



**Contra Costa Regional Medical Center**

**Martinez, California**

**Chief Medical Officer**

**POSITION SPECIFICATION**

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**CHIEF MEDICAL OFFICER  
Contra Costa Regional Medical Center  
Martinez, California**

**THE ORGANIZATION**

**Contra Costa Regional Medical Center (CCRMC)** is a well regarded comprehensive, full service 166-bed acute care teaching hospital and Contra Costa County's principal provider of inpatient care for uninsured and medically needy residents and vulnerable populations. CCRMC is the health care safety net for citizens of Contra Costa County and ensures that health care is available to all area residents, giving paying and non-paying patients' access to top quality medical care. CCRMC is committed to giving culturally appropriate, sensitive medical care and helping patients live healthier lives in the community. It provides a complete array of patient-centered inpatient and outpatient health care services to residents in Contra Costa County delivered in a modern beautiful facility including Level II emergency services, cardiac, oncology, surgery & recovery, newborn labor and delivery, rehabilitation, respiratory, and rehabilitation. Prominent specialized departments and service lines include behavioral health, maternal and child health, and emergency services. CCRMC has approximately 60,000 visits to the Emergency Department and 11,000 discharges annually. CCRMC and Health Centers has approximately 1,900 employees, most who are represented by six labor unions.

Like most public medical centers, CCRMC continually faces organizational and financial challenges and pressures, yet has fared well over the past few years. Budgeting is centralized at the Contra Costa Health Services level and currently, the hospital and clinics have a \$500 million operating budget.

The medical staff of CCRMC and Health Centers is comprised of approximately 220 employed physicians and approximately 200 contracted physicians.

For more than a century, Contra Costa has had a public hospital, but with the opening of the new replacement hospital in the late 1990s, the people of Contra Costa gained a modern state-of-the-art public hospital dedicated to serving the health care needs of all county residents. Contra Costa's state-of-the-art medical center is the culmination of nearly two decades of intensive debate, dozens of evaluative studies and extensive consultation related to the future of the county's public hospital. Every detail of the hospital was designed with the needs of patients foremost in mind: Quality, Service, Safety, and Comfort. Not only is the facility equipped with the most-up-to-date seismic-safety features and high-tech medical apparatus, it also includes a sophisticated and energy-efficient climate control system designed to maximize the comfort of patients and staff, and an enhanced computer information network for easier registration and improved availability of patient medical histories to health care professionals for clinical decisions.

Contra Costa Regional Medical Center (CCRMC) provides the only university-affiliated residency training in the county. The highly regarded Family Practice Residency Program, affiliated with the University of California, San Francisco School of Medicine, attracts some of

the finest doctors from across the nation. CCRMC and its Health Centers are the training ground for the family practice residency program and its 42 residents.

For information regarding Contra Costa Regional Medical Center, view the website at [http://cchealth.org/medical\\_center/](http://cchealth.org/medical_center/).

**Contra Costa Health Services (CCHS)** is that portion of the Contra Costa County government responsible for all aspects of the health of the more than 1 million people who reside in Contra Costa County, California. It provides fully integrated health care services through Contra Costa Regional Medical Center, 11 federally qualified primary care health centers and numerous satellite clinics that serve more than 100,000 patients annually. Contra Costa Health Plan is a federally qualified health plan with more than 160,000 members providing access to mental health and substance abuse programs, and public and environmental health agencies.

Our approach includes partnership with our patients, cities, agencies and diverse communities and collaboration between all our divisions of service, including Contra Costa Regional Medical Center & Health Centers, the Contra Costa Health Plan, Public Health, Behavioral Health, Environmental Health, Emergency Medical Services and the Hazardous Materials Program.

With more than 4,000 employees, we are the largest department in Contra Costa County government.

For more information regarding Contra Costa Health Services, view the website at [www.cchealth.org](http://www.cchealth.org).

