

Position Specification

Center for Elders' Independence

Chief Medical Officer



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Private & Confidential

This Position Specification is intended to provide information about **Center for Elders' Independence** and the opportunity for **Chief Medical Officer**. It is designed to assist qualified individuals in determining their level of interest.

Center for Elders' Independence Chief Medical Officer

The Organization

Center for Elders' Independence (CEI) is a nonprofit Program of All-Inclusive Care for the Elderly (PACE) organization serving at-risk older adults in the East Bay. For more than 40 years, CEI has helped frail seniors remain safely in their homes and communities rather than in nursing homes. The organization delivers comprehensive, integrated services that address participants' medical, social, emotional, nutritional, rehabilitation, transportation, and home-care needs through an interdisciplinary team model.

As one of California's longest-standing PACE organizations, CEI operates as both a health plan and a care delivery system within a fully capitated Medicare and Medicaid environment. The model removes much of the traditional prior authorization friction seen in other healthcare settings, allowing providers and interdisciplinary teams to focus on participant needs, clinical judgment, quality, and outcomes.

CEI is also in a meaningful stage of growth and maturation. Leadership describes the organization as a longstanding mission-driven institution with the energy of a growth-stage enterprise: expanding at a significant pace, strengthening infrastructure, modernizing clinical workflows, and preparing for the next phase of organizational development. The incoming Chief Medical Officer will join an experienced executive team aligned around the goal of making CEI one of the premier PACE organizations in the country.



[Please click here to learn more about Center for Elders' Independence](#)

Video Introduction



Please click [here](#) to watch a video message from Maria Zamora, President and CEO of Center for Elders' Independence.



Organizational Mission and Values

CEI is passionately dedicated to supporting the health, dignity, independence, and quality of life of older adults in the communities it serves. Its work is rooted in a belief that comprehensive, affordable, participant-centered care should allow seniors with complex medical and social needs to live at home with the services and support they need.

The organization's values emphasize innovation, stewardship, teamwork, diversity, inclusion, community leadership, healthcare equity, and reliability. CEI values its team as skilled healthcare champions, honors the cultures and lived experiences of the communities it serves, and advocates for access to affordable, comprehensive social and medical care for seniors.

For the Chief Medical Officer, this mission has direct implications: clinical excellence must be paired with cultural humility, interdisciplinary partnership, practical operational discipline, and a genuine commitment to serving frail and vulnerable older adults.

The Position

Chief Medical Officer

Reporting to the President and Chief Executive Officer, the Chief Medical Officer will serve as CEI's senior physician executive and a full member of the executive leadership team. This is a strategic and operational leadership role responsible for medical affairs, clinical quality, regulatory readiness, utilization management, credentialing, medical policy, clinical outcomes, and the leadership of physicians, nurse practitioners, and contracted medical providers.

The CMO will be accountable for ensuring the quality, safety, effectiveness, and consistency of participant care across CEI's care delivery model. The leader will partner closely with the Chief Operating Officer, Quality leadership, center operations, medical directors, interdisciplinary teams, and external partners to strengthen clinical infrastructure, improve clinical workflows, develop physician leadership, and ensure CEI is prepared for growth and evolving CMS and state expectations.

While the role requires clinical credibility and some direct clinical presence as needed, it is primarily an executive leadership opportunity. The successful candidate will bring the full range

of physician executive capabilities: strategic thinking, operational execution, provider leadership, quality improvement, data-driven decision-making, external representation, and the ability to build trust across a complex, mission-driven organization.

Role Impact and Strategic Priorities

The Chief Medical Officer will play a central role in helping CEI mature its clinical infrastructure while preserving the participant-centered spirit that makes the PACE model distinctive. CEI serves a medically and socially complex population, and success depends on integrating physician leadership with nursing, social work, rehabilitation, nutrition, transportation, home care, behavioral health, pharmacy, and center operations.

The CMO will directly influence priorities including:

- **Clinical Quality and QI Leadership:** Leading CEI's Quality Improvement program in partnership with operations and quality leaders, with a focus on measurable outcomes, regulatory readiness, patient safety, and performance improvement.
- **Physician and APP Leadership:** Developing a cohesive, accountable, and high-performing provider group through clear expectations, coaching, recruitment, onboarding, performance management, and succession planning.
- **Clinical Workflow and Documentation Excellence:** Reducing clinical variation, strengthening documentation and coding accuracy, improving HCC capture, building chart audit discipline, and standardizing workflows across care sites.
- **PACE and Value-Based Care Execution:** Operating effectively within a fully capitated, risk-based model that requires disciplined utilization management, strong care management, thoughtful specialty referral pathways, and careful stewardship of resources.
- **Operational Partnership and Growth Readiness:** Partnering with executive and operational leaders to build the infrastructure, technology, specialist networks, and community relationships needed to support CEI's next stage of growth.

As a key voice on the executive leadership team, the CMO will ensure that clinical strategy, operational execution, financial sustainability, and mission remain aligned. The impact of the role will be seen in stronger provider engagement, improved quality outcomes, reduced clinical variation, better documentation and regulatory readiness, and a more scalable clinical model for CEI's future.

Essential Job Functions and Core Responsibilities

- **Medical Leadership:** Provides overall leadership and oversight for CEI physicians, nurse practitioners, and contracted medical providers, including hiring, credentialing, supervision, onboarding, performance management, professional development, and standards of care.
- **Clinical Quality and Participant Outcomes:** Sets clinical standards, protocols, and best practices across care sites; oversees clinical quality management, participant care outcomes, adverse event monitoring, root cause analysis, and performance improvement initiatives.
- **QIP and Regulatory Readiness:** Leads or partners in the implementation and oversight of CEI's QI program, maintains medical policies and procedures, and ensures adherence to applicable state and federal PACE regulations.

