



Executive Director *Manchester, Maine*

EXECUTIVE SUMMARY

Maine Quality Counts (QC) is an independent, multi-stakeholder regional health care collaborative dedicated to transforming health and health care in Maine. Formed in 2003 and incorporated in 2006, QC provides leadership, advocacy and support to transform health and health care by bringing together the people and organizations that need care, deliver care, and pay for care. QC serves as a catalyst to achieve better health, introducing innovative models for health care, and building clinical and community connections to promote health care transformation. Through the active engagement and alignment of people, communities, and health care partners, QC works toward a day when every person in Maine will enjoy the best of health and have access to patient-centered care that is uniformly high quality, equitable, and efficient. Specifically, QC prioritizes its work through a focus on aligning improvement efforts in the state; providing assistance to clinicians and practice teams improve health care quality; engaging patients and consumers; and integrating physical and behavioral health.

Reporting to the Board of Directors, the Executive Director will work with the Board and staff to provide strategic vision and leadership; refine the organization's programmatic strategy; cultivate relationships with key stakeholders; identify strategic opportunities to refine QC's business model; and manage and nurture an exceptional staff team. Additionally, the Executive Director will work to ensure that QC continues to fill a unique role in the state by serving as a neutral convener for multi-stakeholder efforts; serving as a "sense-maker" and providing clear and comprehensive information and resources related to the rapidly evolving health care landscape; and providing resources and support to advance health and health care quality in the state of Maine.

Ideally, the Executive Director will bring a depth of understanding of national and state-level issues related to both health and health care, including policy, clinical quality improvement, and payment reform, as well as content expertise in health and health care broadly and specific to the state of Maine. S/he will be a senior leader with extensive management experience leading teams and working with an engaged Board, as well as a track record of fundraising and the ability to cultivate lasting relationships with a wide spectrum of donors and partners. Additionally, the ideal candidate will bring visionary leadership, personal gravitas, and charisma, balanced with servant leadership. S/he will have a strong external presence and have the ability to engage a broad range of stakeholders and partners across sectors and settings. Finally, s/he will bring a collaborative, collegial style that fosters an environment of respect, teamwork, and innovative approaches among a highly talented staff. A master's degree in public health, health care; or health care management, or administration is required for application; the search committee particularly invites candidates with terminal degrees in medicine, health care, public health, or a relevant field to apply.

This search is being conducted by Katherine Jacobs, Allison Kupfer Poteet, and Cara Pearsall of Nonprofit Professional Advisory Group. For more information and to apply, please visit:

<http://nonprofitprofessionals.com/job/qc-ed/>.



ORGANIZATIONAL OVERVIEW

Maine Quality Counts (QC) is an independent, multi-stakeholder regional healthcare collaborative dedicated to transforming health and health care in Maine. Formed in 2003 and incorporated in 2006, QC provides leadership, advocacy and support for improving care and seeks to improve health and healthcare by bringing together the people and organizations that need care, deliver care, and pay for care. QC serves as a catalyst to achieve better health, introducing innovative models for health care, and building clinical and community connections to promote health care transformation. Through the active engagement and alignment of people, communities, and health care partners, QC works toward a day when every person in Maine will enjoy the best of health and have access to patient-centered care that is uniformly high quality, equitable, and efficient. As a neutral convener, QC brings together a diverse group of stakeholders from across the state to learn from each other and identify innovative approaches for promoting health for all Mainers through frequent learning events, as well as through its annual statewide conference.

The work of Maine Quality Counts is guided by the following strategic priorities: aligning improvement efforts in the state; providing quality improvement assistance to assist health care providers and practice teams to improve quality of care; promoting the integration of behavioral and physical health care; and engaging patients and consumers to engage actively in their own care and transform the health care system.

