Position Specification

Director of Medical Management

Flint, Michigan

CONFIDENTIAL

Prepared by

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Gwendolyn Smith-Jenkins
June 2013

This Position Specification is intended to provide information about Genesys PHO and the opportunity for Director of Medical Management. It is designed to assist qualified individuals in assessing their interest.
Overview of Genesys PHO

Genesys PHO (GPHO) is a partnership between Physicians Group Practice, P.C. (PGP) and Genesys Health System. GPHO was formally established in 1994 to address the healthcare concerns within Genesee County, Michigan. Today, the 700 employee clinically integrated PHO organization provides health care services in Genesee, Lapeer, Shiawassee, Tuscola and northern Oakland counties, located in and around the Flint Michigan area.

GPHO and its participating providers focus on building a personal relationship with the patient and their families. GPHO has received both local and national recognition for the quality of care that the patients receive and the improvements to the overall health of the population of patients its participating providers serve. Since its inception the GPHO has been a vanguard of quality improvement and medical management. Genesys PHO is certified by the National Committee of Quality Assurance (NCQA) in Utilization Management and Credentialing.

Since 1994, GPHO has expanded its primary care physician base by 88.2% to now include 160 primary care physicians (PCP) and also increased the size of its service area from one county to five. More than half of the PHO's, PCP are aligned through a large group practice with the remaining participating through an independent status. Ninety four percent of the PCPs are family practice and internal medicine physicians with the remaining being pediatricians. GPHO is committed to operating all of its PCP offices as Patient-Centered Medical Homes (PCMH). GPHO has established internal processes, standards and measures to help physicians achieve a medical home experience for each of their patients. In addition to this internal program, GPHO has also sought outside certification entities to review its PCP offices for PCMH readiness. GPHO has also organized a closed panel of approximately 400 specialty physicians dedicated to serving its members.

GPHO has expertise in medical management through the development and implementation of patient-centered medical homes, web portals, nurse navigators, and hospitalist programs. It performs delegated concurrent and retrospective review of utilization management functions on behalf of its contracted health maintenance organization payers. Genesys Health System has outsourced the leadership and management of the utilization review/concurrent review function for all patients to...

<table>
<thead>
<tr>
<th>Genesys PHO Flint, Michigan FY 2012</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
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<tr>
<td>Operating Revenues</td>
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<tr>
<td>Non-Operating Revenues</td>
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<tr>
<td>Total Revenues</td>
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<td><strong>Expenses</strong></td>
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<tr>
<td>Operational Expenses</td>
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<tr>
<td>Salary/Benefits/Labor Costs</td>
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<tr>
<td>Other Expenses</td>
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<tr>
<td>Total Expenses</td>
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<tr>
<td>Revenues Less Expenses</td>
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GPHO. The nurses rotate throughout the hospital to coordinate care, discharges, and lab reports and ensure follow-up visits with primary care physicians are scheduled within three days of release to help patients transition back to home successfully. In an effort to continually address the changing healthcare provider arena, GPHO has formed several co-management companies to work with specialists in making management decisions about how to improve efficiencies and improve outcomes.

GPHO has a history of substantial and successful risk-sharing performances. It assumes risk for over 85,000 lives with all its eight payer contracts. One example is its participation in the Blue Cross/Blue Shield of Michigan's Physician Group Incentive Program established to encourage physician organizations and medical groups to take responsibility for facilitating transformational changes in health care delivery that improve population-level performance. Since its inception, GPHO has distributed over $100 million in shared savings to its participating providers.

Information Technology plays a pivotal role for the success of GPHO. They were one of the first to utilize technology to meet the Triple-Aim Outcomes. GPHO implemented the Misys Electronic Medical Record (EMR) more than 7 years ago and operate Allscripts Enterprise Health Record (ASEHR) in its Primary Care Physician (PCP) offices. Allscripts EMR Solutions System provides critical information for healthcare providers to better serve the current and anticipated health needs of the patient. The PHO has implemented analytical tools from IBM (Cognos) and Allscripts (Analytics) to manage and report from its data warehouse. Besides the various data elements captured from the EMR, GPHO also receives paid claims data from all of its contracted managed care payers. Using the elements in its data warehouse, GPHO medical and financial staff’s have been able to report and analyze cost, utilization and quality metrics for years. Physicians and staff are trained in the use of EHR tools by GPHO staff, physician mentors, CME seminar’s, intranet pre-recorded training sessions, and the GPHO newsletter. The staff routinely visits the providers and their staff to provide updates on new initiatives or functionality available within the system.

In 2011, Genesys PHO was selected as one of 32 Medicare Pioneer ACO’s by the Centers for Medicare and Medicaid Services (CMS). The purpose of the Pioneer ACO program is determine the effectiveness of various models of payment to help organizations make a transition to higher quality care at a lower cost to Medicare. The anticipated impact is that the ACO model would enable GPHO and to achieve the Institute for Healthcare Improvement Triple-Aim outcomes 5 that includes improving population health, improving the experience of health care for all, and containing health care costs.
Below, are the Mission and Key Objectives for the Genesys PHO. These powerful core statements communicate the PHO’s purpose and express the heart and soul of all they do, and why they do it.

