



**HEALTH CENTER  
PARTNERS**  
of Southern California

A Family of Companies



## JOB DESCRIPTION

**JOB TITLE:** Chief Medical Officer, HCP and IHP **STATUS:** Exempt Full-Time

**REPORTS TO:** Executive Vice President, Integrated Health Partners

**DIRECT REPORTS:** IHP Performance Improvement and Medical Management Staff

This job description is intended to be a general statement about this job and is not to be considered a detailed assignment. It may be modified to meet the needs of the organization.

## JOB SUMMARY

This position will work across the Health Center Partners (HCP) Family of Companies. Health Center Partners (HCP) is the not-for-profit parent organization with three subsidiaries: Health Quality Partners (HQP), Integrated Health Partners (IHP) and CNECT. Health Center Partners is a membership association (established 40 years ago) that provides support to 17 health centers organizations with over 130 sites of care in Southern California. Health Center Partners is an advocate for its members who serve the health needs of communities throughout Southern California, providing them with a voice and power to serve vulnerable populations.

Integrated Health Partners is a newly-formed clinically integrated network (CIN) of 10 major health centers based in San Diego and Riverside Counties. Integrated Health Partners is a subsidiary of Health Center Partners, a nonprofit organization that represents and supports community-based health centers in their efforts to provide quality health care and related services to the diverse communities they serve. As a powerful advocate for primary health care service providers and their patients, IHP seeks to improve the health care outcomes by improving quality of care through integrating the efforts of member health centers and driving inappropriate costs out of the health care system.

The Chief Medical Officer provides clinical and population health leadership for the Family of Companies, focusing on the IHP CIN and HCP Health Center Controlled Network. The Chief Medical Officer works closely with the Chief Medical Officers and Medical Directors of the HCP members, and those subsets of HCP members representing the HCCN and IHP in coordination with health center executive, operational and quality improvement leadership. The Chief Medical Officer also represents the Family of Companies in a medical leadership role with external partners, including County Health and Human services, health plans, health care delivery system and community organizations, CPCA, funders and other relevant entities.

## ESSENTIAL JOB FUNCTIONS

- **Strategic Clinical leadership.** Provide medical and population health leadership in the development and implementation of the strategic priorities of HCP, HQP and IHP, as articulated in the consolidated strategic plans of the HCP family of companies. Annually review and provide input in to each company's strategic and business plans as needed. Meet with Medical Directors/CMOs of member community health centers on an individual and group basis as needed to determine specific areas of focus for strategic and business plans.
- **Clinical Leadership for Quality Improvement and Quadruple Aim.** Provide clinical leadership for care innovation and quality improvement, including leadership in the design and implementation of programs that improve health outcomes and increase quality, combined with smarter health care spending, for patients and communities served by our members. This position partners with health center program leads and external partners in achieving these improvements, such as integrated behavioral health, care transitions, care team transformation, complex care management, and addressing social determinants of health. Provide clinic leadership, direction and innovation in support of IHP strategic initiatives to support member community health centers to improve quality and continuity of care, improve patient and population health outcomes, eliminate health disparities and further Quadruple Aim goals. Actively participate in the development, implementation and evaluation of quality management, clinical guidelines, disease management, provider experience, patient experience and public health services and programs at participating community health centers. Lead performance improvement for HCP's Health Center Controlled Network (HCCN) and Integrated Health Partners' (IHP) Clinically Integrated Network, including supervision of performance improvement staff or management of vendor relationship if services are outsourced. Develop, lead, and/or provide oversight of medical management programs: PCMH, care management, disease management, and utilization review for total cost of care for Integrated Health Partners, including supervision of medical management staff or management of vendor relationship if services are outsourced. Provide strategic clinical direction to align incentives on risk and reimbursement methodologies with value-based contracts and annual IHP performance improvement metrics and internal incentive pool distribution methodologies. Review and provide input to the IHP primary care, medical specialty, and other incentive pool administration and claims processing as needed. Support and provide credentialing process oversight.
- **Communications.** Provide a clinical voice to represent clinics in a variety of settings and with multiple audiences including health plans, hospitals and other health care partners. Support health center clinical leadership through ongoing communication and regular meetings with health center Chief Medical Officers/Medical Directors. Ongoing communications include relevant information from external partners, new developments in the healthcare environment, new managed care regulations, provider network issues and sharing of best practices and other relevant information. Conduct regular CMO/Medical Director meetings to identify collective priorities across member health centers. Develop and execute work plans for these identified priorities in coordination with HCP/IHP lead staff and health center CMOs/Medical Directors, as well as appropriate health center leadership, which may include CEOs, COOs, Quality Improvement leads and/or health information technology leads. Coach medical and executive leadership on performance improvement techniques and assist in developing plans for achieving improvement; lead by example to coach/educate medical leadership on best practices in having effective and sometimes difficult conversations with front line clinicians and other staff

