



EPISCOPAL HEALTH SERVICES INC.

Chief Medical Officer

LEADERSHIP PROFILE

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The Opportunity

Episcopal Health Services, Inc. (EHS), located in Queens, New York, seeks nominations and applications for its Chief Medical Officer (CMO) role. The CMO role is an executive position and an integral member of EHS's leadership team reporting to the organization's Chief Executive Officer (CEO). The CMO will serve as a change agent in transforming care delivery for an organization that has been serving Queens for more than 110 years. This position offers a collaborative, strategic and innovative physician leader the opportunity to optimize high quality, patient-centered care.

EHS, the largest employer on the Peninsula, has a dedicated team of more than 400 physicians, over 1,500 employees and many committed volunteers. St. John's Episcopal Hospital is Episcopal Health Services, Inc.'s main campus location. The 257-bed acute care facility is widely recognized for being the only hospital providing emergency and ambulatory care to the densely populated, culturally and economically diverse and medically underserved populations of its surrounding communities.

The CMO will provide clinical expertise and leadership to ensure continued high-quality, patient-centered care. They will facilitate, provide leadership, and support the implementation of quality, safety and performance recommendations that will continue to improve the functionality and effectiveness of the hospital medical staff organization. The CMO will accomplish these goals by leading clinical and quality initiatives that support consistent clinical performance and practice standards across the organization. Strategic development and implementation of creative clinical programming that supports patient care and keeps abreast of emerging healthcare delivery models will be critical to this leader's success.

The successful CMO will be a physician with at least ten years of experience in progressive healthcare management roles and clinical practice and a minimum of five years' experience as a Chief Medical Officer or equivalent in a hospital setting. An advanced degree in health care or business-related field is preferred. A successful candidate will be visible, proactive, transparent, decisive and an outstanding communicator. The new CMO will have a proven track record of building relationships, trust and credibility across a diverse group of stakeholders and functional leaders in a complex health system. The next CMO must be able to effectively communicate a vision and build followership based on EHS's commitment to high quality, safe, efficient, innovative care.

Organization Overview

St. John's Episcopal Hospital

Celebrating over 110 years of community care, St. John's Episcopal Hospital is Episcopal Health Services, Inc.'s main campus location. The hospital is a 257-bed acute care facility located in Far Rockaway, a neighborhood on the eastern part of the Rockaway Peninsula in the New York City borough of Queens. The hospital is widely recognized for being the only hospital providing emergency and ambulatory care to the densely populated, culturally and economically diverse and medically underserved populations of its surrounding communities.

EHS is the largest employer on the Peninsula, with a workforce of approximately 2,000 employees. Most of the workforce is unionized through 1199, CIR, SSOBA and Local 30. The network lies within the Episcopal Diocese of Long Island. St. John's has established strong relationships with both internal and external stakeholders - elected officials, community groups and unions.

Care Locations and Services

As a non-profit, faith-based institution, St. John's Episcopal Hospital provides people of all faiths with comprehensive preventive diagnostic treatment and rehabilitative services, regardless of ability to pay. The hospital's impact continues to grow with the construction of a new ambulatory pavilion. EHS medical groups and outpatient behavioral health facilities are spread across Queens and Long Island, with the main campus in the Rockaways. Services provided include emergency medicine, a dialysis center, family practice, a hospitalist program, imaging, internal medicine, laboratory, obstetrics and gynecology, ophthalmology, pastoral care, pediatrics, physical and occupational therapy, population health, psychiatry, surgery, urology, community outreach, health education and the hyperbaric center. St. John's Episcopal Hospital provides care through the following entities:

- St. John's Episcopal Hospital: Emergency and Ambulatory care
- St. John's Episcopal Medical Groups (5)
- A Mobile Health Unit
- St. Johns Outpatient Behavioral Health Service Sites
 - Community Mental Health Center (CMHC)
 - Wellness and Recovery Center (WRC)
 - Family Peer Support Services
 - Children's Care Coordination Program
 - Home Base Crisis Intervention (HBCI)

Graduate Medical Education

St. John's Episcopal Hospital is accredited by The Joint Commission's Health Facilities Accreditation Program and is approved by the New York State Department of Health. The Hospital is a recipient of the Gold-Plus Get with the Guidelines®-Stroke Quality Achievement Award and the Gold-Plus Get with the Guidelines®-Heart Failure Quality Achievement Award from the American Heart Association.