Strategic Priorities and Programs

Maine Quality Counts leads a set of activities in support of its strategic priorities:

- 1) ***Align health care quality improvement efforts.*** To help guide its efforts to promote alignment of improvement efforts, QC has identified a set of “[10 Simple Rules for Alignment](#)”. Examples of QC’s role in aligning improvement efforts in the state include the following:
 - QC served as the lead agency in Maine for the Robert Wood Johnson Foundation’s [Aligning Forces for Quality \(AF4Q\) initiative](#), a signature effort to improve health care quality in 14 regions of the country. Over the seven-year course of this grant, QC worked with key partners to advance health care quality in Maine by promoting several key quality drivers, including promoting performance measurement and public reporting of quality data; expanding quality improvement capacity; promoting consumer engagement; and decreasing healthcare disparities.
 - QC has served as a key convener and leader in efforts to transform primary care practice in the state, leading efforts to align related initiatives including the Maine Patient Centered Medical Home Pilot, the Medicare Multi-Payer Advanced Practice (MAPCP) demonstration, and the Medicaid Health Homes initiatives. More information on these efforts is included below.
 - QC also serves as a key partner for the [Maine State Innovation Model \(SIM\) initiative](#), working with state leadership to bring together public-private partnerships and align improvement efforts across payers and provider groups. The Maine SIM effort is funded by the Centers for Medicare and Medicaid Innovation (CMMI) and includes a strong focus on expanding new payment models such as Health Homes and Accountable Care Organization (ACO) models; advancing new workforce models; and promoting use of health information technology.
 - QC leads the Maine Child Health Improvement Partnership (ME CHIP), working together to bring together key public and private partners to improve children’s health care quality in the state of Maine. ME CHIP is part of the National Improvement Partnership Network (NIPN).



- 2) *Promote a sustainable system of quality improvement assistance to all providers in Maine.* Maine Quality Counts provides support to health care providers to improve the quality of care for both adults and children. To promote care quality for adults, QC supports the following initiatives:
- [The Northern New England Practice Transformation Network](#): QC leads this effort in collaboration with the New Hampshire Citizens Health Initiative at the University of New Hampshire and the Vermont Program for Quality in Healthcare, and is one of 29 organizations selected nationally by the Centers for Medicare and Medicaid (CMS) as part of the four-year Transforming Clinical Practice Initiative (TCPi). Through a cooperative agreement with CMS, QC serves as the lead for this three-state effort which aims to recruit over 1600 clinicians and provide technical assistance to clinicians and practice teams to prepare for the transition to value-based payment models.
 - [Maine Patient Centered Medical Home Pilot](#): QC serves as convener and leader of quality improvement efforts for the Maine Patient Centered Medical Home (PCMH) Pilot, in partnership with the Maine Quality Forum, the Maine Health Management Coalition, and Maine Medicaid. This six-year Pilot includes 75 practices and serves as the basis for Maine's participation in the CMS Multi-Payer Advanced Primary Care Practice (MAPCP) demonstration, importantly bringing Medicare as a payer in this multi-payer effort. QC provides quality improvement support to PCMH Pilot practices, as well as and an additional 130 practices in the Medicaid Health Homes initiative, providing direct assistance to practices to transform to a more patient-centered, high-value model of care. QC's role in supporting the Maine PCMH Pilot and Health Homes has been funded through several state contracts and private foundation funding.
 - [Community Care Teams](#): As part of the Maine PCMH Pilot and MAPCP demo, QC has led the development of the Community Care Team (CCT) model in Maine, an effort to provide intensive care management services to patients with high levels of needs and barriers to care that extend beyond the capacity of primary care physician practice teams. CCTs are multi-disciplinary, community-based, practice-integrated care management teams that will work closely with the PCMH and Health Home practices to provide enhanced services for the most complex, most high-needs patients by connecting them with needed services and community resources.
 - [Chronic Disease Improvement Collaborative](#): QC also works with a set of primary care practices to improve the care and outcomes of patients with diabetes and hypertension. Through a four-year contract with the Maine Center Disease Control and Prevention, QC provides direct quality improvement assistance, education, and support to practices, seeking to build reliable systems of care and building connections to community resources and support to achieve improved population health outcomes.
 - [Caring for ME/Chronic Pain/Opioid Use](#): Recognizing the growing epidemic of opioid use and unintentional overdose in the state, along with an urgent need to provide support to primary care providers to improve chronic pain management, QC has launched several efforts to address this critically important issue. QC is currently completing its second round of the Maine [Chronic Pain Collaborative](#), an effort to assist practices teams to improve care and safety of opioid prescribing, clinical outcomes, and quality of life for patients with chronic pain. In addition to using the learning collaborative model of structured learning and quality improvement support, QC has partnered with the Community Health Center to offer the Project ECHO model for improving chronic pain management and buprenorphine prescribing in primary care practices. Additionally, QC recently partnered with the Maine Medical Association to launch "Caring for ME", a statewide effort to promote a collaborative, proactive response from Maine's clinician community to the opioid epidemic and the recently-passed Maine legislation limiting opioid prescribing.



