The Evolving Role of the Chief Medical Officer (CMO)

SMA CME on the River - 2015
Mark S. Williams, MD, MBA, JD

‘Mark, tell me again - what do you do?’
Objectives

- Gain an understanding as to the genesis of the CMO role
- Provide an understanding of the skill sets essential to success
- Identify trends in physician leadership roles

Disclosure: No financial interests to report
<table>
<thead>
<tr>
<th>Date</th>
<th>Job Title</th>
<th>Employer</th>
<th>Location</th>
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<tbody>
<tr>
<td>10/1/2013</td>
<td>Chief Executive Officer</td>
<td>Centro San Vicente</td>
<td>El Paso, Texas</td>
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<td></td>
<td>Job # 1447955</td>
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<td>Centro San Vicente, located in El Paso, Texas, provides community-based primary medical and dental care, and behavioral health services through a network of three sites.</td>
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<td>10/2/2013</td>
<td>Chief Medical Officer</td>
<td>Texas Health Resources</td>
<td>Fort Worth, Texas</td>
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<td></td>
<td>Job # 1448200</td>
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<td>Texas Health Harris Methodist Hospital Alliance, Chief Medical Officer</td>
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<tr>
<td>9/23/2013</td>
<td>Chief Medical Officer</td>
<td>TMF Health Quality Institute</td>
<td>Austin, Texas</td>
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<td></td>
<td>Job # 1445232</td>
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<td>TMF Health Quality Institute, <a href="http://www.tmf.org">www.tmf.org</a>, is a non-profit consulting company focused on promoting quality health care through contracts with federal, state and local governments, as well as private organizations.</td>
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<td>9/12/2013</td>
<td>Chief Medical Officer</td>
<td>Vanguard Physician Services</td>
<td>San Antonio, Texas</td>
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<td></td>
<td>Job # 1442954</td>
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<td>Chief Medical Officer, Valley Baptist Health Plans, San Antonio, TX</td>
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<tr>
<td>10/3/2013</td>
<td>Chief Medical Officer - Clinical Outcomes (Days) - Metropolitan Methodist Hospital</td>
<td>Methodist Healthcare</td>
<td>San Antonio, Texas</td>
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<tr>
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<td>Job # 1439778</td>
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<td>With 23 facilities, including eight acute care hospitals, Methodist Healthcare System is the largest and most preferred health care provider in South Texas.</td>
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No shortage of opportunities

Must be some value in this role (but the job descriptions are all different?!)
VPMA/CMO

Chief Medical Information Officer

Chief Integration Officer

Service Line Medical Director

Chief Quality and Safety Officer

Physician Board Members

Chief Physician Executive

Others
Old Paradigm
Hospitals attract physicians
Hospitals supply resources
The sicker the better
Illogical charge/payment model
No transparency
No limits to growth

Old Paradigm
Physicians know best
Clinical realm belongs to MD
More volume, more money
No transparency
No limits to growth
VPMA
Vice-President Medical Affairs

- Respected physician
- Trusted
- Liaison
- Semi-retired
- Minimizes ‘surprises’
COS
Chief of Staff
- Respected physician
- Elected by the Medical Staff
- The ‘Chief’
- ‘One of us’

CMO
Chief Medical Officer
- ‘Former’ physician
- Chosen by administration
  - The ‘Suit’
  - ‘One of them’
Managed Care and the 1990s

Chief Medical Officers became crucial to helping insurers ‘meet their bottom lines’

Modern Healthcare Reform

‘a lot of value is going to be driven by the policies that come out of the chief medical officer’s domain - in terms of safety and programs that keep people healthy"
In 2005, based on the *Call to Action* for Healthcare That Is Safe, the Clinical Excellence Team set an audacious goal of providing excellent clinical care with no preventable injuries or deaths by July of 2008.

