President & Chief Executive Officer

Leadership Profile

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The Opportunity

Massachusetts Health Quality Partners (MHQP) seeks an entrepreneurial, dynamic, and highly strategic executive to serve as its next President and Chief Executive Officer. Barbra Rabson has served as the CEO for the better part of three decades, and as she steps down from the role, the Board of Directors has launched a search to identify MHQP's next leader. Headquartered in Brighton, MA and with 30 years of experience in Massachusetts, MHQP has established itself as an independent voice for healthcare quality and an advocate for the importance of listening to patients. MHQP provides unbiased data and trusted insights that go beyond surface-level analysis. Their research offers a profound understanding of patient and clinician experiences, equipping healthcare organizations with the data and knowledge necessary to enhance performance. MHQP shares their findings with decision-makers to inform policy and drive system-level change. In addition, MHQP brings stakeholders together to break down silos and foster collaboration across healthcare institutions.

This is a unique opportunity to join one of the most respected organizations in the region. While a relatively small organization, MHQP's impact on healthcare has been tremendous. MHQP is viewed as neutral, collaborative, and able to bring disparate parties to the table to drive improvements in quality and primary care. The timing coincides with unprecedented challenges in health care.

Navigating this complex environment requires a new level of insight and innovation. The organizations that will lead in these uncertain times will be those that listen to patients, leverage data, and efficiently translate knowledge into impactful strategic actions. MHQP supports partners across the health care continuum through data, insights, and collaboration. With provider organizations, MHQP supports meaningful improvements in care quality by capturing and understanding patient experiences. With health plans and employers, MHQP drives delivery transformation with data and actionable insights. With state agencies, MHQP informs policy decisions through transparent data tracking. In collaboration with researchers and funders, MHQP pursues innovative initiatives that enhance patient experiences and improve care delivery.

The President and CEO is the voice and face of the organization and has overall fiduciary and operational management responsibility and is expected to successfully position the organization for long-term sustainability and success. Working closely with the Board of Directors, the new CEO will establish the strategic direction of the organization and develop a business model that will support and sustain the organization. The CEO should have a deep appreciation and knowledge of health care measurement and be viewed as a thought leader in order to hold meaningful discussions at the highest levels and be regarded as a respected authority on behalf of MHQP. The CEO will represent the organization to its members, the public, healthcare providers, healthcare systems, the press, and public policy leaders. Finally, the CEO is responsible for building a diverse and high-functioning leadership team that will support him/her in designing and implementing policies and procedures that support the organizational direction and strategy.

MHQP's mission and work has never been more important, and the measurement space holds tremendous opportunities. The CEO should foster alliances and relationships with key stakeholder organizations. The CEO will also support MHQP in establishing a national presence and serve as a thought leader, both locally and nationally, on MHQP's key areas of focus.

Organization Overview

MHQP is a trusted, local measurement and reporting organization that equips provider organizations, health plans, policymakers, researchers, and employers with the data-driven insights and collaborative strategies needed to improve patient experiences, reduce health inequities, and strengthen primary care in Massachusetts.

The organization was established in 1995 by a group of healthcare leaders to measure the quality of healthcare in Massachusetts and be accountable to the public. Within a few years, MHQP established a common dataset and standard format for reporting hospital quality to health plans and, in 1998, released results of the first-in-the-nation statewide survey of patient experiences in acute care hospitals. Under the leadership of President & CEO Barbra Rabson, MHQP has grown into a highly respected organization known for methodological rigor, stakeholder trust, and meaningful public reporting.

The organization has earned the respect of the industry by:

- Fostering collaboration across stakeholder groups to create a shared understanding of collective challenges and opportunities.
- Conducting expert quantitative and qualitative data collection to capture in-depth information about healthcare experiences.
- Making sense of this data through expert analyses to generate actionable insights that can help direct quality improvement efforts.
- Transparently sharing data, trends, and insights with key stakeholder groups, decision-makers, and the public to inform policy, support accountability, and drive meaningful action.

Mission

MHQP's mission is to improve the quality and equity of patient care experiences in Massachusetts through data-driven insights and collaboration.

Programs & Service Offerings

Capturing Patient Experience

Measuring and reporting on patient experience has been MHQP's core work, and their signature program is the only statewide patient experience survey of primary care patients in Massachusetts, which asks commercially insured patients about their experiences with their own clinician or their child's clinician, as well as other staff in those doctors' offices, across nine performance categories. In 2017, MassHealth selected MHQP as the vendor to administer member experience surveys of Medicaid recipients.