St. John's Episcopal Hospital is a teaching hospital, training over 180 residents annually in ten Graduate Medical Education programs accredited by the New York State Department of Education. Their Family Medicine, General Surgery, Obstetrics and Gynecology, Rotating Internship, and Ophthalmology programs are accredited by the American Osteopathic Association and are affiliated with Lake Erie College of Osteopathic Medicine. Internal Medicine, Dermatology, and Psychiatry are accredited by the Accreditation Council for Graduate Medical Education. Graduate Medical Education programs in Podiatry and Wound Care are accredited by the Council on Podiatric Medical Education.

The hospital strives to support area residents in achieving optimal health outcomes and quality of life. Services extend beyond inpatient and outpatient care to include outreach to the community to improve health status. Outreach services include behavioral health screening, screening for hypertension, asthma and diabetes, information on health insurance, social work and nutrition counseling. The Speaker's Bureau is another service provided which offers assistance to community organizations by arranging for doctors, nurses, social workers, pastors, nutritionists and other healthcare professionals who conduct health education on topics such as childbirth and parenting, diabetes, asthma, hypertension, grieving, weight management and nutrition, osteoporosis, cholesterol management, substance abuse, scabies, exercise, aging, depression and emergency care. The Mobile Health Unit offers services, such as administering flu shots and sharing imperative health education material, that support the community's health initiatives and healthcare partners on the Peninsula.

Mission

St. John's Episcopal Hospital, in partnership with the community, provides exceptional healthcare and education programs in an academic setting across the continuum of care. They deliver high quality, value-based services with cultural sensitivity to the faiths and traditions of those it serves.

Vision

St. John's Episcopal Hospital will build an effective coalition aimed at achieving improved community health status in a financially stable environment, with emphasis on serving the needs of its patients and families, while training the physicians and healthcare providers of tomorrow.

Values

ICARE

Innovation ♦ Compassion ♦ Accountability ♦ Respect ♦ Empathy

For more information on St. John's Episcopal Hospital, please visit: <https://ehs.org/>

Position Summary

Reporting Relationships

Reporting to the CEO, the CMO will partner with EHS's leadership team to develop clinical strategies that align with EHS's strategic plan. The CMO will develop benchmarks and tools to monitor progress in the areas of clinical care, recruitment and retention, business development, service delivery and expansion, finance, workforce planning and team development.

Responsibilities

The successful Chief Medical Officer candidate will:

- Provide leadership in setting the standards of professional conduct for the medical staff and ensure that providers deliver high-quality care and services within optimal standards of care.
- Oversee and assess the services provided by EHS's medical and surgical departments and implement necessary changes.
- Advise EHS's medical staff, elected medical staff officers and committee bodies on administrative objectives, regulatory policies and procedures.
- Supervise and direct physician and allied health provider credentialing.
- Support and provide leadership to medical affairs, including strong collaboration with EHS's Medical Executive Committee.
- Coordinate quality assurance, utilization review, cost control, and efforts to align policies, objectives and directives across the medical enterprise.
- Manage inpatient hospital-based physician service contracts, including Hospitalist, Emergency Medicine, Anesthesia, Imaging, and other services.
- Advise EHS's Ambulatory Medical Group Director on opportunities to coordinate patient care across the healthcare continuum.
- Lead EHS's Graduate Medical Education programs. The CMO will supervise EHS's designated institutional official and medical student clinical clerkship programs.
- Advance and strengthen peer-review standards to meet national standards. Encourage physician participation in national professional organizations, care program development and benchmarking efforts.
- Ensure that all medical staff regulatory functions and requirements are in compliance. Develop and implement clinical departmental goals and strategies that promote the effective delivery of medical services and full compliance with all applicable local, state and federal laws.
- Build and implement effective disease management programs, clinical protocols, guidelines and tools that will measure outcomes. The CMO will partner closely with EHS's Chief Quality Officer and Chief Nursing Officer to develop key performance quality dashboards and tools.