## **THE COMMUNITY**

The County of Contra Costa, California was incorporated in 1850 as one of the original 27 counties of the State of California, with the City of Martinez as the County Seat. It is one of the nine counties in the San Francisco-Oakland Bay Area. The County is the seventh most populous county in California, with its population reaching approximately 1,065,117 as of January 1, 2012. Located in the East Bay across from San Francisco and inland beyond Berkeley and Oakland, Contra Costa County represents a diverse mix of largely suburban, but also urban communities. It has been a fast growing region over the years and should continue to grow because of its desirable location and available land for new residential, commercial and industrial uses. But it is also the East Bay's diversity, economic base, extensive business centers, climate, lifestyles, and housing opportunities that provide the region's exceptional strength. Contra Costa County is a beautiful location. Only 30-45 minutes from San Francisco, an hour from the wineries of Napa Valley, and three hours to Lake Tahoe, with a beautiful coastline, this is a lovely place to live.

Contra Costa County offers a rich array of cultural and outdoor recreation activities with easy access to theater, concerts, parks, hiking, water sports, professional sports teams, and more. The post-secondary school system in the greater East Bay is considered among the finest in the country and includes the University of California at Berkeley, Mills College, St. Mary's College, and California State University, East Bay. Many corporations are either headquartered or have major operations in Contra County ranging from Safeway, Chevron, and Oracle. Residents have

many transportation choices and commute to work locations in the East Bay and greater Bay Area by automobile, Bay Area Rapid Transit (BART), bus, train, and ferry. The Oakland International Airport and San Francisco International Airport are also easily accessible to residents of Contra Costa County.

The East Bay provides a wide variety of housing and there is tremendous choice in determining the type of community one lives in. While home prices in the Bay Area in general have been among the most expensive in the nation, the recession has decreased home values, varying by community. While home prices in most areas of the Bay Area remain significantly higher than the national median, area home prices in general are more affordable than in the past. There are many vibrant and desirable neighborhoods throughout the East Bay within reasonable commuting distance to Martinez which is the location of Contra County Regional Medical Center.

The central part of the county is a beautiful valley traversed by Interstate 680 and Highway 24. The towns near Highway 24 are the higher end communities of Lafayette, Moraga and Orinda as well as the desirable towns and low density suburbs along the Interstate 680 corridor including Martinez, Concord, Pleasant Hill, Walnut Creek, Danville, San Ramon, and Alamo. Due to the high quality of its public schools, these areas have become a magnet for high income families with children, with correspondingly high housing prices. Located in West County are the areas near or on San Francisco and San Pablo Bays, a mix of communities including the urban city of Richmond and smaller towns such as El Cerrito, Hercules, San Pablo, and Pinole. East County had been the agricultural portion of the county, but has filled in with lower cost housing developments complementing historic neighborhoods and towns. Many people had moved to these outer distant bedroom communities in search of less expensive housing during the boom years of the 1990's and during the economic downturn, there has been foreclosure activity in communities such as Pittsburg, Antioch, and Brentwood. The Mediterranean and temperate climates in the East Bay are among the best in the United States; temperatures range from the fifties and sixties during the winter months to the seventies and low eighties during the summer. In the inland sections of Contra Costa County, summer temperatures can occasionally reach 100 degrees.

For additional information, please see the following websites:

[www.co.contra-costa.ca.us](http://www.co.contra-costa.ca.us)

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

[www.epodunk.com/cgi-bin/genInfo.php?locIndex=10024](http://www.epodunk.com/cgi-bin/genInfo.php?locIndex=10024)

[www.cccoe.k12.ca.us](http://www.cccoe.k12.ca.us)

[www.wccusd.k12.ca.us](http://www.wccusd.k12.ca.us)

## **POSITION SUMMARY**

Under the direction of the Chief Executive Officer for the Hospital and Health Centers, the Chief Medical Officer for Contra Costa Regional Medical Center and Health Centers (CCRMC) is expected to do the following:

