-centered best practices including:
  - Standardized schedules for providers
  - Improved model of patient flow operations
  - Electronic Medical Record (e-Clinical Works) standardization with quarterly audits; individual and group meetings
- Raised standards of professionalism and accountability among medical staff
- A record of initiating, encouraging, and supporting training programs so that all members of the Duffy staff are working to their highest potential.

### **The Location**

Duffy Health Center is in the Village of Hyannis (Town of Barnstable), population 45,000, in Barnstable County), on beautiful Cape Cod, Massachusetts.

A destination for thousands, Cape Cod is known for its unique natural beauty – miles of beautiful white sand beaches and dunes and lush, fascinating marshes teeming with wildlife. The Cape has a population of approximately 200,000 people in the off-season. The area boasts some of the most beautiful and valuable real estate in our country, but it is home to people from a wide range of backgrounds and income classes.

### **Compensation**

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate.

### **For More Information**

We appreciate all referrals. Interested parties please send resume to [DuffyCMO2314@zurickdavis.com](mailto:DuffyCMO2314@zurickdavis.com). For additional information, please contact Lida Junghans, PhD ([ljunghans@zurickdavis.com](mailto:ljunghans@zurickdavis.com); 781-305-2947) or Myranne Janoff at 781.938.1975. All contact with **ZurickDavis** will remain confidential.