



**Summit Medical Group**  
Berkeley Heights, New Jersey

**CHIEF, PRIMARY CARE SERVICE LINE AND  
PHYSICIAN INTEGRATION**

Position Description

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Prepared by:  
Mike Meyer  
Ryan Hubbs

**Meyer Consulting**  
[www.meyerconsultinginc.com](http://www.meyerconsultinginc.com)  
5900 North Granite Reef Road  
Suite 100  
Scottsdale, AZ 85250  
[SMGChief@meyerconsultinginc.com](mailto:SMGChief@meyerconsultinginc.com)

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## **I. SUMMIT MEDICAL GROUP OVERVIEW**

### **Organizational Summary**

Summit Medical Group (SMG), founded in 1929 by Dr. William H. Lawrence and Dr. Maynard G. Bensley, is a pioneer in the development of multi-specialty group practice. SMG's group-practice model was initiated to efficiently provide comprehensive care to a community, cultivate long-term patient relationships, and position medical professionals to provide optimal care for their patients. These founding principles have continued to guide SMG as it has grown into the largest and oldest physician-owned multispecialty practice in New Jersey. Its model has proven to be an enduring, efficient, and ideal approach for delivering state-of-the-art, compassionate, and convenient care to patients throughout the New Jersey / New York metropolitan area.

Summit Medical Group is a for-profit, physician-owned and governed multispecialty group with 420 practitioners - including 298 physicians - and 1600 employees who support 76 medical specialties and services. SMG physicians and staff are based at its state-of-the-art, 250,000 square foot main campus in Berkeley Heights, as well as at 33 satellite locations in four counties. The Group has experienced tremendous success in recent years, having tripled in size during the past decade, with over \$300 million in net revenues in 2013. Summit Medical Group currently has over 202,000 active patients and conducts 79,000 patient visits per month, including more than 25,000 primary care and 54,000 specialist visits. The Group has a 15% market share in its catchment area, which spans 34 localities in four counties.

SMG is structured in a "hub and spoke" model, with physicians organized into 60 clinical pods (23 primary care, 37 specialty). The Group's broad spectrum of 44 physician specialties (excluding only cardiovascular surgery and all pediatric subspecialties except for allergy/immunology) allows the Group to comprehensively treat the vast majority of its patients. By integrating a wide variety of medical specialists and services in one organization, Summit Medical Group is uniquely positioned to deliver exceptional care and partner with its patients in achieving their health care goals.

SMG identifies best treatments and practices for patients through its Medical Research / Clinical Trials program, and is uniquely positioned to offer patients access to an exceptionally wide range of specialties, state-of-the-art diagnostics and technologies, and leading-edge treatments. The Group's doctors are leaders in their respective fields and are consistently named among the top doctors in the state, with many SMG physicians holding faculty positions at area medical schools.

SMG has been listed yearly in NJBIZ's "Top 50 Fast Growing Companies in New Jersey" from 2008 through 2013. It has also been featured in the Modern Healthcare Program "2012 Healthcare's Hottest" list. SMG has been a recipient of the NJBIZ Corporate Citizen of the Year Award.

Some of the highlights of Summit Medical Group's services include the following:

- An onsite Ambulatory Surgery Center, performing more than 1000 cases monthly
- An infusion center with up to 13 chairs
- An onsite high acuity Urgent Care Center with 10 bays, board certified ED Physicians, open 80+ hours per week
- A Fast-Track Center open daily as well as on weekends to cover low acuity visits for adult and pediatric patients
- A full 24/7 Hospitalist service at Overlook Medical Center and Morristown Medical Center
- Physical Therapy/Rehabilitation Centers (three sites). Services include Hand Therapy and a Balance Evaluation and Treatment program
- A Plastic Surgery Center
- A retail Pharmacy (Walgreen's)
- The Imaging Center is a full service unit with:
  - Wide-bore and short-bore high-field MRIs, two CTs
  - CT Angiography
  - Digital Mammography
  - Needle Localizations
  - Mammotomes
  - Ultrasonography
- SMG has a COLA accredited; CLIA certified full service onsite laboratory performing over 1 million tests annually. There is also a bidirectional interface with Quest, Labcorp, and Atlantic Health System.
- Ancillary Services include: Genetic Counseling, Audiology, Physical Therapy, Hand Therapy, Nutrition Counseling, Speech Therapy, Diabetic Education, Massage Therapy, and Occupational Therapy.
- The Cardiology Department performs a full range of diagnostic testing, including:
  - SPECT myocardial perfusion studies and radionuclide ventriculography (MUGA scans)
  - Echocardiography (ICAEL certified)
  - Stress testing
  - Heart rhythm monitoring
  - Cardiac MRI and CT coronary angiography
- Other nuclear imaging (ACR certified) is available, including bone and thyroid scans. DEXA bone densitometry is available through the Endocrinology Department.
- The Surgery Department runs a NonInvasive Vascular Laboratory.

For further information please visit: <http://www.summitmedicalgroup.com/>

## **The SMG Model of Care**

Summit Medical Group's commitment to staying at the forefront of medical care is underscored by its three guiding principles:

### **Patient-focused care, which we achieve by:**

- Empowering patients to take control of their health and health care through educational opportunities as well as our Web-based patient portal, which provides access to patient information
- Ensuring that physicians and staff are responsible and provide continuity of care for each patient
- Developing collaborative relationships with patients, particularly those challenged with navigating the health care system

### **Efficient, well-coordinated, comprehensive, convenient, and prompt care, which we achieve by**

- Ensuring timely access to all care
- Continually expanding clinical services to meet patients' growing needs
- Coordinating care through centralized scheduling, care managers, and health care navigators who streamline care for patients requiring complicated disease management
- Offering multiple convenient satellite locations for greater accessibility

### **High-quality care and value to our patients, which we achieve by**

- Employing integrated teams of highly skilled experienced practitioners from multiple specialties
- Cultivating the highest standards of care by monitoring and improving clinical quality, patient safety, and patient satisfaction
- Developing cost-effective medical homes and disease management programs that utilize proven methods to enhance patient outcomes
- Utilizing a sophisticated electronic health record (EHR) and electronic prescribing program that maintains patient privacy and expedites the exchange of information by allowing our caregivers to access patient information from any location

## **SMG Strategic Direction**

Over the past ten years, Summit Medical Group has embraced patient-centered healthcare reforms, and is approaching the halfway point on its journey from traditional fee-for-service (FFS) to fee-for-value (FFV). These efforts, particularly in transforming its physician culture and clinical model, have already proven successful in enhancing SMG's cost, utilization, and quality metrics. These ongoing strategic efforts are integral to Summit's vision of providing patient-centered, outcomes-focused care at lower cost to the sick and healthy populations for whom SMG is accountable.

Over the past decade, SMG has implemented six fundamental changes that have been central to enabling the Group's commitment to offering better patient-centered care and outcomes at lower cost. These changes have been accompanied by outstanding Group growth over the last decade, and a physician turnover rate below 5% in the past three years.

- 1) In 2001, SMG instituted an annual Physician Report Card to reward non-productivity activities and good citizenship and incentivize its physicians to act in a manner that benefited the whole Group.
- 2) SMG has continuously updated its physician compensation model to become a provider incentive program that rewards physicians on their performance, as defined by health of patients, hospital readmissions, and the alignment with SMG's corporate strategy.
- 3) In 2002, SMG decided to invest in an electronic health record to increase the cohesiveness of the group with a shared computerized system. SMG went fully paperless in 2007.
- 4) In 2006, SMG made significant investments in quality by hiring a full-time Medical Director of Quality / Utilization Review with support staff and tools to analyze quality gaps and move the organization along the quality learning curve.
- 5) In 2008, SMG changed from a traditional doctor-owned, doctor-run group (traditional "administrative model") to a more corporate business structure, with "C-Suite" executives providing professional management, removing busy physicians from the day-to-day responsibilities of running the Group.
- 6) In 2010, due to the importance of primary care in population management and FFV (fee-for-value) models, SMG made the decision to alter the composition of the Group, which had historically been dominated by specialists, and increase the number of primary care physicians. Growth in the number of PCPs has been significant and continues to be an area of emphasis for SMG. The goal is for primary care practitioners to comprise 50-60% of Summit Medical Group's providers. Also integral to these efforts is SMG's department of Population Health, led by a Medical Director and with a budget of \$4.2m.

