Position Specification

Senior Vice President – Business Development and Operations

January, 2015

This Position Specification is intended to provide information about Hospital and Health System Association of Pennsylvania and the position of Senior Vice President. It is designed to assist qualified individuals in assessing their interest.
The Hospital & Healthsystem Association of Pennsylvania

Vision

A Healthy Pennsylvania.

Mission

To be the leading advocate for improving the health and well-being of Pennsylvanians.

Overview

HAP is seeking a seasoned executive to be responsible for the development and management business strategies, finance, communications, and other administrative areas for HAP and its affiliated entities in support of the Association’s strategic goals. This position reports directly to HAP President Andy Carter and is one of the most essential leadership roles in the organization.

HAP is a statewide membership services organization that advocates for nearly 240 Pennsylvania acute and specialty care, primary care, subacute care, long-term care, home health, and hospice providers, as well as the patients and communities they serve. It is widely acknowledged as one of the premier trade and advocacy organizations in both Pennsylvania and the nation.

HAP represents Pennsylvania’s hospitals and health systems in the legislative, regulatory, and health policy arenas in Harrisburg, Washington, D.C., and locally in Pennsylvania through its regional offices and affiliates.

In the southeast, the Delaware Valley Healthcare Council of HAP assists member organizations to improve the health status of their communities and to exercise leadership by addressing the appropriate restructuring of the southeast regional health care system through advocacy, information, and education in the public interest. The organization speaks with one voice on statewide issues and provides strong leadership on regional concerns.

HAP’s primary membership consists of 240 (of which 130 are part of 31 health systems) hospitals and health systems in Pennsylvania. In addition, 40 associate members, who offer health care services or products to health care providers in Pennsylvania and throughout the Mid-Atlantic region, also belong to HAP.

HAP sponsors two segregated funds, HAPAC and HAPAC-FEDERAL, which serve as political action committees. They are unincorporated entities.

HAP has two active affiliated entities. HAP Management Services, LLC (HMS) was formed in 2011 to manage and administer a HAP board-approved initiative in connection with Pennsylvania’s Medical Assistance Program. HAP is the sole member of HMS, which has a separate board of managers.
HAP Education and Research Services is a section 501(c) (3) charitable organization that develops educational offerings primarily for HAP members. As a “public charity,” this corporation must annually meet public support tests as well as comply with limitations on investment income.

HAP is very stable financially. Its annual budget is approximately $14 million inclusive of state and federal grants and contracts. Member dues comprise 70% of HAP’s continuing services budget. There is an unrestricted fund balance of $25 million. The organization has 65 FTEs (see attached organization chart).

Governance

HAP is governed by a 27 member Board of Directors. These individuals are broadly representative of the membership of HAP, geographically and by institutional type and size. The President and CEO serves on the Board ex officio. The Board is carefully selected through member recommendations to the Board Governance Committee and Board of Directors to assure that its deliberations reflect all points of view. It is a high performing board and deeply involved in setting the organization’s strategies and directions.

Senior Leadership

In December, 2012 the HAP Board appointed Andrew W. Carter as it new President and Chief Executive Officer. Carter came to HAP from the Washington, DC-based Visiting Nurse Associations of America, where he served as president and chief executive officer since 2007. From 2001-2007, he was president of the Ohio Children’s Hospital Association, and in the previous seven years he was principal of Carter Consulting, Inc. Carter brings knowledge of hospitals, patient care across the provider continuum, state and federal government oversight of health care, Medicaid and Medicare, and association leadership. Carter holds a master of public policy degree from Harvard University’s John F. Kennedy School of Government and a bachelor of arts cum laude degree in American government from Georgetown University.

Strategic Plan

At its December, 2013 meeting, the Board adopted a focused strategic plan developed throughout the course of the previous nine months. The HAP process used scenario planning as its foundation. Scenario planning is often used and is most effective when significant change is occurring or is expected to occur, as is the case in health care. Scenario planning requires thinking out for 10 to 15 years to create potential futures. HAP’s Strategic Planning Committee, explored the implications of major shifts in how health care is financed—considering whether government, employers, or consumers would be paying for health care—and how care will be provided—ranging from traditional, licensed health care facilities and professionals to non-traditional providers, including some yet to be identified.

HAP interviewed stakeholders to gather perspectives about critical uncertainties in the health care environment and the implications for HAP and its members. In moving forward with this process, it was important to determine HAP’s value proposition and differentiating strengths.
Stakeholders viewed HAP’s distinctive competency as being the preferred and credible voice for hospitals and health systems in Pennsylvania, as it pertains to advocacy, public policy, and communication on key health care issues. During the strategic planning process, HAP considered how to continue building value and relevancy for its current members and growing to serve new members during the transformation that is occurring in health care.