leading to productive, positive change. Develop partnerships with health plans and MSO to represent members and to effectively communicate policies and procedures to members.

- **Payor/Provider Partnerships and Network Development** Provide strategic physician leadership in the development of a network for services beyond those offered at member organizations to effectively manage the total costs of care under managed care/value-based contracts. Work with HCP CEO, IHP EVP/staff and health center leadership to identify, develop and implement strategic partnerships and affiliations with integrated delivery systems, hospitals, health plans, the County of San Diego Health and Human Services Agency and other health care stakeholders as appropriate. Support negotiation of service, affiliation or participation agreements with provider partners and performance improvement/pay for performance incentive programs with payors. Maintain knowledge of market intelligence supporting effective payor/provider partnerships that will enable HCP and IHP to best serve our member organizations.
- **Clinical Informatics and Technology** Support the development of best practice clinical health informatics through the implementation of a population health informatics tool and support the goal of eventually implementing a unified electronic health record with best practice clinical decision support at our member health centers. Identify clinical information system integration and enhancement opportunities in community health centers (i.e., pharmacy, laboratory, electronic medical record); assist interested community health centers and IHP staff in developing and implementing system solutions. Work with IHP, HQP and HCP staff to identify and respond to data and reporting needs.
- **Community Partnerships.** Promote the clinical and population health goals of HCP, HQP and IHP and member health centers through leadership and participation in collaborative organizations and forums, including the California Primary Care Association (CPCA), California Departments of Public Health and Health Services, Health Plans, County government, community-based organizations, foundations and other funders. Provide clinical leadership and represent health centers in partnership activities with local hospitals, health plans, Health and Human Services Agency (HHS), Healthy San Diego, Community Health Improvement Partners (CHIP) and the San Diego County Medical Society (SDCMS). Represent health centers in local initiatives with the Health and Human Services Agency (HHS) including County Medical Services (CMS), SB1448/Coverage Initiative, Safety Net/Care Coordination Workgroup, Mental Health Services Act and other HHS funded programs and services. Represent health centers in statewide California Primary Care Association (CPCA) committee activities and projects including the Clinician's Committee, Consortia Policy Group, Accelerating Quality Improvement through Collaboration (AQIC) and the QI Peer Network. Represent health centers in discussions with local and state representatives including County Board of Supervisors and other elected officials. Represent and support health centers in local and statewide quality improvement and health policy initiatives. In coordination with the Chief Experience Officer, represent health centers with local media.
- **Clinical Leadership for Grant Programs.** Provide clinical and population health consultation and support for grants and other fund development, as well as for HCP, HQP, HCN and IHP advocacy work. Works with IHP C-suite to adopt, replicate, and scale models of care, interventions, and other practices that have previously been evaluated by HQP and have demonstrated value. Facilitates conversation with IHP C-suite to define value in terms of clinical outcomes and patient well-being, provider and patient satisfaction, and patient engagement.

Works with HQP staff to present evaluation findings to HCP/IHP members. Serves as a resource to HQP staff on clinical matters pertaining to the development and implementation of grants and contracts as requested.

- **Training.** Supports HCP, HQP and IHP clinical training and technical assistance.
- **Staff mentoring.** Provide clinical and population health support, consultation and mentoring for HCP, HQP and IHP staff.
- **Board and Committee Participation.** Provide clinical leadership to IHP and HCP Boards, HCP Physician Council and IHP Clinical Committee, as well as support other IHP committees as needed. Working with committee chairs, provide direction to IHP staff regarding agendas and major initiatives for IHP's Clinical Committee meetings and to HQP/HCP staff regarding agendas and major initiatives for HCP's Physician Council. Participates as a staff member of the HCP and IHP Boards.
- **Other Duties.** Performs other duties as assigned.