To leverage the organization's strengths in practice management and practice transformation, SMG has created Summit Health Management, a newly formed, \$60

million enterprise solution and management company. Summit Health Management provides organizational structure and governance, operational, revenue, physician, and population health management to Summit Medical Group and offers similar management services to medical groups and healthcare organizations around the country.

SMG's current focus is on transitioning its model from a volume-driven, fee-for-service model to a fee-for-value model. SMG is currently participating in several shared-savings, partial-risk, value-based contracts with commercial insurers that account for approximately 30% of its business, with the goal of taking on a value-based, full-risk, total-cost-of-care contract within the next three years. Integral to these efforts is SMG's priority of making care coordination a core competency of the Group, including transforming its model to a patient centered medical home (PCMH) model, and its physician culture to a fee-for-value model.

SMG's Primary Care Division is the initial focus of this transformation. In 2012, SMG selected its largest internal medicine clinical pod as a pilot for its new PCMH reengineering, in preparation for primary care-wide implementation of a PCMH model. In support of the Group's efforts to provide seamless care across the continuum, SMG has recently undertaken a number of important steps, including:

- Hiring a full-time Geriatrician and three geriatric nurse practitioners in 2011, which has already demonstrated a dramatic reduction in avoidable emergency room visits;
- Hiring a full-time physiatrist to better manage patient rehabilitation;
- Hiring nine RN care managers, who use a system of risk stratification to identify and intervene with those patients at highest risk for emergency room visits and readmissions;
- Expanding its Urgent Care Center capacity to 1,000 patient visits per month, reducing the number of ambulatory-care sensitive admissions to hospital;
- In partnership with a local Visiting Nurse Association, instituting a telehealth home monitoring program for patients at high risk for readmission for conditions such as congestive heart failure and COPD;
- Undertaking an extensive Group-wide customer service education program for all front-line staff who come into contact with patients, which has driven sustained success in achieving high patient satisfaction scores;

