



**Association of  
American Medical Colleges**  
2450 N Street, N.W., Washington, D.C. 20037-1127  
**T** 202 828 0400 **F** 202 828 1125  
www.aamc.org

**QUESTION: CMO Position Description**

I am looking for some help in creating a CMO (Physician - Head of Practice Plan) position description. If you have developed a position description and would be willing to share, it would be much appreciated.

Gregory P. Zimmaro  
Temple University School of Medicine  
[gregory.zimmaro@temple.edu](mailto:gregory.zimmaro@temple.edu)



**Confidential Position Specification**

**Position**

Chief Medical Officer

**Organization**

Yale Medical Group, Yale School of Medicine, New Haven, CT

**Reporting Relationships**

The Chief Medical Officer will report to the Deputy Dean for Clinical Affairs/  
Chief Executive Officer of the Yale Medical Group. Reporting to this position will be the YMG Associate  
Director for Clinical Affairs and the Director of Compliance.



**Association of  
American Medical Colleges**  
2450 N Street, N.W., Washington, D.C. 20037-1127  
**T** 202 828 0400 **F** 202 828 1125  
www.aamc.org

## **QUESTION: CMO Position Description (con't)**

### **Organization Background**

The **Yale School of Medicine** is one of the world's leading centers for biomedical research, advanced clinical care and medical education. The sixth-oldest medical school in the United States, the school was established by the Connecticut General Assembly in 1810 when it chartered the Medical Institution of Yale College. The school has a full time faculty of 975, a voluntary faculty of 1,805, and a total of 1,158 students enrolled in its medical school, graduate school, public health and physician associates programs.

- The school is dedicated to the pursuit of academic preeminence in its three mission areas of education, research and clinical care: The school's education mission is to *educate and inspire scholars and future leaders who will advance the practice of medicine and the biomedical sciences*. Guiding this mission is the unique educational philosophy known as the Yale System of medical education which provides the educational and intellectual environment for students to become leaders. At the core of the Yale System is the supposition that medical students are already strongly motivated to learn, requiring guidance and stimulation rather than pressure or competition; examinations are given anonymously and class ranks are not calculated. Since 1839, Yale MD students have been required to complete a thesis based on original research. For many students, this project is the first step towards a career in academic medicine.
- More than 700 Yale physicians provide primary and specialty care for patients under the auspices of the **Yale Medical Group (YMG)**. Providing over 100 specialty and subspecialty services, YMG is one of the largest academic multispecialty practices in the region. YMG's clinical vision is to be the premier specialty care provider in New England as well as a leading national and international medical care provider recognized for specific quaternary services related to the school's research strengths.

The administrative services entity within the group:

- Provides professional infrastructure and business operations for the clinical practice
- Represents the school's clinical faculty to the referring physician and patient population
- Provides strategic support for clinical program development

Yale-New Haven Hospital (YNHH), the primary teaching hospital for YSM, maintains 944 licensed beds and includes the Yale-New Haven Children's Hospital and the Yale-New Haven Psychiatric Hospital (formerly Yale Psychiatric Institute). While separate organizations, YSM and YNHH are closely aligned and have agreements that result in substantial hospital support for selected YSM services and initiatives. YNHH has served as the flagship for the Yale-New Haven Health System (YNHHS), an affiliation between YNHH and the Bridgeport and Greenwich Hospitals formed over two decades ago. In 1999, the Yale New Haven Health



**Association of  
American Medical Colleges**  
2450 N Street, N.W., Washington, D.C. 20037-1127  
**T** 202 828 0400 **F** 202 828 1125  
www.aamc.org

## **QUESTION: CMO Position Description (con't)**

System entered into a formal affiliation with YSM, which was intended to improve the operational interface between the school and participating hospitals and to facilitate the interchange of clinical and teaching resources among all participants. Under this agreement, managed care contracting is currently conducted on a system-wide basis.

- Research at the medical school covers a broad spectrum, from fundamental studies in areas such as cell biology, genetics, immunobiology, microbial pathogenesis, physiology, biophysics and biochemistry to clinical studies aimed at improving the diagnosis and treatment of human diseases. Funding for research has nearly doubled over the past decade, rising from \$203 million in 1993 to \$414.5 million in 2004. YSM currently ranks seventh among medical schools receiving research funding from the National Institutes of Health.

### **Position Summary**

This position represents an outstanding opportunity for an experienced Chief Medical Officer to lead and direct, in collaboration with the Chief Operating Officer, all aspects of operational oversight for a large university practice group. The CMO will play a critical role in helping direct the transformation of the YMG into a more tightly integrated group practice with a broad range of efficient, centralized functions. Key accountabilities include but are not limited to: collaborating with school leadership and hospital administration on strategic planning; achieving high patient and referring physician satisfaction; achieving optimal operational and financial performance; ensuring patient safety and high quality, cost effective patient care; successful deployment of technology into the practices; oversight of medical risk management; and establishing and monitoring meaningful performance measures which ensure and demonstrate excellence in clinical care and delivery of services.

