
Position Specification

Medical Director, Care Management
UNC Health Care

Private and Confidential

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Our Client

The UNC Health Care (UNCH) is a world-class, not-for-profit integrated healthcare system. It is owned by the State of North Carolina and based in Chapel Hill. The institution first began treating patients in September 1952 under the name North Carolina Memorial Hospital. In May 1989, the N.C. General Assembly created the University of North Carolina Hospitals entity as a unifying organization to govern the constituent hospitals and to project a modern and accurate identity for the hospitals of the University of North Carolina at Chapel Hill. The vision of UNCH is to be the Nation's leading public academic healthcare system and its mission is to provide high quality patient care, to educate health care professionals, to advance research and to provide community service.

The UNCH is comprised of five facilities providing a total of 757 beds. UNC Hospitals include North Carolina Cancer Hospital, North Carolina Children's Hospital, North Carolina Memorial Hospital, North Carolina Neurosciences Hospital, and North Carolina Women's Hospital. In 2002, the N.C. Children's and Women's Hospitals moved to a new state-of-the-art facility designed to offer high-quality health care in a comfortable, family-friendly environment. The N.C. Cancer Hospital opened in August 2009 and is the clinical home of the UNC Lineberger Comprehensive Cancer Center. About 1,800 UNC-Chapel Hill faculty physicians (1099) and physicians-in-training (780) provide care for patients from more than a hundred North Carolina counties and several surrounding states.

As a healthcare provider, academic institution and research organization, the delivery of quality health care and outstanding service is fundamental to all of UNCH's activities. To this end, attracting and retaining the best team members is of paramount importance. The organization is dedicated to providing an environment that will ensure:

- Patients will experience a seamless and sophisticated continuum of care that is efficient, of high quality, safe and easy to navigate;
- Outstanding research programs will enable high quality patient care with the most recent medical advances;
- Students and trainees will enjoy a fully rounded and rich experience that integrates outstanding clinical care and leading academic research;
- The Hospitals broadly engage the people of North Carolina to meet the ongoing health care challenges;

- The Hospitals will continue to be innovators in research, development and implementation of new means for improving the health of North Carolinians and sharing that knowledge with a national audience;
- The Hospitals continue to collaborate with its partners, which include Rex Healthcare, Chatham Hospital, AHEC, the health sciences schools, the State of North Carolina, employers, insurers, other health care providers and key constituencies;
- There is clarity in Organization's role as the State's safety net institution and as a leader among such institutions across the region and the United States.

Nationally, the organization has been recognized for outstanding patient care. HealthGrades placed UNCH in the top 5 percent of hospitals nationwide based on patient satisfaction scores from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. UNCH was also recognized by U.S. News & World Report as one of the Best Hospitals and one of the Best Children's Hospitals, and ranked third for best nursing care. More than 200 of UNC's physicians were named to the Best Doctors in America® list in 2009. This is the highest number of UNC physicians ever to be included.

Another way UNCH strives for continued excellence in patient care is by offering top training to the next generation of providers. U.S. News & World Report recognized the UNC School of Medicine as second among primary care medical schools, 20th among all research medical schools and sixth among public research medical schools. The specialty programs top the lists, as well. In order to continue its commitment to educational leadership, UNC School of Medicine will begin offering a new cardiothoracic residency program in 2010, one of just six institutions in the country to offer this type of program. Equally important are the organization's efforts to maintain its leadership in its research endeavors. Through generous appropriation from the N.C. General Assembly, the University Cancer Research Fund provides \$50 million a year to help foster the discovery, innovation and delivery of new cancer treatments. In 2009, UNCH received almost \$350 million in medical research funds and was honored with 149 American Recovery and Reinvestment Act awards.

In 2008, one in ten of UNCH's patients had no insurance, a number that increased to one in eight in 2009. The System's uncompensated care costs in 2008 were \$228 million and rose to almost \$270 million for 2009. The organization well knows that it must maintain its financial viability with margins sufficient to support all of the system's missions. This financial viability and margin will come from continual improvements in operations and from an explicit, unapologetic focus on productivity enhancement.

Currently, the organization is engaged in an initiative to closely examine all systems and processes throughout the UNC Hospitals and to identify areas that require improvement. The objective is to maintain the organization's commitment to the delivery of the highest quality services while ensuring that the utilization of the organization's resources are optimized. Given the ever-changing healthcare landscape, the administration of UNCH has been working with Executive Health Resources (EHR) to assist with compliance management,

patient length of stay and denials management. By partnering with EHR, the company retained the services of a highly skilled and knowledgeable group of Physician Consultants trained in Medicare and Medicaid rules and regulations. Working through the Care Management Department, there has been much success in improving efficiency, length of stay and readmissions. However, there continues to be areas for improvement that could be better realized through the work of an internally dedicated physician advisor. It is because of this that UNCH made the decision to fill the vacant position, Medical Director to the Care Management Department to provide a point of focus and support for these initiatives.