### **EXPERIENCE/QUALIFICATIONS**

Experience working in a leadership role as either a medical director or physician executive in a health care organization, provider network, managed care plan or community health center setting. Highly effective communications skills with clinicians, staff and leadership essential. Minimum 5 years clinical experience with Board Certification and a Masters degree in health care management preferred. Minimum 5 years managed care, provider network and/or health system-hospital-medical staff-clinic setting leadership experience preferred. Physician leadership experience in performance improvement across total cost of care settings preferred. Grant writing, disease management and strategic planning experience preferred. Collaborative leadership style, budgeting experience and the ability to be elegant under fire preferred. Work with diverse populations with health disparities and/or Federally Qualified Health Center experience preferred.

### **Knowledge, Skills, Abilities**

Quality of leadership is essential. Demonstrated leadership skills in motivating physicians and staff, building consensus, and facilitating change in dynamic environments. Ability to transform big picture concepts into concrete operational actions to improve quality of care, clinical outcomes and population health. Proven ability to collaborate and convene stakeholders across sectors and organizational levels. Ability to communicate clearly and succinctly in writing and in speech. Knowledge across a broad range of clinical areas (e.g., quality improvement, clinic management, population health); experience serving as chair of clinical committees and work groups. Considerable initiative and sound judgement involved in setting strategy, organizing and planning medical and population health improvement activities, formulating favorable community relations with key constituents, influencing clinical behavior change, and making decisions affecting diagnosis and treatment of patients; ability to establish credibility with clinicians and educate, motivate and persuade front line clinicians as well as leadership, ability to motivate and provide employee leadership and supervision; ability to analyze issues and develop policy direction; ability to make sound, educated decisions; ability to work independently; ability to establish and maintain cooperative working relationships; ability to communicate professionally in confrontational situations; ability to work with diverse populations; ability to make required mathematical

calculations accurately; ability to maintain records accurately and with confidentiality as required. Authoritative knowledge of the principles, practices, and techniques of a branch of medicine and extensive knowledge of the methods, techniques, literature, practices, and principles in the broad field of medical science, performance improvement, population health and disease management. Ability to network, research and obtain best practice information, and effectively incorporate applicable ideas to improve governance and operations of responsible areas of management. Ability to be creative and innovative. Ability to plan messaging and effectively present key information in committees, meetings and public speaking venues. Good working knowledge of administrative practices and procedures, teaching methods, and rules, regulations, policies and standards related to medical services and population health. Ability to plan, direct and conduct medical research, and present results in oral or written form. Must be able to apply principles of personnel administration to selection, placement, and supervision of staff.

#### **SPECIAL SKILLS AND EQUIPMENT:**

- Access to reliable transportation is required due to necessary work-related travel within Southern California
- Occasional travel to sites in California
- Occasional travel to out of state meetings, trainings & conferences
- Occasional early morning, evening or weekend meeting attendance

#### **CERTIFICATES AND LICENSES REQUIRED:**

- Active, unrestricted, California Medical License
- Board certification in a primary care specialty
- Valid California driver's license and certification of current auto insurance coverage

#### **PHYSICAL REQUIREMENTS**

- Ability to sit or stand for long periods of time
- Ability to reach, bend and stoop
- Physical ability to lift and carry up to 20 lbs.
- Hand and wrist dexterity to utilize a computer
- Voice and hearing required to use a computer and communicate during teleconferences

#### **CUSTOMER RELATIONS**

- Maintain professional working relationships with all levels of staff, clients and the public
- Be part of a team and cooperate in accomplishing department goals and objectives
- Responds promptly and with caring actions to patients, clinicians, leadership and employees; Acknowledge psychosocial, spiritual and cultural beliefs and honor these beliefs.

#### **HIPAA/COMPLIANCE**

- Maintain privacy of all patient, employee and volunteer information and access such information only on as need to know basis for business purposes
- Comply with all regulations regarding corporate integrity and security obligations. Report unethical, fraudulent or unlawful behavior or activity
- Adhere to organizational policies and procedures regarding data sharing

I acknowledge that I have read and understand this job description. My signature below certifies that I am able to perform the essential duties and responsibilities of this position. I have also discussed any accommodations that I feel I might need to allow me to perform these essential functions. Additionally, I agree to abide by the policies and procedures established by Health Center Partners of Southern California.

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Signature

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Date

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Employee Name (please print)