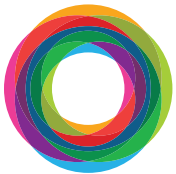


Hitting the Ground Running:

Three core capabilities your new
Head of Accountable care needs to
demonstrate immediately

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As hospitals and private practices begin to implement the revolutionary changes required by the Affordable Care Act, they're looking for a new type of leader – one that can ensure their organization remains successful under the new regulations.

A new position has emerged in response to this need -- often called Chief Integration Officer or Head of Accountable Care. This leader has a tough job ahead of them: overseeing a sea change in the way healthcare is delivered with no playbook to work from. But this also poses a problem for existing healthcare leaders: vetting a candidate for a position that they've never hired for before.

Battalia Winston has conducted extensive research to develop a set of qualifications for this role. Based on what we've learned so far, a successful Head of Accountable Care must immediately demonstrate the following core capabilities:



About Our Firm

Founded in 1963, Battalia Winston is one of the world's largest woman-owned executive search firms and is consistently ranked as one of the top fifteen executive search firms by Kennedy Publications. Over the past 50 years we have established expertise in virtually every major industry and functional area. Our Healthcare Practice serves the full spectrum of healthcare clients, from large academic medical centers, health systems and stand alone hospitals, to physician practice groups and health care focused nonprofits. We have successfully completed key search assignments for CEOs, COOs, CFOs, Chief Nursing Officers, Research Leaders, Regulatory and Compliance Officers, and many others.

1. A Thorough Understanding of On-the-ground Processes

The new Head of Accountable Care or Chief Integration Officer must have hands-on experience with electronic medical record systems and value-based reimbursement. While many hospital leaders may have a high-level understanding of the systems and processes patient-facing employees use every day, the Head of Accountable care will need to have a deeper understanding of this technology and methodology. He or she will have to manage the collaboration between IT, billing, finance, and the patient care staff to ensure that the appropriate changes are made and care provided. Doing so requires an understanding of how each department interacts with the data and how that data translates into dollars. A “30,000 foot view” won’t suffice here.

2. The Ability to Influence Colleagues at all Levels of the Organization

The changes required by the Affordable Care Act will impact the daily activities of every healthcare professional, from back office staff to lab technicians, from social workers to surgeons. Requiring healthcare professionals to abandon their tried-and-true processes will not be an easy task, and only with staff buy-in will the hospital be successful in the post-ACA world. The Head of Accountable care will have to “sell” the value of swift adaption of new methods to hospital personnel of all levels, collaborating with departmental management, listening to individual concerns and questions, and tailoring roll-out plans accordingly.

In addition to evangelizing the changes hospital-wide, the leader will need persistence – setting benchmarks and enforcing implementation – while maintaining respect and preventing a cultural divide between the staff and leadership.

Finally, he or she will have to effectively manage



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Prior to joining Battalia Winston, Adam was a Principal at Nicholson International, a retained executive search firm, for their Healthcare Practice. He also served as Senior Counsel at Archeus, where he provided employee assistance and corporate therapy services to major corporations and facilitated training programs to enhance productivity.

As a consultant for Caliper, Adam became more involved with organizational development and used Caliper’s personality assessment instrument. The instrument helps employers understand the “fit” of potential and existing employees for particular roles and can also be used to measure and optimize team performance.

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the communication of these changes to physicians and staff, making sure nothing is lost in translation and that all team members fully understand how organization-wide changes affect their daily tasks.

3. A Data-Centric Management Approach

The Affordable Care Act drastically changes how quality of care is measured and, thus, how physicians are compensated. The Head of Accountable Care must understand the new set of key performance indicators used to measure physicians and hospital performance.

Furthermore, the Head of Accountable care will need to center his or her management decisions on that data, specifically decisions about resource allocation, hiring, and training and development programs. He or she will need to measure staff internally using the same metrics in order to align internal performance management with compensation.

The most effective leaders will demonstrate these three core capabilities and, overall, have experience managing large-scale changes. Executives should make filling this role a priority, start their searches early, and consider using an executive search firm to establish organization-specific criteria and vet candidates.



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Gilbert J. Carrara Jr., M.D. conducts senior-level searches for Pharmaceutical, Biotechnology, Consumer Healthcare, and Health information clients as well as Large Managed Care Organizations and Major Academic Medical Centers.

Gil works with large life sciences organizations to recruit CEOs, COOs, and key therapeutic experts. Venture capital firms have retained him to find leadership for small to medium sized biotechnology and biopharmaceutical companies.

Prior to Battalia Winston, Gil worked at Nicholson International as Managing Director of the North American Healthcare Practice. Prior to Nicholson, Gil was Principal in the Global Healthcare Practice at Korn/Ferry International.

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