



**Emerson  
Health**

**Chair of Anesthesia**

**Leadership Profile**

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## The Opportunity

Emerson Health, based in Concord, Massachusetts, is seeking a physician leader who brings a strong commitment to clinical program development, physician and staff development and quality to serve as its next Chair of Anesthesia.

Emerson Health is a full-service, regional medical center affiliated with the Mass General Brigham Healthcare System, which includes a 179-bed hospital and more than 300 primary care doctors and specialists. Emerson Health provides advanced medical services to more than 300,000 people in 25 towns. The Hospital's core mission is to make high-quality health care more accessible to those who live and work in their community. To further this mission, Emerson has health centers in Bedford, Maynard, Westford, Groton, Sudbury and Concord, as well as urgent care centers in Hudson and Littleton. ***Emerson Health is a Leapfrog A Top Hospital and enjoys a 5 Star CMS Rating.***

Emerson Health is a physician-friendly health system, where the medical staff and physician enterprise are well supported. Emerson Health enjoys a strong reputation, geographic and financial position. Leadership is characterized by collegiality, cooperation and positive relationships among the administration, medical staff and associates.

The Chair will report to the SVP/Chief Operating Officer, Emerson Health and work in a collaborative relationship with the Chief Executive Officer, Chief Medical Officer, Chair of Surgery and President, Emerson Physician Associates. The Chair will create a strategic plan that supports an employed department within Emerson Physician Associates. Defining a common vision for a best-in-class department aligned with the objectives of the health system and medical staff, and supporting a cohesive culture are key among the expectations of the new Chair.

The new Chair will evaluate the resources in place, oversee recruitment of new providers, develop processes to track, analyze and improve efficiencies and productivity; continuing efforts to develop a high-quality, customer-focused department, where CRNAs and anesthesiologists are involved and engaged in decision-making. The Chair will advance the clinical expertise of the Department, serving as an advocate for the Department, balancing needs of surgeons, administration, and his/her department's physicians, CRNAs and staff.

The Chair of Anesthesia will be a physician leader with strong leadership and clinical credibility with a commitment to high-quality healthcare delivery and fostering an integrated and cohesive medical staff across Emerson Health. The successful candidate will be a leader who is viewed as a respectful, collaborative, team player and excellent communicator that can lead with integrity and influence.

## Organization Overview

Founded in 1911, Emerson Health is a 179-bed, full-service regional medical center headquartered in historic Concord, Massachusetts. Emerson Health provides advanced medical care to more than 300,000 people living within 25 towns of the western suburbs of Boston. A wide range of inpatient and outpatient services include both acute and sub-acute services, as well as home care, hospice, palliative care, and several satellite facilities which serve a patient population that is relatively homogenous and largely well-insured. The 2,100 employees of Emerson Health are guided by a mission and set of values that is consistent throughout its medical community. The mission of Emerson Health is to deliver high-quality care that is safe, compassionate, accessible, equitable, efficient, and coordinated to the community.

### Vision

Emerson Health strives to be a trusted healthcare provider, valued community partner, and creator of positive change in our region. We aim to help all people achieve their full potential for health and wellness throughout their lives.

### Values

Excellence, Compassion, Empathy, Inclusion, Integrity, Respect, Safety, Dignity, Innovation and Teamwork.

### Commitment

Emerson Health is committed to a culture of belonging, inclusivity, diversity and equity. They value and appreciate individuality and diversity of thought, experience and perspective. They support a culture where every person is respected and treated fairly. Emerson embraces DEI principles with their patients at the center of their actions.