In addition to the organization's patient experience survey work, MHQP conducts qualitative interviews, focus groups, and mixed-methods research to capture deeper patient experiences, contextualize quantitative findings, and surface barriers, facilitators, and opportunities for improvement that may not be evident from survey data alone.

Advancing Health Equity

MHQP's equity-focused portfolio supports transparency, accountability, and system-level action to reduce disparities in care. This includes MHQP's Measured Equity program, an initiative to establish a statewide system for measuring, understanding, and reducing racial and ethnic disparities in patient experiences of care, anchored

in the organization's statewide survey platform. MHQP also partners with the Center for Health Information and Analysis (CHIA) to report on disparities in clinical quality.

In addition, MHQP has conducted several qualitative research projects - such as recent projects focused on diseases such as endometriosis and sickle cell disease and on trust in the healthcare system within Black communities - that deepen the understanding of lived experiences and inform equity-centered action.

Strengthening Primary Care

A high-functioning primary care system has been shown to lead to better patient outcomes, lower costs, and more equitable care, and is key to keeping patients well and out of hospitals and emergency departments. MHQP has played an important role in the Commonwealth to draw attention to our primary care crisis. MHQP collaborates with CHIA to annually update and publish the Massachusetts Primary Care Dashboard, the first in the nation statewide dashboard of metrics to monitor the health of primary care and MHQP has a seat on the state's Primary Care Task Force.

MHQP advances their work by:

Convening Stakeholders to Catalyze Collaboration

MHQP is a trusted neutral convener that helps organizations work collaboratively with other stakeholders to find solutions to some of healthcare's biggest problems.

Designing and Analyzing Surveys

With decades of experience developing, implementing, and analyzing surveys of all sizes, MHQP helps organizations develop a deep understanding of key issues and opportunities within their organization or population of interest.

Conducting Qualitative Interviews and Focus Groups

MHQP helps organizations go beyond the data to translate stories and experiences into actionable insights through individual interviews and focus groups.

Collecting and Aggregating Data

As experts in managing, analyzing, and interpreting large datasets, MHQP helps organizations transform complex information into clear, strategic insights.

MHQP's Research

MHQP has had a vital role in research and produced and participated in multiple scientific papers on measurement, reporting, and improving technical quality and patient experience. MHQP has received millions of dollars of research funding from organizations such as RWJF, CMWF, AHRQ, CMS and PCORI undertaking pioneering work that leverages our data assets through partnerships with academic and research organizations including the Harvard Pilgrim Healthcare Institute, Harvard School of Public Health, RAND, NBER and BCBSMA, a longstanding analytic and measurement partner.

MHQP's Councils

MHQP's unique position as a multi-stakeholder coalition is baked into its unique governance structure. MHQP's Board of Directors includes seven representative stakeholder members (offering clinician, patient, and health plan perspectives) and five independent members (offering industry and academic expertise).

In addition, MHQP is guided by the wisdom provided by three councils representing key stakeholder groups. Council members provide a needed voice and perspective on data in a supportive environment. Two members of each Council serve on MHQP's Board of Directors:

- Clinician Council (established in 2002). The MHQP Clinician Council includes medical directors from a diverse range of physician organizations across Massachusetts, who have united under MHQP's umbrella. Their primary goal is to collaborate on and establish quality priorities for statewide quality initiatives and guide MHQP in setting a shared agenda for clinical and service quality improvements that can best be achieved through collaboration with other MHQP healthcare stakeholders.

- Health Plan Council (formed in 2009). The MHQP Health Plan Council is made up of medical directors and directors of quality operations from MHQP's participating health plan member organizations. The Council's purpose is to advise MHQP on designing and implementing statewide performance measurement initiatives and to establish and collaborate on priorities for statewide quality improvement efforts.

- Consumer Health Council (formed in 2011) was created in recognition of the important role patients, families, and the public have in developing a healthcare system in Massachusetts that promotes high quality, equitable healthcare and greater affordability. The MHQP Consumer Health Council includes patients, family caregivers, and other members of the public who actively advocate for patient-centered care and improvements in healthcare quality and affordability. The mission of the Consumer Health Council is to enhance the quality of care and well-being for all consumers in Massachusetts through meaningful conversations that foster respect, choice, and a holistic view of individuals.