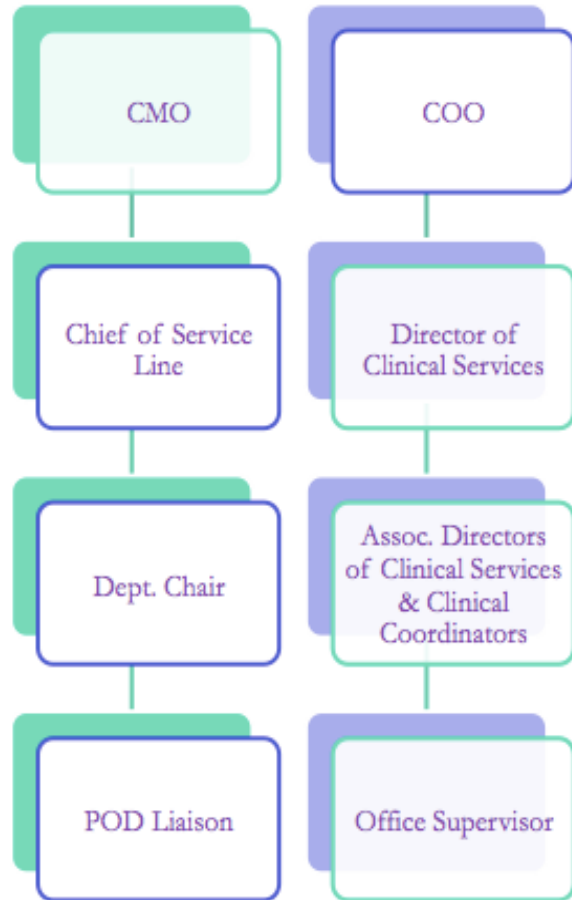


- Preparing to implement the final three EHR modules needed to fully complete SMG’s electronic health record, including implementing a population health management software program that will be fully integrated with the EHR;
- Upgrading SMG’s point-of-care tool and quality dashboard to better empower its physicians to use data to improve care;
- Initiating a cross-disciplinary practice transformation implementation team to champion advancements in technology and practice transformation within SMG.

To support this initiative, SMG has strategically re-aligned into four service lines: Adult Primary/Acute Care, Adult Medical Specialty, Surgical Services, and Women’s and Children’s.

This new alignment has been initiated in response to the challenges and opportunities posed by SMG’s continuing growth in both its geographic scope and number of physicians, as well as the Group’s continuing efforts to stay at the forefront of developments in practice transformation, population management, and cost of care reduction.

SMG is committed to making care coordination a core competency of the Group and transforming to a PCMH model. SMG anticipates applying for NCQA level III PCMH recognition for its remaining primary care in January 2015, once the implementation of additional EHR modules and its population health management system are completed.





## II. COMMUNITY DESCRIPTION

Summit Medical Group's main campus is located in Berkeley Heights, New Jersey (North-Central New Jersey) with satellite locations in Bayonne, Bridgewater, Millburn, Montclair, Morristown, New Providence, Short Hills, Springfield, Verona, Warren, West Orange, Cedar Knolls, Livingston, Union, Riverdale, Nutley, Clifton, Glen Ridge, and Westfield. The primary service area for SMG is approximately a twenty (20) mile radius around Berkeley Heights. This includes some of the most affluent cities in New Jersey including Short Hills, Morristown and Somerset.

Approximately 30 minutes from Manhattan, this area is known for its scenic beauty and attractive lifestyle. It is home to some of the best schools in the U.S. as well as the nationally known Visual Arts Center of New Jersey. More information about Berkeley Heights and other communities in the North Central New Jersey Area can be found at these websites:

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

[www.ci.summit.nj.us](http://www.ci.summit.nj.us)

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

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

[www.westfieldnj.govoffice2.com](http://www.westfieldnj.govoffice2.com)

## III. POSITION SUMMARY

Title: Chief, Primary Care Service Line and Physician Integration

Reports to: Chief Medical Officer, Robert Brenner, MD, MMM

The Chief, Primary Care Service Line and Physician Integration role is a newly created position within Summit Medical Group. The position will play a crucial role in SMG's ongoing strategic transition from a fee-for-service to fee-for-value model, in alignment with SMG's vision of providing patient-centered, outcomes-focused care. This position has been created as a part of SMG's strategic re-alignment into the four service lines and is the first of the four leads of these service lines to be recruited. SMG's Primary Care Division is the initial focus of this transformation, due to the significant size of the Service Line's departments as well as the pivotal role these areas play in practice transformation, population management, and cost of care reduction.

The Chief, Primary Care Service Line and Physician Integration, working closely with Dr. Brenner, will lead the effort of transitioning the SMG clinical model to one that is more patient-centered, qualifies as a PCMH, and fits within the SMG strategic plan. This person will also oversee the EMR implementation already underway and play a large role in physician recruitment.

#### **IV. DUTIES AND RESPONSIBILITIES**

The Chief, Primary Care Service Line and Physician Integration will lead SMG's rapidly growing Primary Care division. The division has over 270 FTEs - including 110 providers of which 69 are physicians. Reporting directly to the Chief, Primary Care Service Line will be the Chairs of Family Medicine and Internal Medicine, as well as the Directors of Geriatrics, Urgent Care, Hospitalist Medicine (2 Directors), and Behavioral Health (see organizational chart in appendix). This individual will work with SMG leadership to implement SMG's population health strategy, and the integration and overall cost effectiveness of care within these areas.