To promote quality care for children, QC, through its “QC for Kids” programs, supports the following initiatives:

- [First STEPS](#) (Strengthening Together Early Preventive Services): QC led this six-year effort to provide quality improvement assistance to child health providers to improve children's health care and preventive health screenings. First STEPS is a collaborative effort of the Maine Child Health Improvement Partnership (ME CHIP) and is part of the [Improving Health Outcomes for Children](#) (IHOC) initiative in Maine and Vermont, funded by a Federal CHIPRA grant. QC will lead future work around adolescent health in partnership with MaineCare and the Muskie School.
 - The [Developmental Systems Integration](#) (DSI) initiative focuses on improving systems integration to assure early identification of the health and developmental needs of infants and young children. QC is funded for this work under a state contract, and works collectively with several statewide partners and the State Agencies Interdepartmental Early Learning and Development Team (SAIEL).
- 3) ***Engage consumers meaningfully in transforming health and health care.*** QC supports several efforts to bring forward the voice of consumers in transforming health and health care:
- Engaging consumers in QC leadership and improvement efforts: QC is committed to engaging consumers in all levels of QC activities, beginning with organizational governance, with an explicit (by-laws) requirement to include at least two consumers on the QC Board. QC also maintains a commitment to include consumers in all of its Board committees, workgroups, and planning committees. Through its support for the statewide Maine PCMH Pilot and Health Homes initiative, QC has also advanced the capacity of primary care practices to engage patients/consumers in primary care transformation efforts.
 - [Choosing Wisely in Maine](#): QC has served as the leader of the ABIM Foundation’s Choosing Wisely® initiative in Maine, and effort to help clinicians and patients engage in conversations about the overuse of tests and procedures and make informed choices about the use of health care tests and treatments. With the support of two rounds of funding from the ABIM Foundation, QC has led efforts to promote awareness of the Choosing Wisely program and messaging with health care providers and consumers, and currently is working to promote Choosing Wisely messaging more deeply in community settings in two specific regions of the state.
- 4) ***Promote integration of behavioral and physical health care.*** QC leads several efforts to address this priority:
- Through its statewide support PCMH Pilot and Health Homes initiative, QC has promoted behavioral health integration as one of its “Core Expectations” for primary care practices in their transformation efforts. Through this and related efforts, integration of behavioral health care services, including screening for depression and substance use disorders, as well as co-location of behavioral health providers, is now a standard part of practices in a majority of primary care practices in Maine.
 - Maine Chronic Pain Collaborative: As noted above, QC is working with primary care practices in the state to improve their management of chronic pain, including screening for substance use/opioid use disorder, and linking to behavioral health and substance abuse treatment services for individuals diagnosed with addiction.



- **[Behavioral Health Homes Learning Collaborative](#)**: QC is working in partnership with the Maine Medicaid program to support the implementation of Behavioral Health Homes to promote the integration of physical and behavioral health needs for individuals with Serious Mental Illness. This work is a key focus of the Maine State Innovation Model (SIM), and is funded through a contract with the state.

OPPORTUNITIES AND CHALLENGES FACING THE NEW EXECUTIVE DIRECTOR

The new Executive Director will work in partnership with an engaged Board and staff and will bring a deep level of content expertise and a strong commitment to QC's mission. S/he will work with the Board and staff to bring high-level strategic vision and leadership to the organization; refine the organization's programmatic strategy; cultivate relationships with key stakeholders; identify strategic opportunities to refine QC's business model; and manage and nurture a rapidly growing organization and an exceptional staff team. The new Executive Director can expect to engage in the following opportunities and challenges during his/her first 6-12 months:

Work with the QC Board and staff to continue to refine the organization's programmatic strategy in a way that leverages its power and position as a catalyst for change and neutral convener to advance health and health care quality in the state. The new Executive Director will engage with the Board to refine QC's strategic priorities to leverage its role, and articulate and maintain its value proposition. In partnership with the staff, s/he will analyze, assess, and map the evolving health landscape, identifying issue areas where QC can be most effective. The Executive Director will bring a deep understanding of the complex array of contributors to health, and bring leadership and vision to help QC identify its unique role in fulfilling its mission of improving both health care and health.