For more detailed information on MHQP's history and offerings, please visit: https://www.mhqp.org/

Position Summary

Responsibilities

The successful Chief Executive Officer candidate will be responsible for:

Strategy and Growth

- Work closely with the Board, MHQP Councils, senior staff, and key stakeholders to develop a more focused strategic plan and direction, aligned with MHQP's mission and vision.
- Work with the Board to ensure stable financial model for long-term viability and sustainability. Define the value proposition for MHQP moving forward.
- Responsible to implement and successfully execute the Strategic Plan, develop and fulfill annual objectives and meet the annual budget.
- Stay current with market challenges, opportunities, and trends that may affect MHQP and ensure that appropriate strategies are implemented.
- Align all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission.
- Galvanize MHQP member organizations around MHQP's vision.

Financial Performance and Sustainability

- Responsible for fiscal management that generally anticipates operating within the approved budget. Ensures maximum resource utilization and maintenance of the organization in a positive financial position.
- Oversee MHQP's budget and ensure that it is a financially viable, sustainable organization with the resources to meet current and projected program growth.
- Develop a funding plan to support long-range strategies and organizational sustainability.
- Establish key performance indicators, dashboards, and use data to broaden the scope and build value.
- Diversify revenue stream, fundraise, and seek new sources of revenue to offset fewer or smaller contracts.

Operations

- Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate. Develops and implements cost accounting policies, procedures, and operational reporting/metrics.
- Ensures that goals of inclusiveness and diversity among staff and stakeholder Council members are met.
- Ensures that MHQP is in compliance with relevant state and federal laws, regulations, and standard accounting procedures.
- Builds a high-performing senior leadership team and plays an active role in attracting, retaining, and developing a best-in-class staff.
- Reviews and approves contracts for services.
- Motivates and inspires a small staff to effectively deliver quality results within aggressive timeframes and manage limited resources.
- Create an atmosphere of transparency and accountability, while remaining nimble to pivot and take advantage of business opportunities.

Advocacy/Development

- Be seen as the new voice, face and champion for MHQP. Prioritize fundraising, develop new business and create diverse revenue streams that lead to long term sustainability.
- Keep up with health care policy and understand how this organization can add value.
- Strengthen relationship with CHIA and Health Policy Commission.

- Seek to serve on committees or pertinent industry convenings that allow MHQP to be at the table and actively involved in crucial conversations, such as Massachusetts EOHHS Quality Measurement Alignment Taskforce (QMAT).
- Collaborate with various industry trade associations to assure ongoing support for MHQP.
- Focus MHQP's efforts on the patient experience voice, data and quality measures. Aligns activities with MHQP's mission, retaining role as an independent, data-driven resource.
- Manage complex relationships with health plans, provider organizations, research organizations, researchers, patients, and State agencies.
- Raise community awareness and education about issues that impact quality health care in MA.

Relationship Building

- Build and maintain active interaction and dialogue with members, funders, stakeholders, and other leaders to assess and discuss strategic business issues, implications of such issues, potential solutions, and strive to understand their service needs.
- Transfer the key relationships maintained by the previous CEO and build new connections in line with future opportunities.
- Maintain a local and national presence for MHQP.
- Connect proactively with organizations like CMS, AHRQ, HPC, and CHIA to further the goals and objectives of MHQP.
- Communicate the mission and vision in a manner that inspires commitment and mobilizes performance.

Governance

- Work with the Board of Directors in order to fulfill the organization’s mission, seeking their involvement in policy decisions, financial sustainability, fundraising, and increasing the overall visibility of the organization.
- Lead the organization in a manner that supports and guides the organization’s mission as defined by the Board of Directors.
- Responsible for communicating effectively with the Board of Directors and providing, in a timely and accurate manner, all information necessary for the Board of Directors to function properly and to make informed decisions.
- Ensure that Board committees, councils and efforts are well-organized.
- Inform the Board of Directors regularly of internal organization matters, including relevant staffing, funding, and program success and priorities.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Improve the current statewide Patient Experience Survey (PES) while continuing to fulfill the long-standing commitment to PES clients.
- Expand beyond our existing survey programs to capture a deep understanding of patient experiences in targeted areas such as specialty care and disease states, settings of care, and new provider models.
- Expertly convey the value-ad of MHQP's measurement efforts and proactively develop relationships that enable MHQP to be a part of high-level conversations. Display the knowledge and technical depth of measurement and be seen as a respected authority.
- Replace lost revenues due to cuts in grant funding for health equity, partner with the state government, and build new alliances and partnerships to further work and raise funds.
- Expand and place a higher priority on MHQP's vital role in research. Includes scientific papers on measurement, reporting and improving technical quality on papers authored or coauthored.
- Explore a broader work scope of measurement and reporting regarding primary care and primary care-adjacent clinical areas such as behavioral health, maternal and child health, and urgent care.
- Sustain and deepen health equity as an overarching theme in all MHQP's work and in project-specific impact areas.
- Amplify MHQP's work, capabilities, and offerings through compelling communications and marketing, leading to greater impact and reach.
- Build mutually beneficial relationships with new partners, research collaborators, employers, and funders to help fuel MHQP's continued growth and sustainability.
- Pursue opportunities in the measurement space regarding ACOs and value-based care, maintaining a focus on value and affordability.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, public health, management, or related field.