To learn more about all the clinical services provided at Emerson Health, visit the following link: <https://www.emersonhospital.org/clinical-services>

### Awards and Recognition:

Emerson Hospital is fully accredited by The Joint Commission. They conduct rigorous onsite surveys to ensure that the nation's hospitals adhere to the strict standards of care mandated by the state and federal governments. In addition, Emerson Hospital has earned accreditation from:

- American Association of Blood Banks
- American College of Radiology
  - Breast Imaging Center of Excellence
  - CT Scan
  - MRI: General MRI and Breast MRI
  - Nuclear Medicine
  - PET CT Scan
  - Ultrasound: Breast Ultrasound, General Ultrasound, Obstetrical, Gynecological
  - Mammography - General Mammography and Stereotactic Breast Biopsy
- American College of Surgeons
  - National Accreditation Program for Breast Centers (NAPBC) - Comprehensive Breast Health Program
  - Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program

- College of American Pathologists
- American Society of Health-System Pharmacists
- Intersocietal Accreditation Commission: Superficial Venous Evaluation and Management, Extracranial Cerebrovascular, Peripheral Venous and Peripheral Arterial Testing

#### Other designations include:

- CMS: 5 Star rating for hospital, home care, and hospital-based skilled nursing unit
- Leapfrog "A" Hospital Safety Grade more than 14 times
- Blue Cross Blue Shield's Blue Distinction Center+
  - Maternity Care
  - Bariatric Surgery
- Optum/United Healthcare: Designated Center of Excellence for Bariatric Surgery
- Designated Stroke Center
  - Designated a Primary Stroke Service by the Massachusetts Department of Public Health, which recognizes that our staff is equipped to diagnose and treat stroke upon arrival in the emergency department.
  - Honored by the American Heart Association/ American Stroke Association for excellence in treating stroke patients including the Gold Plus Quality Achievement Award and named to the Target: Stroke Honor Roll.
- Baby-Friendly USA Designation
- Department of Public Health: Deficiency-free Clinical and Life Safety Survey, Transitional Care Unit
- American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) Certified Program
- American Hospital Association: Most Wired Hospital Designation

## Clough Surgical Center

The Clough Surgical Center, located at Emerson Hospital, is an innovative facility with state-of-the-art operating suites, sophisticated imaging technology, and the latest anesthesia monitoring equipment.

To learn more about Clough Surgical Center, visit the following link:

<https://www.emersonhospital.org/clinical-services/surgery/clough-surgical-center>

## Anesthesiology

Emerson's anesthesiology team works closely with surgeons, obstetricians, and other doctors to provide a full range of anesthesia options for surgeries, childbirth, endoscopy and other medical procedures for patients of all ages.

- Local Anesthesia
- Local Anesthesia with Intravenous Sedation
- Regional Anesthesia
- General Anesthesia

## Surgical Capabilities

- Back and spinal surgery
- Bariatric (weight loss) surgery
- Bone and joint (orthopedic) surgery
- Breast surgery
- Colorectal surgery
- Ear, nose and throat (ENT) surgery

- Endocrine surgery
- Foot surgery (podiatry)
- Gastrointestinal (GI) surgery
- General surgery
- Gynecologic surgery
- Hand surgery
- Head and neck surgery
- Neurosurgery
- Obstetrics
- Ophthalmology (eye surgery)
- Pediatric surgery
- Plastic and reconstructive surgery
- Reproductive endocrinology
- Sports medicine
- Thoracic surgery
- Urologic surgery
- Urogynecologic surgery (female incontinence)
- Vascular surgery

## Emerson's Clinical Collaborations

### Massachusetts General Hospital

- Cardiology: Electrophysiology
- Endocrine Surgery
- Mass General Cancer Center at Emerson Hospital – Bethke
  - Medical Oncology
  - Radiation Oncology
- Neonatology
- Tele Neurology/Tele Stroke
- Thoracic Surgery
- Urogynecology
- Tele-behavioral health

### Brigham Health

- Gynecologic Oncology
- Perinatology
- Genetic Counseling

### Massachusetts Eye and Ear Infirmary

- Otolaryngology
- Audiology

### Mass General Hospital for Children

- Cardiology
- Endocrinology
- Gastroenterology
- Nephrology
- Pulmonology

### Care Dimensions ---

- Palliative and Hospice Care

**Tufts Medical Center**

- Nephrology

For more information on Emerson Hospital, please visit the following link:

<https://www.emersonhospital.org/>.

