

## Unique Opportunities for a Primary Care (Internal Medicine, Med/Peds or Family Practice) Physician at Innovative New Medical Practices in Boston, Las Vegas, New York City and the Southwest

### Introduction to Iora Health

Iora Health is looking for a primary care physician for new practices in Boston, Las Vegas, New York City and the American Southwest.

Iora Health ([www.iorahealth.com](http://www.iorahealth.com)) is a Cambridge, MA-based company building a new model of primary health care delivery from the ground up to ensure radically improved customer service, high patient engagement, better health outcomes, and lower overall health care costs. Our mission is to transform the American health care system by dramatically changing the way primary care is delivered. We do this not by writing about or studying it, but by doing it. The Iora Health model of health care changes everything – payment, staffing, processes, IT systems, and culture. We have no status quo to defend, no arcane rules we must follow. Our only goal is to dramatically improve the experience and quality of care for everyone.

### The Role of the Iora Physician

The Iora model puts patients first, freeing us from traditional fee-for-service payment and its constraints on creative patient care, documentation and team staffing. Iora patients enjoy the benefits of improved access to care, non-office based encounters (e.g. phone, text messages, and email), an accessible and transparent medical record, and robust educational offerings. Iora physicians enjoy the benefits of smaller panel sizes, closer relationships with patients, no billing or coding, and the opportunity to lead systemic change in health care delivery while working with a true team.

We currently operate seven de novo primary care practices (Las Vegas, NV; Downtown Las Vegas, NV; Hanover, NH; Brooklyn, NY; Manhattan, NY; Boston, MA) in partnership with innovative health plans and self-insured employers/unions, and we anticipate opening ~10 new practices across the country in the next 18 months - including multiple new practices in both the American Southwest and Northwest. Our team members develop and support medical practices that put patient relationships and service quality first, and have the opportunity to lead systemic change in health care delivery in a dynamic, high-growth environment.

### Qualifications

We are looking for a board-certified/eligible Internal Medicine, Medicine/Pediatrics or Family Medicine physician who has or is able to obtain state licensure. The ideal candidate will be an excellent clinician, a systems thinker, technologically savvy, excited to work in an interdisciplinary team, value service to our patients, and revel in uncertainty and ambiguity. The ability to build successful relationships with team members (who have a wide range of professional training) by working without ego and with strong collaborative spirit is an essential attribute. Candidates with work experience outside of medicine, and those with other advanced degrees or specialization, are encouraged to apply, as are recent residency program graduates. Spanish language fluency is a plus but not required.

### Contact Us

For more information, please see our Web site <[www.iorahealth.com](http://www.iorahealth.com)> to apply directly or please contact Ali Khan, MD, MPP at [ali@iorahealth.com](mailto:ali@iorahealth.com).

## For Resident Trainees: The Iora Health Elective

Iora Health's mission - to restore humanity via the transformation of health care delivery, with patient-centered primary care transformation at the core of that effort - is predicated on physician-leaders who demonstrate the empathy, creativity, humility, passion and courage vital to the Iora model. The Iora Health Resident Elective targets resident physicians in their PGY2, PGY3 and (as applicable) PGY4 years for two- to four-week elective rotations in primary care innovation. This experience includes a mix of clinical work (particularly among the super-utilizer population cared for at many of Iora's clinics), discrete operations improvement work and analytic projects. Trainees are simultaneously exposed to a carefully designed curriculum in health innovation, primary care redesign and leadership.

For more information about the Iora Health Resident Elective, please contact Ali Khan, MD, MPP at [ali@iorahealth.com](mailto:ali@iorahealth.com).

## For Graduating Residents and Practicing Physicians: The Iora Health Fellowship in Primary Care Leadership and Innovation

Iora Health is partnering with the **Dartmouth Center for Health Care Delivery Science** to offer an exciting new opportunity for physicians to gain training and experience to become the next generation of physician-innovators to help lead the transformation of health care delivery. Our physician fellows in Primary Care Leadership and Innovation will help lead systemic change at multiple levels, becoming the "systems architects" that American health care so desperately needs. These physicians will combine excellent clinical skills and deep-seated compassion with the system thinking and management expertise necessary to build and lead new systems of care.

Our two-year fellowship program provides a number of unique opportunities:

- **Twenty months of primary care practice at an Iora practice**, where our clinic is your safe haven to build the medical practices of our dreams. You will practice medicine - and have more fun doing so than you ever thought possible. You'll also learn to lead our teams, improve our care systems and contribute to the ongoing development of our Clinical Intelligence System software.
- **Two one-month rotations at other Iora practices** to lend additional perspective to your work.
- **Dedicated graduate-level study** of value-based health care delivery at Dartmouth's Tuck School of Business and The Dartmouth Institute for Health Policy and Clinical Practice, leading to a **Master of Health Care Delivery Science (MHCDS)** degree from Dartmouth College.
- **Experiential training** in leadership, business planning and development, management, public speaking and software/technology development.
- **Regular mentorship** by our CEO and national leader in primary care innovation, Rushika Fernandopulle, MD, MPP and other Iora and Dartmouth faculty.

Broadly speaking, an Iora Fellow is a board-certified/eligible physician who has completed (or will soon complete) an accredited residency program in one of the following disciplines: internal medicine, family medicine and medicine-pediatrics. (Candidates from other disciplines will be considered on a case-by-case basis.)