- Implement organizational structure that promotes shared accountability, high achievement and compliance with applicable bylaws and regulations. Partner and collaborate with the provider staff and management team, facilitating teamwork and shared goals. Help represent provider staff viewpoints to administration and relay administrative views to provider staff.
- Foster an environment of collaboration and communication between clinical departments to ensure the timely implementation of new strategies and to coordinate the implementation of corrective strategies to resolve problems or situations that arise.
- Identify potential barriers to optimal clinical and patient outcomes. Promote a data-driven approach to care that prioritizes utilization review, objective outcome measurement and care across the continuum. Monitor individual provider and group patterns, present data, and perform analysis and interpretation to providers, staff and Board committees for review.
- Partner with EHS's CEO and CFO to formulate and develop the medical services budget.
- Lead the strategic development and implementation of innovative clinical programs that include collaboration with strategic business partners. The CMO will remain current on emerging healthcare models and identify innovations that will align with EHS's mission and financial goals.
- Maintain ongoing and provide orientation and education programs for Chairpersons and providers. The CMO will develop work plans that measure outcomes and are consistent with the organization's mission and vision.
- Develop a SWOT analysis that will measure and benchmark outcomes for EHS's value-based programs.
- Embrace open communication and coaching to foster a highly motivated, competent and engaged physician workforce. Guide team members in their professional development and leadership behaviors. Identify individuals for future leadership roles and create succession plans.
- Participate in key physician recruitment and retention efforts. Build strategies that will enhance revenue and physician engagement.
- Collaborate with other members of EHS's Leadership Team partners, including operations, finance, nursing and clinical leaders to integrate clinical care quality and management programs. Attend and participate in committee meetings, including EHS's Medical Executive Committee as required by medical staff bylaws and as needed.
- Assist with analytics and development of quality measures for new payment models (value-based/risk-based payment structures). Either directly or through delegates, take responsibility for the management, supervision and evaluation of all medical/provider personnel within EHS.
- Manage care across the healthcare continuum. Partner with post-acute providers, group homes, local agencies and other community providers to improve quality measures, including readmissions and length of stay.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Develop personal and professional credibility across EHS and gain the respect and trust of all internal and external constituents. Embrace EHS's values and be recognized as a clinical leader who promotes transparency, collaboration, inclusion and a just culture.
- Establish a vision for clinical care and the medical staff at EHS that is aligned with EHS's overall system strategy. Assess current care delivery and position EHS with strategies that are consistent with organizational goals and objectives. Based on this articulated vision, develop innovative programs and services that enhance patient/resident care, outcomes and satisfaction.
- Identify opportunities to partner with EHS leaders across the organization. Promote transparent and productive professional relationships with colleagues, nursing staff and others.
- Foster a culture that supports metric and data-driven decision-making. In partnership with the Chief Nursing Officer and Chief Quality Officer, foster innovation in care delivery models and clinical programming.
- Champion evidence-based clinical practice and optimal patient/resident outcomes. Encourage a climate of transparency without repercussions. Create a culture that values visibility and accountability in order to drive improvement.
- Be a visible leader and contributor to clinical integration efforts across EHS. Review current practices, standards and procedures and provide recommendations to improve clinical quality, physician engagement and quality outcomes.
- Advance organizational goals through prioritization of recruitment, onboarding, retention and professional development. Play a key role in the ongoing development of the physician manpower development plan. Understand the financial and operational impact of business development opportunities and be prepared to vocalize strategic value.
- Coach and develop team members. Identify succession opportunities within the medical staff ranks.
- Serve as the key strategic liaison between the medical staff and EHS leadership, as well as across the broader community.
- Keep abreast of industry trends, changes, challenges and practices. Evaluate potential actionable solutions relative to the risk EHS may face in the wake of the evolving healthcare environment.
- Lead, develop and oversee graduate medical education programming.
- Become well-established in the community. Maintain a highly visible presence and assert a positive presence on behalf of EHS in the local and broader medical community.

Candidate Qualifications

The successful candidate will be an experienced physician executive with a strong track record in a teaching hospital and/or academic medical environment. Prior leadership experience within a unionized environment, as well as experience working with community physicians is highly desirable. The following describes the ideal candidate for EHS's next CMO.

Education and Training

- Doctor of Medicine (MD) or Doctor of Osteopathic Medicine (DO) required.
- Master's degree in business administration, healthcare administration or a related field is preferred.
- Current medical licensure in New York state or the ability to become licensed is required.
- Current Board certification required.

Experience

- A minimum of ten years of experience in progressive healthcare management roles is required.
- A minimum of ten years of clinical practice is required.
- At least five years of experience as a Chief Medical Officer (or equivalent) in a complex healthcare setting is required. Union experience is preferred.
- Experience managing Graduate Medical Education Programs in both residency and medical student training and allied health programs is preferred.

Leadership Skills and Competencies

- Earns respect and trust through demonstrated experience, collaboration and results orientation.
- Ability to reach a broad audience, which includes physician leadership, staff and community constituents.
- A strong collaborator.
- Flexibility and openness to hearing other points of view.
- Superb oral and written communication skills.
- A skilled influencer, one who is comfortable working in a highly matrixed environment.
- An analytics-savvy leader, one who uses data to drive decision making and strategic planning.
- Exhibits creativity, innovation and humility as a servant leader.

- A passion for excellence.
- Possesses high emotional intelligence.
- Visionary.
- Visible and engaging, one who possesses a strong interest in people, a sense of humor, and a confident yet accessible style.
- Ability to motivate others and build high-performing teams.
- Courageous, one who is willing to take risks and be innovative.
- Holds a core commitment to mission and serving others.