## Position Summary

The Department of Anesthesiology is a newly created department within Emerson Health after previously being staffed by a contracted anesthesiology group. The Chair will be tasked with assessing the current environment, developing a strategic vision, identifying leadership gaps, balancing the services and schedule and creating leadership opportunities.

The Chair, Department of Anesthesiology oversees all healthcare delivered under the aegis of the Department, clinical programs and care, scheduling, recruitment/retention, financial management, important integration and collaborations with other departments.

## Reporting Relationships

Reports to:	SVP/Chief Operating Officer w/dotted line to Chief Executive Officer
Direct reports:	9 FT Anesthesiologists 12 FT CRNA's
Key Relationships:	Chief Executive Officer Chief Medical Officer Chief Nursing Officer President, Emerson Practice Associates Chair of Surgery/Medical Director, OR Chief CRNA Anesthesiology Practice Manager Vice President of Quality & Safety Surgical Staff and Specialists

## Responsibilities

Outlined below are some of the major areas that will require clear leadership, vision and action by the Chair:

- **Articulate a vision and corresponding plan for anesthesiology** that will ensure that the Department is viewed as a leader in clinical care and quality. This will include:
  - Developing a strategic assessment and implementation plan for anesthesiology and perioperative medicine that further builds capabilities in clinical care delivery and provides effective marketing and outreach to the area.
  - Advancing the Department's organization and its management, overseeing development that will ensure strong clinical performance and support effective communication between the department of anesthesiology and other surgical departments.
  - Building a cohesive and effective team of departmental staff. Ensuring that each staff member knows that they are an important part of the department by seeking their input and by fostering the current atmosphere of congeniality and collaboration.
  - Fostering of programs and clinical services in conjunction with the hospitals' strategic business plan.

- Developing a work structure that balances the needs of the department.
- **Build a solid perioperative medicine foundation and bridges to coordinated care.**  
Standardize protocols and ensure the consistent delivery of high-quality clinical services across all practice sites. Working collaboratively with physician and hospital leadership across the organization, identify opportunities to coordinate care and clinical activities that will position Emerson as a leader in anesthesiology and perioperative medicine.
  - Development of initiatives that advance collaborative, high-quality and high-value care for surgical patients.
  - Ensure clinical quality, operational and other key performance measures for Anesthesiology Services.
  - The Quality and Peer Review mechanisms will be evaluated to ensure they meet contemporary regulatory oversight, and function to improve the quality of the outcome of every surgical intervention.
  - Clinical care standards and protocols will be in place and followed.
  - Make data driven recommendations to improve operating, and procedure room efficiencies will be realized, including processes and strategies to optimize operating room utilization.
  - Recruitment and professional development of outstanding Anesthesia clinicians; activities to include building appropriate collaborations with surgical providers.
  - Identification and follow-up, in collaboration with the Surgical and Perioperative Team, of key improvement opportunities for surgical and perioperative patients in the areas of quality, safety, patient experience and efficiency.



## Goals and Objectives

In the first 18 to 24 months, the Chair, Department of Anesthesiology will be expected to demonstrate success in the following areas:

- The Chair, Department of Anesthesiology will have established him/herself as a credible and legitimate clinical leader among the medical staff and administrative leaders at Emerson Health and regionally through performance. Having the clinical competence to serve as a role model is essential.
- Recruiting and retaining anesthesiologists and CRNAs to Emerson Health will be a priority for the Chair, Department of Anesthesiology as he/she continues to build and strengthen the department within Emerson Physicians Group.
- The leader will value and support the 'Care Team Model' with an emphasis on the importance of the CRNAs as clinical partners in the department with the ability to work to the top of their license as clinically appropriate.
- In support of ongoing and future surgical growth, the Chair will work in partnership with hospital leadership across the system to appropriately allocate departmental resources to support the surgical sites and other clinical needs.
- Focus on Departmental financial performance, including oversight of Department revenue cycle performance will be maintained and enhanced.
- Ensure the culture will continue to be one of cooperation and cohesiveness with strong attention to providing high-quality, customer-focused care.