A chief medical officer in every Ascension Health System
CMO part of top leadership team in 68% in the ‘best of breed’ and fastest growing

CMO growth directly related to top priority that ‘best of breed’ placed on importance of quality and patient outcomes
The delivery of healthcare is now overwhelmingly COMPLEX!
‘Never’ Events and Hospital-acquired Conditions

Meaningful Use and EHRs

Utilization Review

Payment Reform

OPPE

FPPE

Reducing Variation in Care

RAC audits

Evidence-based Care (core measures)

Transparency and Disclosure

Disruptive (distressed) Physician Behavior
Responsibility for System and Hospital Divisions (MD Executives)
Perhaps the evolving role of a CMO is really a reflection of the evolving relationship with physicians.
Percentage of CMOs Identifying Selected Responsibilities as Their Most Time Consuming

- Quality Improvement
- Med Staff Affairs
- Leadership Development
- Care Standardization
- Population Health
- Informatics
- Care Coordination

3 yrs ago  3 years from now

The Evolving Role of the CMO
2012 CMO Survey, The Advisory Board
Most Strategically Important Responsibilities
(by % of Physician Executives)

Physician Leadership Development
Leadership within C-suite
Quality Management
Liaison with Med Staff
Population Health
Clinical Standardization

The Evolving Role of the CMO
2012 CMO Survey, The Advisory Board
CMOs Seeking to Off-Load Responsibility to Other Leaders

‘Right-sizing’ the CMO Role

1. Identify the responsibilities to prioritize
2. Define the duties to delegate
3. Find recipients for delegated duties

Some Examples

- VP Analytics
- Director Population Health
- Medical Director Post-Acute Care
- VP Clinical Integration
The Culture ‘Gap’

Physicians

- Focus on Individuals
- Extensive Professionalization
- Strong Personal Bonding
- Collegial Relationships
- Wary of ‘Outsiders’
- On the Front Lines
- ‘Now’

Healthcare Executives

- Focus on Populations
- Less Professional Support
- Shared Responsibilities
- Few Patient Encounters
- Must Prioritize Issues
- Need to Manage Politics
To Achieve Superior Results

A Unified Culture That Leverages Respective Strengths

Physician Leadership Institute
Peer Review
Strategic Planning
Comprehensive Unit-Based Safety Program
Co-Management
Others
‘Designed to serve North Mississippi’s partner physicians by providing innovative leadership training, personal development and practical management/strategic planning skills sets’

NMHS Physician Leadership Institute, 2011
2013 PLI CONFIDENTIAL APPLICATION INSTRUCTIONS

Please complete each section fully. Limit answers to the space available. Application must be signed by both applicant and employer/sponsor and returned no later than December 7, 2012. If you have any questions, you may contact Barbara Byers in the NMREC Medical Staff Office at (662) 377-5469. Please mail completed application to:

Barbara Byers
Medical Staff Office
North Mississippi Medical Center
302 S. Gloster St.
Tupelo MS 38801

SELECTION CRITERIA

Participation in PHYSICIAN LEADERSHIP INSTITUTE (PLI) is open to physicians who are committed to the growth of NMREC and their own personal leadership skill sets. Because the number of appointments to PLI is limited, applicants who are not selected are encouraged to apply in subsequent years.

The PLI Selection Committee will choose participants based upon the information supplied on the application. The selection committee will screen all completed applications. The committee will be seeking representation from a cross-section of NMREC. These leaders and potential leaders will be active and will reflect the diversity of the community. Participants will be notified of acceptance by December 20.

COMMITMENT CRITERIA

Applicants must have the full support of the organization or corporation they represent. To graduate from PHYSICIAN LEADERSHIP INSTITUTE:

1. The program will require approximately six months of institute training and completion of assignments (on class time plus outside work).
2. Attendance at all sessions is mandatory.
3. Absences will be dropped from the program after two monthly sessions are missed.

- Specific Selection Criteria
- Commitment Well-Defined
- 40 Class Hours
- 60-80 Out of Class Hours
- Support of Group
- Expectations Clear
- Honesty
- Respect
- Active Participation
- Future Leadership Role

Crucial Conversations
Performance Improvement
Medico-Legal
Strategic Planning
Servant Leadership
LEAN
Finance Operations
Influencer in Chief

The role of the chief medical officer increasingly revolves around influencing physicians and hospital administrators to create working relationships that benefit both.

Educator
Facilitator
Mentor
Communicator
Negotiator
Listener
Visionary
What is an Influencer?

They are Trustworthy

They are a Thought Leader

Their Words have Impact

They are Engaging

They Go To Their Audience

They Can Inspire
Questions?

Thanks

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