Core responsibilities of the position include:

- Transforming all existing and new primary care practices into a team-based model of care such as a patient-centered medical home (PCMH);
- Leading program development in order to foster an increase in clinical services, technological advancement, and further interdepartmental coordination of care;
- Taking a lead role in utilization management to efficiently manage costs;
- Advancing the Service Line's technology, including the implementation and appropriate use of the Electronic Medical Record;
- Working with the Medical Director of Transitions of Care to ensure the highest quality and most efficient and cost effective transitions as they pertain to the clinical areas of oversight;
- Expanding SMG's Acute Care and Extensivist Programs;
- Overseeing and regularly reviewing provider dashboards and intervening when appropriate;
- Working with the Director of Clinical Services and Associate Director of Adult Primary Care to ensure the efficiency, cost effectiveness, and safety of service line operations;
- Working with the Medical Director of Quality / Utilization Review to develop, monitor, and demonstrate improvement in clinical safety and quality outcomes;
- Working with the Medical Director of Practice Transformation and Associate Clinical Directors to complete the transition of SMG primary care offices to a team based model of care;
- Remaining active clinically, with up to 25% of his/her time dedicated to clinical work;
- Leading, mentoring, and evaluating chairs/section leaders;
- In collaboration with clinical chairs, section leaders, and managers, developing recruitment, retention, and succession plans;
- Playing a leadership role in conflict resolution, addressing behavioral and compliance issues;
- Working with individual departments/chairs to create and manage pod section / departmental budgets;

- Coordinating, in conjunction with clinical practice managers, department requests for capital expenditures;
- Taking an active role in bi-directional communication – to the SMG Board and Clinical Council as well as to section/departmental leadership;
- In coordination with HR and Physician Recruitment, ensure SMG is targeting and hiring physicians within the Service Line that align with the Group’s strategy and meet quality requirements; take part in the physician selection process; provide input for hiring; and providing for the orientation and oversight of new physicians;
- Participate in and facilitating (when necessary) conflict resolution within the department’s provider and non-provider staff;
- Conducting departmental staff meetings no less than quarterly to engage and update the team and ensure that team efforts are in alignment with SMG’s strategic priorities;
- Ensuring appropriate peer review with plans for commensurate corrective actions, in collaboration with the Chief Medical Officer;
- Reviewing, developing, and implementing appropriate policies and procedures to ensure compliance with relevant regulatory bodies.

The initial scope of the role will be carrying out these duties and responsibilities within Summit Medical Group; future responsibilities may include the provision of PCMH and care coordination guidance for practices managed by Summit Health Management (but not owned by Summit Medical Group).

## **V. GOALS AND OBJECTIVES**

Within his/her first 24 months, the successful Chief, Primary Care Service Line and Physician Integration will have accomplished the following:

- Transformed all existing and new primary care practices into a team-based model of care such as a patient-centered medical home (PCMH), including:
  - Enhancing the integration of care management and Nurse Practitioners / Physician Assistants;
  - Furthering population health;
  - Creating more effective transitions in care;
  - Demonstrating lower cost and higher quality;
  - Reducing variation in clinical practices;
  - Fully implementing the electronic health record within primary care;
  - Successfully preparing SMG to apply for Level III PCMH accreditation with NCQA by January 2015

- Expanded SMG’s Acute Care and Extensivist Programs, including:
  - Expanding the Urgent Care Centers to two additional geographic hubs;
  - Expanding the Hospitalist program to two additional hospitals;
  - Expanding Geriatrics to cover >80% of all SMG patients (currently at 65%);
  - Expanding the nurse practitioner home visit program to cover >80% of SMG’s home-bound patients
  
- Have established him/herself as a respected, trusted and effective leader within the Adult Primary/Acute Care Service Lines and throughout SMG leadership, to be measured by a 360 evaluation.