The Role

The Medical Director, Care Management is employed by the UNC School of Medicine and is responsible to UNCH. As a key member of the Care Management Team, this physician leader will be responsible for partnering on the medical oversight of the UNCH's Clinical Care Management team functions. The incumbent will work collaboratively with Clinical Care Management, residents and staff physicians and with other hospital leadership and staff as well to help assure the delivery of effective, efficient, quality patient care. It is expected the Medical Director will focus on hospital utilization and case management regulatory requirements. This leader will influence provider clinical behavior to ensure outstanding performance in the areas of Compliance, Utilization Management, Capacity Management.

REPORTING RELATIONSHIPS

The new Medical Director:

Reports to:

- Senior Vice President of Professional & Support Services
- SOM Chair, (clinical practice)

Relates to:

- Associate Vice President
- Director Clinical Care Management
- Physician Service Leaders

MAJOR RESPONSIBILITIES

Compliance

The Medical Director of Care Management will provide ongoing education and training to the physicians on the existing policies specific to Utilization and Reimbursement that guide the School of Medicine and UNCH. The new leader will be involved in regular medical record reviews to assess system compliance with all utilization, case management and regulatory requirements and to identify issues that are of professional concern. He/she will work to create a learning environment that encourages open and honest dialogue. The Medical Director will act as a consultant and resource to attending physicians regarding their decisions relative to appropriateness of hospitalization, continued stay, use of resources and current federal and state utilization and quality regulations.

The Medical Director will help create clinical and professional standards, measuring and monitoring protocols and helping to ensure process and outcomes that demonstrate high clinical and organizational performance. He/she will play a key role in catalyzing the efforts around clinical compliance.

Utilization Management

The new Medical Director will co-chair the Utilization Management Committee with the Director CCM; reviewing and presenting data to this committee in regards to appropriateness of care, clinical outcomes analysis and resource utilization. In collaboration with the Director of CCM he/she will: assist in setting priorities for the Care Management Department, assess current hospital utilization patterns, and develop actions plans for process improvement. In addition, using data, the Medical Director will be responsible for reviewing cases and trends. He/she will function as a subject matter expert to physicians on issues relative to appropriateness of hospitalization, continued stay, use of resources, current federal and state utilization regulations, and standardized clinical criteria such InterQual and Milliman Care Guidelines. In addition, the Medical Director will be responsible for reviewing medical records of patients indentified by CCM staff or as requested by the healthcare team, such reviews could involve addressing issues such as length of stay, appropriate resource management and level of care.

In July of 2009, UNCH created a new role, *Physician Service Leaders*. Currently there is a physician leader for each of the organization's 34 services. These physicians report through their respective Department Chairs and answer to the Chief of Staff. Responsible for reviewing patient length of stay, efficiency and patient throughput, these physician leaders are the liaisons into each medical service. It will be most important for the new Medical Director to work closely with this group of physician leaders, mentoring them in aspects of Utilization Management.

Liaison

The new Medical Director will be a highly respected physician leader who will balance the needs of physicians and staff with the needs of the organization pertaining to clinical effectiveness. In order to operate effectively within UNCH, the Medical Director will engage the medical staff, establishing strong relationships across diverse constituencies to assure ongoing success of UNCH. He/she will be a focal point for many important initiatives underway and, as such, he/she will rely on close collaborative, collegial relationships across the organization. The Medical Director will also represent UNCH externally, working as a liaison to major payors and other regulatory bodies within the State. The Medical Director will play a key role in challenging each physician and the group as a whole to ensure the delivery of coordinated and patient-centered care across the continuum.

CANDIDATE SPECIFICATION

Ideal Experience

The new Medical Director will:

- Be a board-certified MD, with a strong and credible clinical background;
- Bring a minimum 5+ years post residency experience in clinical practice;
- Having an advanced degree in healthcare management is preferred;
- Working knowledge of Medicare and Medicaid regulations as well as standardized clinical criteria such as InterQual and Milliman Care Guidelines
- Bring a minimum of three years of medical management experience, preferably as a Medical Director involved in quality and utilization management in a complex operating environment;
- Have experience in monitoring, evaluating, and managing physicians to improvements in clinical efficiency and cost effectiveness;
- Bring a commitment to the delivery of patient-centered care, delivered across a continuum;
- Have experience in working with third party payers and contract management;
- Preferably bring experience working within a complex academic medical environment; and

Ideal Personal Profile

The new Medical Director will bring:

- Strong clinical and professional credentials and the personal integrity that will command respect throughout UNC's many constituencies;
- Comfort, functioning in an environment of ambiguity
- The ability to motivate people to drive change in a complex academic medical environment;
- Ability to strategically influence others to drive consensus and conclusion;
- A results orientation and a commitment to responsiveness that builds trust and enhances physician alignment with the institution;
- An open, visible leadership style that encourages inclusive decision-making and a sense of teamwork;
- A reputation for being firm, yet fair, and dynamic and energetic;
- A polished professional demeanor, which conveys the quality and stature of the institution and represents UNC Health Care effectively to its internal and external constituencies; and
- A commitment to academic, non-profit health care and its unique role in meeting community health needs.

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