The ideal Iora Fellow is a physician who - by both their words and accomplishments - clearly aligns with our collective values, ideals and mission. If you're intrigued, please visit our Web site at [www.iorahealth.com](http://www.iorahealth.com) or contact Ali Khan, MD, MPP at [ali@iorahealth.com](mailto:ali@iorahealth.com).

## THE OVERVIEW

When it works well, our health care system can deliver miracles, saving lives and reducing suffering. **But despite incredible tools and dedicated people, it too often fails us.** Despite consuming an increasing share of our income, it too often delivers embarrassingly poor outcomes and experience. Amid a growing gap between costs and quality, everyone paying the bill - the government, employers, and individuals - sees poor value for their money. Most efforts to solve this problem are incremental - and largely ineffective.

There is a growing realization that we need **radically new models of care delivery**, particularly in primary care, in order to do better - to improve the experience, quality and affordability of health care. To build and spread these models, **we need a new type of physician-leader**: not solely a researcher or an administrator, but an innovator. These physicians will combine **excellent clinical skills and deep-seated compassion** with the **system thinking and management expertise** necessary to build and lead new systems of care.

**Iora Health**, a national leader in primary care innovation, is partnering with the **Dartmouth Center for Health Care Delivery Science** to offer an exciting new opportunity for physicians to gain training and experience to become the next generation of physician-innovators to help lead this field forward. Our physician fellows in Primary Care Leadership and Innovation will help lead systemic change at multiple levels, becoming the “systems architects” that American health care so desperately needs.

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- **Ongoing educational enrichment** through weekly journal clubs, innovation conferences with national leaders and site visits to kindred practices outside the Iora network.
- **A chance to study innovation as it happens** – dedicated time to critically evaluate our model on cost, clinical outcomes and patient satisfaction. Your challenge: to measure what we are doing together, prove that it works - and then prove that we affect progress, not just change.

## THE IORA WAY

**At Iora Health, we work to restore humanity to health care.** Our aim is simple: to deliver robust, dynamic primary care that transforms our patients' lives.

We believe the only way forward is to start from scratch - to build a new model of primary health care delivery from the ground up to ensure radically improved customer service, high patient engagement, better health outcomes and lower overall health care costs. Our mission is to transform the American health care system by dramatically changing the way primary care is delivered. **We do this not by writing about or studying it, but by doing it.**

**The Iora Health model of health care changes everything** – payment, staffing, processes, IT systems and culture. We have no status quo to defend, no arcane rules we must follow. Our only goal is to dramatically improve the experience and quality of care for everyone.

### THE DARTMOUTH EXPERIENCE

The faculties of the **Tuck School of Business** and **The Dartmouth Institute for Health Policy and Clinical Practice** (TDI) have partnered to offer the MHCDS degree from Dartmouth College. The combination of The Dartmouth Institute's advanced research expertise in health care outcomes with the Tuck School's proven success in teaching leadership and teamwork, finance, and operations creates an educational opportunity unmatched by other programs.

TDI offers path-breaking research in health care practice and effectiveness, delivery innovation, and payment models. The Tuck School provides expertise in training high-level executives in strategy, operations, and the creation and execution of change.

The Master of Health Care Delivery Science (MHCDS) program at Dartmouth delivers this specialized knowledge to a diverse, global group of participants - the managers and professionals who are poised to be the health care leaders of tomorrow.

At the program's heart is a commitment to the value-based improvement of health care delivery - achieving better outcomes for the same or lower costs - that is scientifically, ethically, and managerially sound.

For more information, please visit <http://mhcds.dartmouth.edu/>.

### THE TEAM

#### *Iora Core Faculty:*

- Rushika Fernandopulle MD, MPP – Chief Executive Officer, Iora Health
- Christopher McKown – Chairman, Iora Health, and successful serial entrepreneur
- Neil Patel, MD – Associate Medical Director, Iora Health
- Andrew Schutzbank MD, MPH – Assistant Medical Director, Iora Health
- Benjamin Berk, MD, MS&E – VP, Business Development and Analytics, Iora Health
- John Norman, PhD – Professor of Computer Science, U. Minnesota
- David Gellis, MD, MBA and Ali Khan, MD, MPP – Physician-Innovators, Iora Health

#### *Partner Organizations:*

- The Dartmouth Center for Health Care Delivery Science, Dartmouth Medical School
- The Dartmouth Institute for Health Policy and Clinical Practice, Dartmouth College

## THE IDEAL CANDIDATE

Broadly speaking, an Iora Fellow is a board-certified/eligible physician who has completed (or will soon complete) an accredited residency program in one of the following disciplines: internal medicine, family medicine and medicine-pediatrics. (Candidates from other disciplines will be considered on a case-by-case basis.)

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## THE PATH FORWARD

Each year, Iora Health will select two Fellows in Primary Care Leadership and Innovation. While most fellows will complete the full two-year program, candidates with a prior graduate degree (such as a MPP, MPH, MBA or MHA) may be considered for a one-year program.

The Fellowship provides a full-time, competitive fellowship-level salary, benefits and full Dartmouth tuition, contingent on admission to Dartmouth's MHCDS program.

Applicants must submit a completed Fellowship Application Packet, including the Iora Application Form, curriculum vitae, personal narrative and a list of personal references, by **February 28, 2014**. Candidates will be notified of their application status within two weeks of application receipt.

The next class of Iora Fellows will begin their fellowship on July 1, 2014.