



## Vice President, Physician Network

### Leadership Profile

April 2024

*Prepared by April G Allen, Toni Davis*

A decorative graphic consisting of numerous thin, overlapping, curved lines in shades of light blue and teal, creating a sense of motion and depth. It starts on the left side and flows towards the right, partially overlapping a dark teal rectangular area at the bottom.

**WittKieffer**

## Contents

<b>Organization Overview</b>	<b>02</b>
<b>Position Summary</b>	<b>03</b>
<b>Goals and Objectives</b>	<b>04</b>
<b>Candidate Qualifications</b>	<b>05</b>
<b>The Community</b>	<b>06</b>
<b>Procedure for Candidacy</b>	<b>08</b>

## Organization Overview

Nestled in the heart of Peterborough, New Hampshire, Monadnock Community Hospital (MCH) stands as a testament to the enduring commitment to community health.

Opened in 1923, our hospital has been an unwavering pillar of support for the Monadnock Region. From its humble beginnings, MCH has evolved into a beacon of accessible, high-quality, and value-based healthcare. Our journey is interwoven with the community's growth, and our history reflects a continuous dedication to improving the health and vitality of those we serve.



In 1919, Robert M. Parmelee donated his summer home in Peterborough for use as a community hospital, and in 1923 “The Peterborough Hospital” opened its doors. Parmelee hoped that his contribution would create a local hospital that the residents of the area would consider their own and would continue to support in the coming years. Mr. Parmelee’s dream of a community-supported hospital has become a reality. Monadnock Community Hospital is an integral part of the healthcare community in the Monadnock Region.

Monadnock Community Hospital, a not-for-profit Critical Access Hospital, owns a primary care network of physicians, nurse practitioners, physician assistants, psychiatrists, orthopedic surgeons, general surgeons, gastroenterologists, pediatricians, psychologists and social workers. This network provides a wide range of primary, specialty and behavioral health care services for individuals and families with offices in Peterborough, Rindge, Jaffrey, Antrim and New Ipswich.

Monadnock Community Hospital located in Peterborough NH serves a community of 40,000 people located in 13 towns throughout the Monadnock Region.

### Signify Health —ACCOUNTABLE CARE ORGANIZATION (ACO)

Monadnock Community Hospital is pioneering a bold initiative – the Accountable Care Organization (ACO). This innovative model is reshaping the healthcare landscape in the Monadnock region, placing patient well-being at the heart of every decision.

Our ACO isn't merely a program; it's a commitment. We've partnered with Signify Health, a recognized leader in ACO support for rural hospitals with over six years of experience empowering healthcare organizations nationwide. Together, we're forging a new path, one that prioritizes collaboration, prevention, and patient-centered care.

Signify Health (Signify) has been supporting hospital ACO efforts across the country for over six years by promoting high quality, prevention-focused, and patient-centered care. Monadnock Community hospital joined the Signify Health ACO in 2023. Signify works directly with our administrative and front-line teams to provide comprehensive support and solutions.

As one of the largest ACOs in the country, Signify helps to guide organizations of all sizes along their pathway to success in value-based payment models. Collectively, these organizations provide service to over one million Medicare beneficiaries attributed to the ACO and have reported some of the best patient outcomes in the nation.

For More Information, [Click Here](#)

### **Our Mission**

MCH is committed to improving the health and well-being of our community.

### **Our Vision**

We will elevate the health of our community by providing accessible, high quality and value based care.

### **Our Values**

Compassion ~ Collaboration ~ Honesty ~ Respect

## Position Summary

The Vice President Physician Network plays a critical role in leadership supporting the success of MCH by developing and executing a comprehensive plan for the practice network. Offering leadership and a strategic perspective, this "Servant Leader" drives the organization towards its mission and overarching goals. Fostering a culture of service, performance excellence and improvement, and employee engagement is paramount. Collaborating with the executive team, the VP ensures optimal allocation of resources to enhance organizational efficiency and effectiveness. Additionally, the VP actively engages with the physician network stakeholders across the organization. It is important to note that this job description outlines primary role responsibilities, but the VP may also be required to undertake additional duties as directed by their supervisor.

## Reporting Relationships

Reporting to the Chief Medical Officer

## Responsibilities

### Communication, Written and/or verbal

- Safeguards (i.e. protects and/or defends) the environment in which open and honest communication flourishes.
- Effectively communicates the relationship of the organization's mission and long-range goals to the tactics assigned to his/her area(s) of responsibility.
- Uses active listening techniques to understand interests, positions, concerns and perspectives of others.
- Clearly expresses interests, positions, concerns and perspectives to be understood by others.
- Proactively engages in difficult conversations that are honest and respectful and lead to successful outcomes.
- Addresses difficult interactions and decisions with objectivity by developing a high level of self-awareness and management.
- Provides technical/professional advice and knowledge to others within the various administrative areas and disciplines.