**Mission Statement:** "To improve the health and well being of the patients served by our member providers and the communities in which they live".

**The Key Objectives of Genesys PHO:**

- Create an environment for a stable and collaborative relationship between GHS and the physicians;
- Foster clinical integration founded on evidenced-based medicine with the ability to document outcomes and service to enhance quality of care;
- Provide service levels that exceed patient expectations;
- Ensure continued engagement of Primary Care and Specialist physicians in quality improvement activities throughout the system;
- Provide healthcare in a highly efficient manner;
- Determine the appropriate number and type of Specialists needed to support the system;
- Ensure PCP capacity is sufficient to support patient access throughout the entire service area

The data table below contains operational statistics for Genesys PHO.

<table>
<thead>
<tr>
<th>Operational Information</th>
<th>Current</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care Physicians in Network</td>
<td>145</td>
<td>160</td>
</tr>
<tr>
<td>Specialty Physicians in Network</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Total Number of Contracts</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Risk Bearing Contracts</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Total Lives - Involving Risk</td>
<td>85,000</td>
<td></td>
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<tr>
<td>Genesys Medical Ctr-LOS</td>
<td>4.77</td>
<td></td>
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<tr>
<td>Hosp Days/1000*</td>
<td>268</td>
<td>232</td>
</tr>
<tr>
<td>ER Rate/1000*</td>
<td>175</td>
<td>98</td>
</tr>
<tr>
<td>Drug Generic Rate*</td>
<td>88</td>
<td>88</td>
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* Health Plus of Michigan Commercial
Overview of Genesys Health System and Ascension Health

Genesys Health System is a member of Ascension Health and is a group of affiliated medical campuses, outpatient centers, primary care locations and ancillary health care organizations with a mission and history of improving the community’s health for more than 90 years. As the leading health care provider in mid-Michigan, Genesys is anchored by a 21st century, 410 bed inpatient facility, Genesys Regional Medical Center at Health Park - one of the first medical centers of its kind built both clinically and architecturally around a patient-focused care philosophy.

Genesys is a regionally integrated health care delivery system comprised of a complete continuum of care primarily servicing Genesee, Shiawassee, Lapeer, Oakland, Livingston and Tuscola counties with an additional four counties in the secondary market. Genesys takes great pride in the fact that they strive to deliver the highest quality health care, in a model healing environment. Over 160 family physicians in the Genesys network act as health advocates offering ready resource to outpatient ambulatory care, physical medicine treatment, and mental health services. Recuperative or extended care is available at Genesys Convalescent Center, and Genesys Hospice provides a much-needed care base for those with a life-limiting diagnosis. In addition, Genesys offers numerous in-home services including home health care, medical equipment and supplies, respite care and other related home care personnel and services. For those immediate urgent or emergent needs, Genesys provides after hours clinics in three locations (evenings, weekends, and holidays) and full service, emergency care ready to handle any major illness or injury.

Ascension Health was created on November 1, 1999 from a union of the Daughters of Charity National Health System based in St. Louis, Missouri and the Sisters of St. Joseph Health System in Ann Arbor, Michigan. Ascension Health is the largest nonprofit health care delivery system in the United States, delivering care at more than 1,400 locations including 81 hospitals in 21 states and the District of Columbia with more than 685,000 total annual discharges.

Below are the Web sites that can be accessed for additional information:

**Genesys Health System**  [http://genesys.org](http://genesys.org)

The Role of the Director of Medical Management Position

The Director of Medical Management provides day to day operational leadership and management to the Medical Management and Health Navigation/Quality Improvement Departments. The position is responsible for physician education and physician performance in incentive programs related to utilization, utilization and quality measures. In addition, the Director will assure NCQA compliance for utilization and quality as well as staffing for GPHO and hospital utilization and quality related committees.

The Director will also provide leadership, monitor, evaluate and determine Health Navigator (HN) initiatives related to improving the health of the patient community and HEDIS scores. The HN’s are centrally located, support several PCP’s across GPHO’s service area and are able to access the patient’s EMR to view the patient’s individual care plan and communicate with the PCP.

This key leader will report to the Vice President, Administration and Medical Management and will directly supervise a manager and 14 utilization review nurses and 5.5 patient health navigators.

Below are key duties and responsibilities for the Director of Medical Management:

- Operational authority for oversight and management of the Utilization Management Program including:
  - Physician Mentor Program
  - Individual Physician Education
  - Development and measurement of compliance to clinical practice guidelines
  - Transition of Care
  - Hospitalist Program
  - Radiology Management Program
  - Standard Managed Care outcome reporting (days per thousand, etc)
  - Concurrent and retrospective review of hospitalized patients
  - Referral Management Support

- Operational authority for the oversight and management of the Health Navigation and Quality Program including:
  - Develop and implement ongoing initiatives, using case management and chronic care models to improve the health of our community of patients
  - Transition of care
Outcome reporting relative to health navigation and payer incentive/quality programs such as HEDIS, EBCR and ACO 33 core measures

- Reporting to payers for programs such as PGIP, MiPCT, etc
- Physician education relative to quality benchmarks and best practices