- Design, implement, and analyze monitoring systems that assure quality outcomes at Contra Costa Regional Medical Center.
- Provide executive medical oversight and direction of clinical activities within the hospital and health centers, as well as juvenile and adult detention centers for all providers to ensure high-quality care interactions that are patient and family-centered.
- Provide clinical leadership to all providers within the CCRMC and be the liaison with Medical Staff Organization.
- Serve as the executive manager of all CCRMC physicians; employed and contracted.
- Serve as a resource in all negotiations with the physicians' union and its members.
- Serve as the executive medical leadership representative in negotiations with contracted (non-county employed) physicians.
- Provide leadership to CCRMC in the areas of strategic planning, strategy execution and implementation.
- Provide leadership to CCRMC in all areas congruent with the Institute of Medicine's (IOM) six elements: safety, effectiveness, efficient, timely, equitable, and patient-centered care.
- Oversee, direct, and support the rendering of medical management decisions so as to support the IOM's six key elements.
- Serve as the medical executive lead during the development of patient care policies, protocols and procedures as well as participate in case reviews for performance, safety, and quality assurance concerns.
- Participate in utilization and peer review procedures regarding the medical necessity and appropriateness of outpatient and inpatient services provided to patients at CCRMC as needed.
- Facilitate appropriate medical staff interaction with Hospital Administration, Ambulatory Care Administration, and the governing board, to ensure effective and efficient delivery of quality medical care consistent with the strategic plan, mission, and vision of CCRMC.
- Assist with development of programs to increase and improve clinical services competitiveness.

- Collaborate with the other executive leaders representing diverse medical staff, mid-level providers, and hospital and county administrative leadership.
- Manage relationships and strategic partnerships through healthy relationships with all stakeholders.
- Provides medical leadership in the areas of strategic planning, strategy execution and implementation of care management program.
- Design and implement policies, procedures, and processes that will be effective and efficient in the provision of health care to the patient population.
- Provides to the CCRMC Chief Executive Officer and the administrative team, ongoing professional assessment of multiple factors that affect the quality and efficiency of patient care services in the Hospital and Clinics.
- Implements patient care related projects including supervision, management, and direction of subordinates as directed by the CCRMC Chief Executive Officer.

This is an exciting opportunity for an experienced healthcare executive to improve and make an impact on operational efficiency as the organization positions itself for healthcare reform and increasingly competitive markets. Performance improvement and quality improvement are key initiatives and CCRMC is committed to delivering the highest quality care in an effective and efficient manner. It has embarked on implementing LEAN processes while embracing the values and initiatives of the Institute for Healthcare Improvement. He/she will need to develop credibility to serve as a trusted leader, role model and go-to person for executives, Department Directors, physician leadership, other personnel, and various constituencies.

### **REPORTING RELATIONSHIP**

The Chief Medical Officer reports to the Chief Executive Officer of Contra Costa Regional Medical Center. The CMO provides leadership for all operations areas of the hospital and will have overall responsibility for several hundred employees. Current direct reports include Ambulatory Care Medical Director, Director of Cardiopulmonary, Residency Director, Medical Director of Detention, Medical Director Inpatient Psychiatry and Psychiatric Emergency Services, and Director of Pharmacy. It is possible that the new CMO will take on additional responsibilities depending on his/her professional background and experience and organizational needs.

### **GOALS AND OBJECTIVES**

The following expectations for achievement by the successful candidate in the first 12 to 18 months have been identified:

- Develop a strong relationship and credibility with the CEO and integrate into the senior management team.
- Be seen as an active, contributing member of the entire management team and the “go-to” person who can and does make decisions about difficult management issues.
- Evaluate, organize, standardize, and improve medical center-wide performance of professional, ancillary and support services meeting operational, financial, safety, and quality metrics.
- Provide direction and disciplined decision making in support of hospital operational areas.
- Provide strategic and operational leadership to grow and optimize clinical service lines.
- Provide direction for initiatives such as LEAN, clinical information technology initiatives, quality improvement, productivity improvement, process/systems improvement, and patient safety.
- Contribute to the financial performance of CCRMC through expense control, cost containment, and improvements in operational efficiency of inpatient and ambulatory care services.
- In collaboration with the senior management team, contribute to the development and implementation of CCRMC’s strategic plan.
- Serve as team member and operational interface for various capital projects.
- Refine and articulate the physician development strategy and work effectively to engage physicians at all levels in the organization. Be viewed as someone who is approachable and has the authority, experience, and creativity to develop solutions for physicians and physician issues.
- Develop collaborative working relationships with all levels of management, employees, and unions.
- Provide liaison and build collaborative working relationships with ambulatory and clinic system of Contra Costa Health Services.
- Build an effective management team.

## **CANDIDATE QUALIFICATIONS**

### **MINIMUM QUALIFICATIONS**

#### **Education and Experience**

License and Certification Required: Possession of a valid and unrestricted license as a Doctor of Medicine in the state of California.

Education: Graduation from an approved medical school with an MD degree and Board Certification in a medical or surgical specialty.

Experience: Seven (7) years of full-time experience (or its equivalent) of clinical practice with progression in leadership responsibilities.

- Administrative and management experience and commitment to the public mission and passion for improving and enhancing the delivery of quality health care services. Ideally, he/she would have experience general management, operations, and financial management and budgeting experience gained in a complex acute care hospital or healthcare system.
- A track record of providing leadership for successful innovation, collaboration, and systems level change. Not afraid to be a risk taker and trail blazer and be involved in leading the resolution of controversial and difficult issues.
- Experience with system redesign, quality improvement and LEAN principles and implementation is desirable.
- A politically astute leader and skilled negotiator and facilitator who can engender the trust and confidence of internal and external constituencies.

#### **Knowledge of:**

- Management and administrative principles and policies governing medical care.
- Joint Commission standards, State and Federal laws and regulatory standards governing health care.
- Health care systems design, development, testing, implementation and administration.
- Hospital organization and functions of hospital departments.
- Principles of personnel administration, accepted supervisory, management and communications technique.
- Knowledge of working environments with labor representation.

- Basic elements of the electronic medical records and work with the Chief Medical Informatics Officer.
- Current challenges and opportunities facing the health care safety net system.

### **Skills and Abilities**

- Administer and lead effectively in a complex health care and political environment.
- Facilitate and administer complex system changes
- Work effectively and positively with multi-disciplinary teams of caregivers and employees, diverse populations of patients, and apparently conflicting priorities.
- Effectively and productively manage conflict.
- Analyze intricate systems related to health care.
- Communicate effectively, both verbally and in written form.
- Administer medical service operations.
- Plan, direct, and coordinate the activities of a large number of subordinate personnel.
- Establish and maintain effective interpersonal working relationships.

### **Personal Characteristics**

- Visionary and strategic, yet on-the-ground, roll-up your sleeves, and engaged style.
- Creative, entrepreneurial, energetic with an innovative problem solving orientation particularly in environment of declining financial resources.
- Participatory management style, collaborative team player.
- Strong, direct, decisive, and transparent decision-making style.
- Politically savvy.
- Down-to-earth style, calm under pressure, and diplomatic and tactful.
- Open, engaging, approachable, flexible, patient, sense of humor.

**PROCEDURE FOR CANDIDACY**

Submit a resume and a letter of interest to Dorette McCollumn, Personnel Officer at Contra Costa Health Services, via email at [Dorette.McCollumn@hsd.cccounty.us](mailto:Dorette.McCollumn@hsd.cccounty.us).

Response to a supplemental questionnaire may be required.

Initial interviews for out-of-state applicants may be conducted by telephone or video conference. The most qualified candidates will be invited to attend on-site interviews.

Review of resumes will begin on December 10, 2014; the position is open until filled.

Contra Costa Health Services is an equal opportunity employer. The Chief Medical Officer position is exempt from the county's merit system.

We offer a competitive benefit package and salary, depending upon qualifications and experience.