### Recruitment/Retention/Recognition

- Recruits, recognizes, and retains qualified and competent staff members who reflect organizational values
- Selects key people who fit the organizational requirements of technical skills, leadership competencies, personal traits and values.
- Enrich and enliven employees' work to support their growth.
- Recognizing each employee's accomplishments
- Verbalize accomplishments and mobilizing resources for further growth.
- Align and link employees' talents and nurture relationships.
- Exits individuals who are unable to meet the required technical or human dimensions of a role with dignity and respect for the individual.

### Performance/Management

- Optimizes performance through effective staff deployment, delegation of responsibility and prioritization of work. Maximizes successful outcomes by providing staff with effective feedback, orientation, tools and education/training.
- Regularly meets with staff, providing effective and timely direction and feedback.
- Defines goals and objectives for direct reports and conducts annual evaluations in conjunction with defined metrics and goals.

- Provides periodic performance reviews as needed.
- Demonstrates physical and emotional availability required for effective management.

### **Staff Development**

- Provides a balanced and realistic assessment of an individual's strengths and developmental needs.
- Develops staff along a preferred career path whenever possible aligning individual strengths and interests with organizational needs.
- Matches an employee's strengths with the needs of a job or task and makes assignments accordingly.
- Provides timely standards and expectations for future performance or specific suggestions for improvement.
- Arranges appropriate and helpful stretch assignments, formal training or other experiences for the purpose of fostering an employee's growth and development.
- Provides needed support and direction to optimize the likelihood of success.
- Participates in and fosters discussions aimed at developing talent to meet the succession planning needs of the organization.

### **Resource Management**

- Establishes key organizational resources such as human, financial, and technical.
- Develops an annual budget responding to historical trends, internal and external factors and strategic initiatives.
- Optimizes use of resources to meet organizational initiatives while maintaining strategic financial targets.
- Analyzes activities, costs, operations, and forecast data to determine progress toward stated goals and objectives.
- Analyzes and responds to relative impact of variances within the established organizational budget.
- Analyzes and interprets financial data for the purpose of meeting stated objectives.
- Patient/ Customer Engagement -- Uses information from the department's patient/customers to strengthen relationships and identify opportunities for innovation and improving satisfaction.
- Encourages and supports departments in performing organizational comparisons for healthcare initiatives and guiding decision making on applicability.
- Obtains and uses patient and stakeholder information to improve processes, identify opportunities for innovation and set priorities for change.
- Identifies opportunities and sets priorities for change at the organizational level.
- Sets expectations and develops metrics for a patient/customer-focused culture.

### **Methods and Processes**

- Understands system-wide processes and methods, ensuring that they meet all internal and external rules, regulations, policies and procedures.
- Develops, analyzes and periodically evaluates cross organizational processes that incorporate efficient methodologies.
- Ensures alignment with hospital "Mission, Vision and Values"
- Develops organizational processes and methods in collaboration with other executives.
- Ensures that processes are compliant with all state and federal regulations.
- Negotiates and manages contracts into which the organization may enter in conjunction with the Chief Medical Officer
- Establishes and enforces policies and procedures of the organization.

## Goals and Objectives

In conjunction with the CEO and executive team, the VP conducts long-range planning intended to accomplish goals that support the organization's mission, vision, and values:

- Provides input into other organizational strategies as a (expert) resource.
- Identifies and develops organizational strategies within functional areas of responsibility. Be able to create a vision of strategy and growth and execute on that vision.
- Ensures alignment of department-specific strategies with organizational strategies.
- Maintains a macro-level awareness of the organization and work closely with the staff at each facility to optimize and standardize procedures across the organization. Provide support by mentoring and developing team members at each facility.
- Build strong relationships with the physicians and key stakeholders of the organization. Be the liaison between the physicians and hospital administrators to ensure alignment and buy-in is achieved.
- Develops specific organizational metrics that lead to the achievement of stated goals.
- Utilizes appropriate adaptive, marketing, and positioning tactics based upon internal and external conditions that will meet stated strategies.
- Measures outcomes and analyzes direction.

## Candidate Qualifications

### Education/Certification

- Graduate degree in Business Administration, Health Care Administration, or Public Health. (Relevant experience and demonstrated abilities in a similar role may be substituted for the graduate degree).
- MGMA Practice Administration Certification Preferred

### Knowledge and Work Experience

- Five or more years of group practice management experience, with significant emphasis on administrative experience in an integrated delivery system or similar environment.