- Hire, manage and direct utilization management, and health navigation staff
- Maintain department compliance to NCQA standards
- Provide staff support to Utilization Management Committee, Quality Improvement/Credentialing and other PHO committees as assigned
- Maintain compliance to delegation agreements
- Function as liaison between PCP’s and GRMC and payers
- Develop and implement work plan to meet department and associated organizational goals
- Preparation and oversight of department budget

Qualifications and Personal Qualities

The section below outlines the qualifications and selection criteria for the ideal candidate for the Director of Medical Management for Genesys PHO. Specific requirements include:

Knowledge, Education and Experience

- Bachelor’s degree in nursing or related/appropriate clinical field will be required and a master’s degree in nursing, business or related field is strongly preferred.
- Licensed or eligible for licensure as a Registered Nurse in the State of Michigan (if applicable).
- Nationally recognized certification, i.e. Certified Professional Utilization Management (CPUM), Certified Professional Utilization Review (CPUR), or Diplomat of American Board of Quality Assurance and Utilization Review Physicians (D-ABQAURP) is desired.
- A minimum of ten years experience in a supervisory/administrative position within a hospital/health system or managed care organization.
- A minimum of five years nursing/clinical experience in a complex acute care setting/health system or community hospital.
• A minimum of five years experience in utilization management and review, or clinical resource management required. Managed care experience is required.

• Mandatory knowledge of federal, state and accreditation guidelines along with experience in preparing for and undergoing regulatory agency reviews such as: HEDIS, JCAHO, AAAHC and/or NCQA.

• Experience with severity of illness/intensity of service criteria sets.

• Working knowledge of clinical systems, outcome measures and process required, along with various patient information systems, including Interqual, HEDIS, etc.

• Experience in a well run medical management or utilization review program as evidenced by an excellent understanding and articulation of key performance metrics which monitors and communicates the effectiveness of the program.

• Knowledge and understanding of the patient care process and collaborative care.

• Pertinent experience, track record and training in medical management philosophy and practices.

• Facility for data analysis and interpretation; must be data driven with a passion for medical management. Ability to organize and present data in a concise and easily understood manner, to peers, physicians and other stakeholders.

• Has experience in a proactive and positive relationship with physicians.

Personal Characteristics

• A solid value system and service orientation and willingness to embrace the mission of Genesys PHO which is “To improve the health and well being of the patients served by our member providers and the communities in which they live”.

• He/she will be someone who has a high level of ‘personal ownership’ in the future success of the department.

• Someone who is energetic, enjoys working with people at all levels of the organization, has strong emotional intelligence and a good sense of humor.

• Has a strong customer focus and operates with a positive ‘can-do’ philosophy.

• A personable individual with strong physician relation skills who can treat all physicians and staff with equal consideration.

• Someone who is ‘down to earth’ and has an approachable style that can work effectively with employees at all levels.

• Ability to analyze, interpret and present meaningful data reports for departmental and clinical review.

• Someone who is energized by working with nurses, physicians and other individuals that provide care in and out of the hospital setting.
The successful candidate will have a ‘roll-up-your-sleeves’ approach with a zest for day-to-day operations. He/she will also be ‘results oriented’ in his/her approach to problem solving.

Has the highest level of honesty/integrity and is able to maintain a high level of confidentiality.

Strong communication skills are necessary, particularly verbal and listening communication skills; candidates must be articulate and able to provide fresh, creative ideas and solutions.

Opportunities and Expectations for Leadership

During the first 12 to 18 months of his/her tenure, the Director of Medical Management will be expected to achieve the following:

- Earn the trust and respect of the departmental employees, the senior leadership team, the managers/directors, and physicians within the Genesys PHO and Genesys Health System.
- Establish a reputation as a resource for Medical Management and Health Navigation matters, NCQA compliance and HEDIS scores.
- Ensures that the Nurse Navigators will be successful within the Accountable Care Organization model.
- Establish credibility and solidify working relationships with staff, management, administration and physicians by being visible, aware and proactive. Develop a strategy to promote the Medical Management department within the system and PHO.
- Work closely with the primary care physician and department staff in the department to build a trusting relationship; be viewed as responsive and become accepted by them.
- Gain a solid understanding of existing projects and programs and operational strategies of Genesys PHO.
- Create, develop and implement at least two successful programs annually to record meaningful improvements of clinical quality measures for NCQA survey.
- Genesys PHO is committed to both improve the health care experience of each of its patients and to promote the health of the overall population in their communities by educating patients to help them understand their health issues and the solutions, including lifestyle changes. Ensure that the appropriate levels of staff are educated and utilizing these principles and practices to yield real results.
• Successfully monitor overall performance of Navigation Department against mutually agreed upon targeted outcomes which will include: reducing the overall length of stay and reduction of readmission rates (where applicable to this role).

• Ensure that appropriate criteria are in place for admissions for proper classification of patients: “The Right Amount of Care provided at the Right Place, based on what the patient needs”.

Procedure for Candidacy

Please direct all nominations and resumes to Gwendolyn Smith-Jenkins, preferably via e-mail to gwens@wkadvisors.com.

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