Procedure for Candidacy

Search consultants Lisa DeSimone Arthur and Melaney Mooradian are partnering with Episcopal Health Services, Inc. in this important search process. Please direct all nominations, inquiries, applications of interest, CVs and resumes to Lisa DeSimone Arthur or Melaney Mooradian, preferably via the WittKieffer candidate portal, which can be accessed [here](#). Other comments, concerns or questions may be addressed to Melaney Mooradian via email at mmooradian@wittkieffer.com or by phone at 978-478-8834.

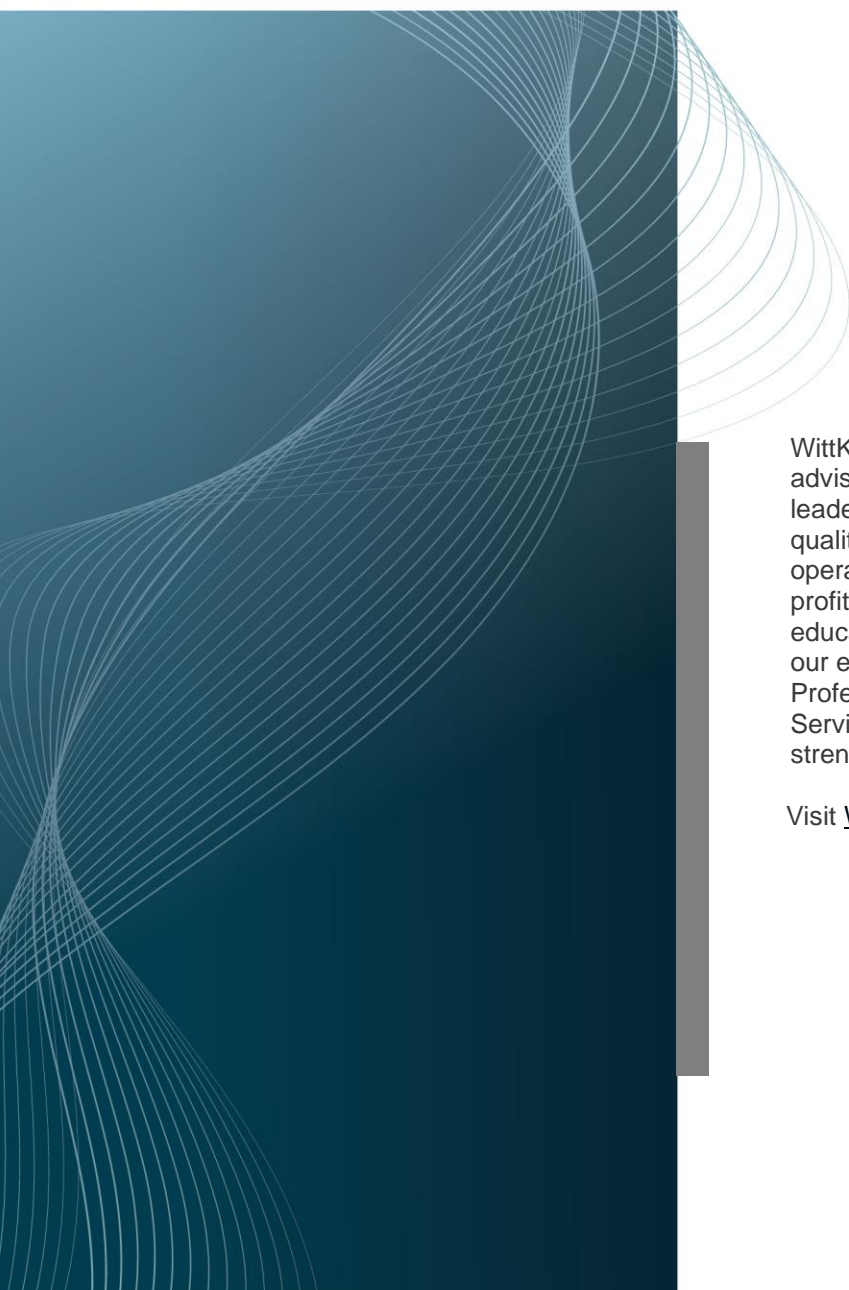
St. John's Episcopal Hospital values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

Expected Salary Range: \$400,000 - \$450,000

The salary range for this role may vary above or below the posted range. Compensation takes into account several factors including, but not limited to, a candidate's experience, education, skills, licensure and certifications, department equity, training and organizational needs. Base pay is just one piece of the total rewards program offered by EHS. Eligible roles also qualify for a comprehensive benefits package and an annual bonus incentive.

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