### Leadership Skills and Competencies

- Excellent verbal and written communication skills, demonstrated expertise in financial and contract management, strong interpersonal and negotiating skills, planning and organizational skills, ability to prioritize and manage multiple projects, ability to work well with providers and leadership of MCH.
- Demonstrates an understanding of an integrated healthcare environment and the interdependence of a hospital and its affiliate practices.
- Facilitates communication between key constituents (the MCH Physician Network which includes providers and staff, MCH Administration, and MCH patients).
- Assists MCH Administration and represents organizational interests in negotiation and management of appropriate contracts, including without limitations:
  - third party payor agreements
  - physician employment contracts
  - equipment and space leases
  - maintenance agreements
  - professional liability coverage
  - professional service agreements
- Develops and implements, with MCH leadership and MCH providers, a Physician Network mission, strategic plan, management action plan, physician development plan, and objectives in support of the overall MCH Organization Strategies and Goals.
- Serves as a member of the MCH Senior Leadership team, the MHP Leadership Council, and MHP Compensation Committee. Participates on other committees as needed.



## The Community

### Peterborough, New Hampshire

Peterborough, NH, is one of those New England towns that you may not hear about often, but should. This community (population ~6,500) in the Monadnock Region is bordered by mountains and located along the Contoocook River, providing great views no matter where you are in town. The model for Thornton Wilder's 1938 Pulitzer Prize-winning play, *Our Town*, Peterborough is today an antiques lover's dream that also attracts outdoor enthusiasts and artists.



There are plenty of terrific outdoor areas to explore in Peterborough. Right off Route 101 is [Miller State Park](#), which has several trails (and an auto road, if you prefer to drive) leading to the 2,290-foot summit of Pack Monadnock, which offers 360-degree views from its fire tower. Across the street is **Temple Mountain Reservation**, a great spot for easy hiking. Prefer to be by the water? Head to **Edward MacDowell Lake** in West Peterborough, where there are hiking trails, picnic areas, a boat ramp, and a beach for swimming or enjoying a day in the sun.

The Arts found fertile ground in the beauty of the region. With the establishment of the [MacDowell Colony](#) (now known simply as 'MacDowell') in 1907 by Edward and

Marian MacDowell, Peterborough came to have connections directly to Boston and New York. MacDowell remains America's largest artist colony. [Peterborough Players Theatre](#) was established in 1933. Inspired by Peterborough, Thornton Wilder wrote the play *Our Town* during his stay at MacDowell in 1937 - It is believed the name of 'Grover's Corners' was prompted by the intersection of Grove Street and Main Street, where the Peterborough Town House stands. The play was first shown at the Peterborough Players Theatre, and well-known American actor James Whitmore returned to Peterborough to perform in the play many times until 2008, only a year before his passing.

Peterborough's Historical Society, based out of the [Monadnock Center for History and Culture](#) located on 19 Grove Street, has a wealth of wonderful information for those interested in discovering more about Our Town's fascinating history.

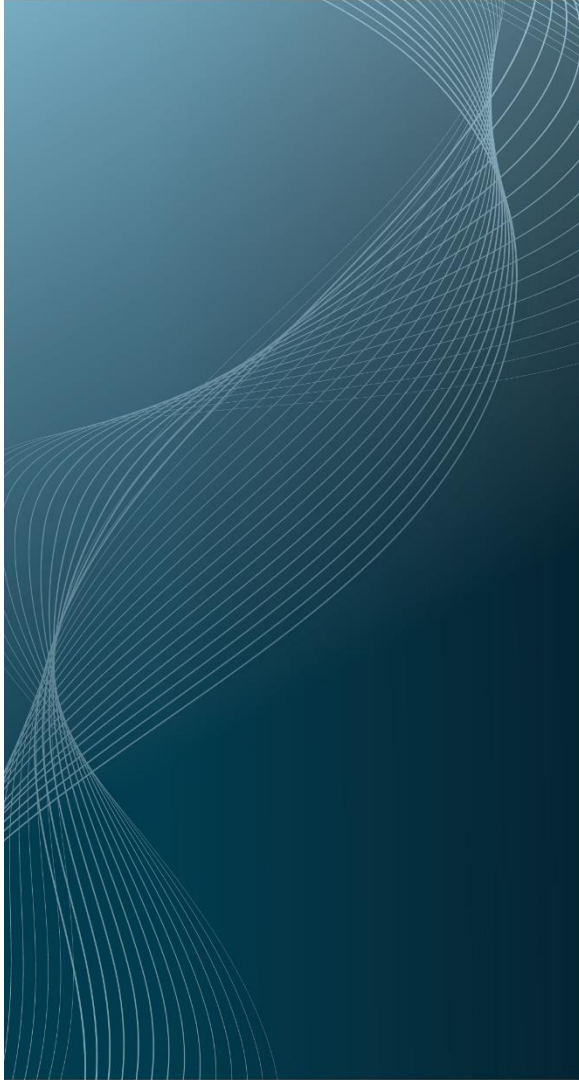
## Procedure for Candidacy

Please direct all applications, nominations, and inquiries to April Allen and Toni Davis, preferably via e-mail, to [tdavis@wittkieffer.com](mailto:tdavis@wittkieffer.com)

*Monadnock Community 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.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Monadnock Community Hospital documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Monadnock Community Hospital and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

***WittKieffer***