## Candidate Qualifications

### Education/Certification

- M.D. or equivalent medical degree.
- Board Certification in Anesthesiology required.
- Ability to obtain licensure in Massachusetts required.

### Knowledge and Work Experience

- A minimum of five (5) years of leadership experience in hospitals or health systems, where the role required clinical program development, budgetary responsibility and leadership of both Anesthesiologist and CRNA's.
- A track record of delivering strong operating results and performance.
- A working knowledge of how to develop and administer a departmental budget.
- A successful track record in building operating room efficiencies, and in recruiting, and leading effective change and growth.
- Demonstrated ability to build and lead teams, and to develop strong ties and connections with internal and external constituencies and individuals.
- A track record as a creative and strategic thinker who is able to envision and manage for the future.
- Evidence of success in developing a strong clinical program that recognizes and meets the needs of the various providers with whom the department works as well as those of the patients whom the department serves.

### Leadership Skills and Competencies

- Passion for exceptional patient care, education and service to the community.
- High-level of clinical expertise and credibility.
- A philosophy of a team oriented clinical approach and appreciation for the value of each to the other.
- Ability to build strong relationships within the Department of Anesthesiology and with other departments at Emerson Health.
- Must have an understanding of the appropriate advocacy needed by physicians and staff.
- Integrity, honesty, straightforwardness; good communication and social skills.
- Understands how to manage relationships with diverse individuals effectively.
- Drive, energy and a strong work ethic.
- Ability to develop and communicate a vision.

## The Community

### Concord, Massachusetts

Located 20 miles west of Boston, Concord, Massachusetts is an affluent and historic community that offers an extraordinary quality of life to its more than 18,000 residents. Concord and the surrounding communities of Acton, Carlisle, Lincoln, Sudbury and Westford are a short 30-minute drive from Boston, one hour away from the coast of Maine and two hours from the mountains of Massachusetts, New Hampshire and Vermont. The town is served by the MBTA commuter rail to Boston, Cambridge and Fitchburg.

There are endless choices for culture, recreation and sporting events. The classic New England towns that make up Emerson's primary service area have a long tradition of strong, local government where the town meeting was invented and still thrives with active resident participation. The area school systems have scored consistently high on state and national tests, and the area offers some of the best public and private schools in the country.

The area is well-known for its historic houses, quaint downtowns, well-controlled growth and open space. The community's commitment to conservation has been extremely effective in securing large swaths of land within the communities that can be enjoyed year-round.

Concord is rich in history, renowned as the site of the battle that launched the American Revolution. It is home to Walden Pond and such literary giants as Hawthorne, Alcott, Emerson and Thoreau. Through the years, the people of Concord have carefully preserved the historic and literary aspects of the town. Concord enjoys a deep appreciation for the arts and can boast having a chorus, orchestra, band, four theater companies, two art centers, museums, historic houses and a theater for the performing arts.

More information on Concord and surrounding communities can be accessed by visiting the following websites:

<https://visitconcord.org/>

<https://concordma.gov/>

<https://www.youtube.com/watch?v=NSIfcA1ILtq>

<https://www.facebook.com/ConcordVisitorCenter/>

Surrounding communities:

<https://www.acton-ma.gov/>

[www.carlisle.org](http://www.carlisle.org)

[www.westford.com](http://www.westford.com)

[www.sudbury.ma.us](http://www.sudbury.ma.us)

## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV/resume, a letter of interest and statement of contributions to equity, diversity and inclusion. Review of applications has begun and will continue until the position is filled.

Please direct all nominations and inquiries to the WittKieffer consultants assisting Emerson Health with this recruitment, preferably via e-mail, to [llewis@wittkieffer.com](mailto:llewis@wittkieffer.com) or by phone, 630-575-6122. All application materials should be submitted using WittKieffer's [candidate portal](#).

**Tom Quinn**  
Senior Partner

**Carl Fitch**  
Principal

**Lisa Lewis**  
Senior Associate

*Emerson Health 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.*

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