Knowledge and Work Experience

- Ten to fifteen years of hands-on leadership in an organization focused on improving health care quality and requiring deep knowledge of the Massachusetts health care landscape and regulatory system. Must display a strong appreciation for and knowledge of measurement and independent research, equally adept with the subject matter and as the leader of a complex business. The gravitas and technical depth to engage leaders at the highest levels and be seen as a respected authority is essential.
- Experience and knowledge of healthcare research are required. Valued experience includes a focus on improving healthcare delivery and utilizing measurements to generate data that informs policy decisions. Must have led strategic and business planning and demonstrated success bringing high-level strategic thinking to life, building the operations infrastructure, and establishing the processes.
- Knowledge and relationships across the MA Healthcare landscape. Maintains a strong grasp of local trends, coupled with a national perspective.
- Ability to envision and convey the organization's mission and strategic future to the staff, the Board, and stakeholders.
- Substantial experience working in the nonprofit sector and interacting with diverse stakeholders. Needs to be able to maximize the use of available resources with a proven track record of fundraising.
- Exceptional financial management experience. Demonstrated skill in aligning program/project needs with sustainable revenue streams. Commitment to results; 'can-do' mindset with emphasis on accountability.
- Preference for proven leadership with organizations of comparable size and mission, demonstrating expertise in pivoting and continually drawing the most out of available resources.
- Experience in building revenue and increasing philanthropic support, and a history of successfully generating new revenue streams and improving financial results.
- A solid foundation in measurement concepts honed through efforts which may include patient surveys and quality measures, measurement science advisory group or technical expert panels.
- Excellent written and oral communication skills, including effective public relations skills and the ability to present complex information to individuals and groups.
- Ability to command the confidence and respect of stakeholders, funders, Board of Directors and staff.
- A demonstrated track record of promoting diversity and an ability to build collaboration with the community at large.
- Skilled in developing partnerships, building teams and conflict management.
- Strong quantitative, analytic and financial management skills, including budget preparation, analysis, decision making and reporting.

- Solid understanding of the dynamics of local, regional, and national health care environments, and works on an agenda rooted in stakeholders' perceptions of needs and aspirations.

Leadership Skills and Competencies

- Passion for excellence: Believes in exceptional patient care, education, research, and service to the community.
- Tenacious, bold with an unmistakable passion for the work and mission.
- Decisive and focused, stays true to strategy and seeks opportunities to be relevant, recognizes trends, and uses resources and relationships to anticipate what is next and how their organization can be ahead of the curve.
- Commitment to advocating for patients and understanding patient views.
- Need someone with gravitas in the provider circles, commands respect and is able to initiate collaborative discussions and display good political judgement.
- A high level of intelligence and intellectual curiosity, displaying a desire to explore new ideas and innovative approaches to solving problems.
- Highly motivated, flexible, entrepreneurial style, innovative, and able to deal with ambiguity.
- Technically and politically savvy. Understands the fine line between advocacy and education. Must remain neutral while raising awareness of what MHQP can add to the debate.
- Seasoned communicator, comfort and expertise serving as the voice and face of an organization.
- Compassionate, transparent, earns the trust of the team, shows gratitude.
- Knows what/when to push aside for needs that require immediate attention.
- Welcomes opinions, allows for innovation.
- Press-savvy, need a louder voice, broader awareness.

Procedure for Candidacy

Please direct all nominations and applications to John Fazekas via email, at: jfazekas@wittkieffer.com

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