- **Utilization and Care Management:** Oversees utilization management within CEI's fully capitated PACE model, including pharmacy, specialty care, diagnostic testing, procedures, hospital admissions, post-acute care, and long-term services and supports.
- **Clinical Operations and Workflow Discipline:** Evaluates and improves medical service delivery, reduces unnecessary variation, supports clinical workflow redesign, and uses data to identify trends in overuse, underuse, high-cost cases, and complex participant needs.
- **Provider Engagement and Accountability:** Builds trust and credibility with medical directors, physicians, APPs, and interdisciplinary teams while establishing clear expectations, accountability systems, and a culture of continuous improvement.
- **Executive Partnership:** Collaborates with the CEO, COO, and executive leadership team to support strategic initiatives, organizational development, service delivery, growth, and financial sustainability.
- **Credentialing and Medical Affairs:** Establishes and maintains credentialing and re-credentialing standards for medical providers and provides oversight for medical policy, medical decision-making, medical-legal matters, and clinical risk management.
- **Network Development and External Representation:** Serves as a visible senior clinical leader with the health care provider community, community partners, regulators, CalPACE, the National PACE Association, and relevant local, regional, state, and national forums.
- **Clinical Presence and Call Coverage:** Provides direct participant care as needed and maintains 24-hour call availability as Chief Medical Officer, delegating appropriately when unavailable.

Key Goals and Objectives:

- Establish rapid credibility with CEI medical directors, physicians, APPs, and interdisciplinary team leaders.
- Create a more cohesive, accountable, and performance-driven physician and APP group.
- Strengthen clinical quality, QI performance, chart audit processes, documentation quality, coding accuracy, and HCC capture.
- Reduce clinical variation across care sites through consistent standards, workflows, protocols, and measurable outcomes.
- Partner with operations to build scalable infrastructure that supports growth, regulatory readiness, and participant-centered care.
- Advance specialty network development and referral pathways that meet the needs of CEI participants.
- Contribute as a true executive partner beyond the clinical function, including strategy, finance, technology, outreach, and community presence (including external communications).

Experience/Qualifications

- M.D. or D.O. degree required; active California medical license required or ability to obtain prior to start.
- Current and valid Drug Enforcement Agency certificate required.

- Formal training in Internal Medicine or Family Medicine preferred; Geriatrics, Palliative Care, Hospice, SNF, or complex-care experience highly desirable.
- Minimum of one year of experience with a frail elderly population required; deeper experience serving medically and socially complex older adults strongly preferred.
- 5-10+ years of progressive medical leadership experience in a complex healthcare environment, such as Medical Director, Associate Medical Director, Chief Medical Officer, or comparable physician executive role.
- PACE experience is preferred but not required; relevant backgrounds may include value-based care, Medicare Advantage or integrated health plan environments, population health, complex care management, geriatric care delivery, integrated delivery systems, large medical groups, home-based care, SNF, hospice, palliative care, or post-acute care.
- Demonstrated experience leading physicians, APPs, interdisciplinary teams, clinical quality improvement programs, and risk-based populations. This should include experience in cultural transformation and change management
- Strong understanding of value-based care principles, clinical documentation, utilization management, regulatory compliance, healthcare improvement principles, and data-informed decision-making.
- Demonstrated experience in data-driven quality improvement
- Demonstrated commitment to health equity, culturally responsive care, and addressing social determinants of health that affect frail elder populations.
- Candidates whose experience is exclusively insurance or health plan administration, without meaningful hands-on clinical operations experience, are less likely to align with the needs of this role.

Style and Personal Characteristics

- **Mission-Driven:** Demonstrates genuine commitment to serving older adults and believes in community-based, interdisciplinary, participant-centered care.
- **Physician Executive Credibility:** Brings the clinical credibility, judgment, and relationship skills needed to earn trust with physicians, APPs, medical directors, and care teams.
- **Operator Mindset:** Builds infrastructure, improves processes, creates accountability systems, and turns strategy into measurable execution.
- **Collaborative Executive Partner:** Operates as a true peer on the executive team, contributing to organizational strategy beyond the clinical lane.
- **Low Ego and High Accountability:** Leads with humility, transparency, courage, and follow-through; is comfortable setting expectations and holding self and others accountable.
- **Data-Driven and Quality-Focused:** Uses metrics, clinical outcomes, audit findings, regulatory indicators, and operational data to guide decisions and improve performance.
- **Adaptable and Resilient:** Thrives in a growth-stage, improvement-oriented environment where systems are still being built and ambiguity must be translated into action.
- **Visible and Relationship-Based:** Builds authentic relationships with providers, staff, participants, community partners, and executive colleagues.
- **Strategic and Practical:** Sees the long-term opportunity for CEI while staying grounded in day-to-day operational realities, financial discipline, and participant needs.

- **Culturally Humble and Equity-Minded:** Values the diverse communities CEI serves and brings a strong commitment to access, inclusion, and healthcare equity.

About the Community

Please click on the links below to learn more about Oakland and some of the surrounding communities:

[Click here to learn more about the city of Oakland, California](#)



Compensation

For the selected candidate, a complete and competitive compensation package will be offered which includes salary target of \$400K +- dependent upon experience, incentive compensation, deferred compensation, a full suite of benefits, and relocation assistance.

[Please click here to view the CEI Benefits Summary](#)

Procedure for Candidacy**Send resumes or nominations to:**

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