## **VI. CANDIDATE QUALIFICATIONS**

The Chief, Primary Care Service Line and Physician Integration will be a board-certified physician in one of the specialties included in SMG’s Primary Care Service Line. He/she will have a minimum of three to five (3-5) years of demonstrated success in administrative/leadership roles that involve leadership of physicians and organizational change within a complex hospital, medical group, or managed care organization, as well as seven to ten (7-10) years in clinical practice.

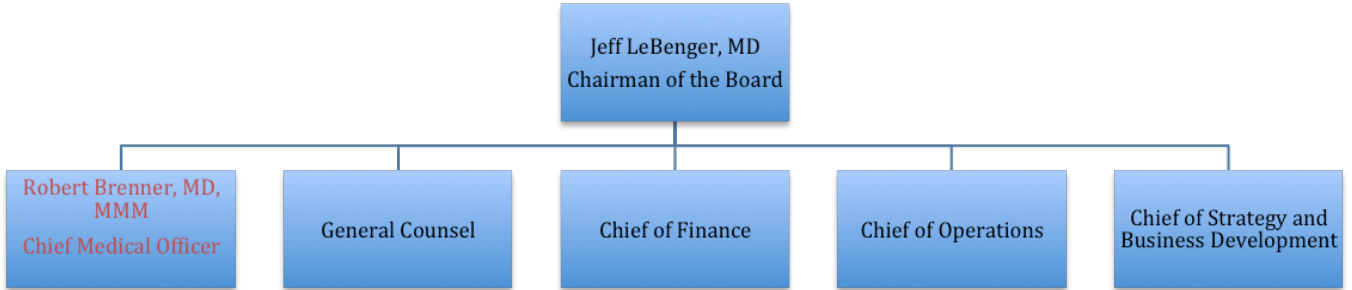
The successful candidate will be an experienced leader and change manager with a demonstrated aptitude for building strong, trusting relationships across and throughout an organization. He/she will have proven experience effectively leading a significant number of physicians and will have led or actively participated in the development or implementation of a patient centered medical home. The ideal candidate will have led or actively participated in leading risk and practice transformation, population health management, and electronic health record (EHR) adoption within an organization of similar complexity. Preference will be given to candidates with leadership experience in a multispecialty group practice. Advanced administrative degree (MBA, MMM, MPH) preferred.

## **VII. PROCEDURE FOR CANDIDACY**

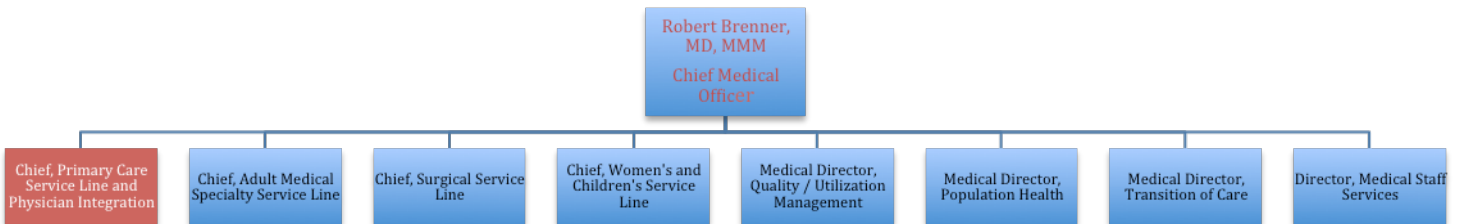
Meyer Consulting has been exclusively retained to conduct this search. Referrals and applications should be sent, in confidence, to SMG’s search consultants, Ryan Hubbs and Mike Meyer, at [SMGChief@meyerconsultinginc.com](mailto:SMGChief@meyerconsultinginc.com). We may be reached by phone at 347.284.0160 (Hubbs).

## Appendix: Organizational Charts

### Executive Leadership



### Chief Medical Officer Organization Chart



### Chief, Primary Care Service Line and Physician Integration Organization Chart