Cultivate strong relationships with key stakeholders across the state and nationally that enhance and inform QC's work. The new Executive Director will build and maintain strong collaborative relationships that inform, improve, and magnify QC's strategic priorities with leaders across the state and nationally. S/he will seek opportunities to unify coalitions behind key issues that impact both health and health care quality, and will identify innovative opportunities to improve health and health care in Maine. The Executive Director will identify and cultivate relationships with non-traditional partners including business and community leaders to leverage change.

Work in close partnership with the Board to identify strategic opportunities for Maine Quality Counts to refine its business model. The new Executive Director will continue to foster strong relationships with a wide array of key stakeholders and funders, as well as diversify the organization's funding base consistent with its strategic priorities through new and innovative partnerships to ensure broad-based sustainable support. S/he will pursue funding relationships that reflect the organization's values in promoting advances in health, health care quality, and systems alignment. The new Executive Director will also work in partnership with the Board to develop a long term development plan.

Manage and nurture an exceptional professional staff and lead the continuous improvement of internal systems and processes that support communication and collaboration across teams. The new Executive Director will work with a high performing and recently expanded organization and staff to clarify roles, expectations, responsibilities. S/he will be responsible for the recruitment, retention, and development of a highly qualified and diverse staff. S/he will lead the QC team in continued processes to clarify and streamline roles and responsibilities. Finally, s/he will foster an organizational culture that values collaboration and best-in-class practices to improve health and health care.



QUALIFICATIONS OF THE IDEAL CANDIDATE

The new Executive Director will be a strong organizational leader and will bring a deep and sophisticated understanding of the landscape of health and health care. S/he will be a strategic thinker, skillful builder of diverse coalitions, and a charismatic spokesperson. While no one candidate will embody all the qualifications enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

- A minimum of 15 years of experience in senior leadership roles in health care, health policy, and/or public health organizations; master's degree in public health, health care, management, or administration is required for application; the search committee particularly invites candidates with terminal degrees in medicine, health care, public health, or a relevant field to apply.
- In-depth understanding of concepts of health improvement, quality improvement, health policy, complex adaptive systems, value-based payment, consumer and community engagement, and the role of the multiple stakeholders as they relate to these fields.
- Deep content expertise and knowledge base spanning the emerging trends in health and health care; health policy; and familiarity with the diverse landscape of communities and constituencies across Maine.
- Ability to build and oversee lasting, fruitful partnerships with a wide spectrum of stakeholders, organizational members, and donors; a record of delivering results on time and on budget.
- Trusted and trustworthy relationships with federal agencies and private foundations as demonstrated by a track record of awardee in grants and contracts related to strategic areas of Maine Quality Counts
- Visionary leadership, personal gravitas, and charisma balanced with servant leadership and the willingness to share the spotlight in pursuit of the larger goal; deep intellect and dexterity of thought that synthesizes complex issues and can identify a clear path forward.
- Proven financial, organizational, and personnel management skills to lead a diverse staff that has experienced significant growth over the past two years; experience collaborating with and leveraging a skilled and engaged Board.
- Excellent oral and written communication skills and a strong external presence; ability to communicate with and gain the confidence of people from a variety of sectors and settings.
- A collaborative, collegial style that fosters respect, teamwork, and innovative approaches from a highly talented staff.

TO APPLY

Maine Quality Counts has retained the services of Nonprofit Professional Advisory Group in this recruitment. President Katherine Jacobs, Vice President Allison Kupfer Poteet, and Senior Associate Cara Pearsall are leading the search.



Applications, including a cover letter, describing your interest and qualifications, your resume (in Word format), salary history and where you learned of the position should be sent to: QC-ED@nonprofitprofessionals.com. In order to expedite internal sorting and reviewing processes, please type your name (Last, First) as the only contents in the subject line of your e-mail.

Maine Quality Counts is an Equal Opportunity Employer
Candidates of all backgrounds are encouraged to apply.