### **Specific Job Responsibilities**

The Chief Medical Officer will provide senior level academic and administrative leadership to the departments and will be responsible for overseeing all aspects of clinical practice operations, including the achievement of strategic performance goals as related to the delivery of care by YSM faculty. The scope of job responsibilities can be broadly categorized as:



**Association of  
American Medical Colleges**  
2450 N Street, N.W., Washington, D.C. 20037-1127  
**T** 202 828 0400 **F** 202 828 1125  
www.aamc.org

## **QUESTION: CMO Position Description (con't)**

### A. Clinical Operations

- Practice Standards – develop and implement YMG Clinical Practice Standards, including new models of practice, patient satisfaction and quality initiatives
- Clinical Performance and Risk Management – responsible for setting and upholding policies designed to achieve continual improvement in the quality and safety of patient care
- Develop an effective working relationship with the YMG Chief Operating Officer and Executive Director of PFS
- Compliance – ensure that medical care delivered in compliance with state, federal, accreditation and regulatory agency requirements
- Finance – in collaboration with the CEO, responsible for collaborating with the Business Manager of YMG on YMG finances
- Managed Care Contracting – work with contracting team to ensure optimal practice and program contracting rates
- Facilities Planning – responsible for all clinical space utilization, allocation and renovation

### B. Administrative

- Clinical Programs – responsible for developing cost effective, high quality clinical programs that meet the needs of patients, families and referring physicians
- Strategic Planning & Marketing – participate in the development of strategic planning for the clinical practice as well as in ongoing planning processes to guide future development and growth of the practice; responsible for all clinical marketing efforts
- Departmental Relations – contribute to the building of strong relationships with departmental leadership, faculty and staff
- Faculty Development – dedicate time and resources to understanding, supporting and developing the clinical practices of YSM faculty
- Information Systems and Technology Planning – responsible for introducing/implementing effective technologies in the clinical practice, including an electronic medical record, clinical data repository, hand held devices, web-based prescribing and others
- New Business Models and Structures – participate in the development of new business models and structures to facilitate the most efficient and profitable clinical operations; help to define novel incentives to optimize the organization's performance at the department and individual faculty level
- Hospital and Health System Relationship – participate in ongoing efforts to develop a collaborative, open and transparent partnership with YNHH and YNHHS
- Serve as a critical member of the YMG senior leadership team; work collaboratively with senior management of the school, hospital and university to further the clinical enterprise
- Chair or delegate chairmanship of the following YMG committees and participate on others as appropriate: Billing Compliance, Contracting, Credentialing, Laser Safety, Medical Records, Regulatory/Human Research, Risk Management/Patient Safety
- Serve as the lead medical representative to MCIC, the school's insurance company.



**Association of  
American Medical Colleges**  
2450 N Street, N.W., Washington, D.C. 20037-1127  
**T** 202 828 0400 **F** 202 828 1125  
www.aamc.org

## **QUESTION: CMO Position Description (con't)**

- Clinical Research – support the interface between the school's clinicians and basic and translational scientists
- Education – responsible for establishing and overseeing best practices for all medical school, graduate, post graduate and continuing medical education that occurs within the clinical setting

### **Professional Experience/Qualifications**

Knowledge of the operations, structure, and effective leadership of a large group of specialized clinicians is essential, as is experience in managing the same. Active involvement in clinical practice at least 20% of the time will be required. The candidate must have a current MD license and be board certified in his or her specialty. An MBA or advanced management degree is preferred but not required.

### **Personal Characteristics**

The successful candidate will possess the following personal attributes:

- Strong leadership capabilities, a strong work ethic, and the ability to keep pace with the organization's growing and changing needs
- Ability to forge positive interpersonal relationships with physicians, staff and other members of the institutional team
- Effective communication skills with particular ability to interact effectively with department chairs, faculty, referring physicians, and senior management, as well as with personnel at various levels of the organization
- Flexibility to manage multiple initiatives in response to continuously and rapidly changing priorities
- Creative problem solver, with the ability to offer innovative, consensus-building solutions
- Capability to operate autonomously and with a minimum of direction
- Ability to be a decisive, hands-on team player and builder

### **Compensation**

Compensation will be competitive and commensurate with experience and will include both a base salary and performance bonus, as well as a generous fringe benefit package. Yale University is an Affirmative Action, Equal Opportunity Employer.