As stated above, with a vision of a healthy Pennsylvania, HAP’s mission is to be the leading advocate for improving the health and well-being of Pennsylvanians. The new strategic plan includes bold statements that are aligned with the Institute for Healthcare Improvement’s Triple Aim—improving population health and the patient experience, and reducing the per capita costs of care—that HAP aspires to achieve. The plan is guided by principles addressing leadership; improving quality, safety, and efficiency; engaging patients; limiting disparities; accountability and transparency; innovation; collaboration and integration; and equity and sustainability in financing.

The plan is anchored by strategies that enable HAP to support members navigating through their own transitions and ensure that HAP continues to be the recognized voice for health care. These broad strategies focus on the future and call for HAP to:

- Serve as a catalyst for integrating care across the continuum.
- Expand HAP’s role as a convener to achieve higher quality and better value.
- Engage broader health care community in advocacy and work to achieve better health.
- Become more consumer focused.
- Develop a sustainable business model.
- Strengthen HAP’s technology platform and data analytic capacity.

Each strategy is supported by an action plan; and, when combined, will shape HAP’s annual “Top Line Ten” priorities and its budget. The plan also includes important continuing priorities for HAP in Medicaid and Medicare, strengthening the operating environment for hospitals and health systems, and sustaining improvement in quality and safety across the continuum of care. As HAP implements this strategic plan, it will remain vigilant in continually assessing the external environment, member needs, and the effectiveness of its strategies. HAP will make periodic reports to members on its accomplishments against the plan and seek member engagement to make sure that the hospital community achieves its mutually shared goals of improving the health of Pennsylvanians.

The full strategic plan can be provide upon request.

Role of the Senior Vice President

This senior executive position reports directly to HAP President Andy Carter and provides overall direction to the strategic growth of the organization’s revenues, as well as to the overall administration of the enterprise’s operations. The specific responsibilities are detailed as follows:
Membership Services, Business Development and Education:

Working with the Vice President, Member Services and Business Development, manages and oversees all member and education services and non-dues business related activities, including:

- Business planning
- Endorsed partnership relationships
- New product/service identification
- Due diligence on potential product/service offerings
- Member engagement
- Partnership contract negotiations

Financial Management and Oversight

Working with the Vice President and Controller, manages and oversees all financial planning activities, including:

- Direct and administer all financial plans
- Oversee financial policies and accounting practices
- Review financial reports and monitor results against budget
- Support and advise the CEO in decision making
- Lead and support organizational budgeting process
- Oversees reporting and monitoring of organizational performance metrics.
- Provides overall financial oversight and monitoring.
- Ensures that relevant financial data is presented to the CEO and senior management team.

Human Resources

Working with the Director of Human Resource Services, manages and oversees the human resource function for HAP, including:

- Recruitment, hiring and compensation
- Benefits administration and oversight
- Professional training and development, including new employee orientation
- Retention strategies
- Regulatory oversight and legal compliance
- Ensuring that the human resources function is properly resourced.
Administration

- Oversees risk management and legal activities: letters of agreement, contracts, leases, and other legal documents and agreements.
- Business insurance: procurement, monitoring and management.
- Information technology: working with the Vice President and Controller, ensure the ongoing maintenance and updating of information systems and infrastructure, including hardware, software, and applications.
- Organizational reporting and monitoring: provide guidance and leadership through management of HAP’s budget, business plan and measurement reporting process.
- Office management: oversee administrative functions for HAP’s central and remote offices, ensuring efficient operations.
- Board of Directors: working with the CEO provide staff support and guidance to HAP’s and affiliated entities boards and act as staff liaison to relevant board committees.

Communications and Public Affairs

Working with the Vice President, Communications and Public Affairs, directs all Association activities related to communications and public affairs on behalf of Pennsylvania hospitals and health systems. Leads the development of membership and external communications strategies, including:

- Association’s communications and public affairs activities that include all member, stakeholder, consumer and media communications.
- Association’s consumer-focused initiatives
- Integration of communications and public affairs strategies with Association’s legislative and regulatory advocacy
- Media relations and strategies

Opportunities and Expectations for Leadership

The Senior Vice President will want to place particular emphasis on the following priorities, especially in the early part of his/her tenure:

1. **Revenue Diversification:** As a member-supported organization, HAP’s long-term sustainability is directly related to the value provided to its members and its perceived relevance to their individual circumstances and strategic needs. HAP has been remarkably successful in proving this value over the years, and its membership has remained loyal, supportive, and committed to HAP. However exceptional this support is, HAP’s dependence on dues revenue is potentially an area of exposure.

   In light of this, HAP’s Board has directed the organization to diversity its revenue base and grow its non-dues revenues. A key component of HAP’s 2014-2016 strategic agenda is to develop a sustainable business model to support HAP’s mission. To effectively represent and
support current and future members in their efforts to advance health in their communities, HAP must develop a business model that produces appropriate levels of revenue—dues and other sources—to support on-going and new priority strategies. In December, 2014 the HAP Board approved a Non-Dues Revenue Business Plan that outlined specific initiatives designed to achieve the goal of diversifying HAP’s revenues over the next three years.

This plan presented opportunities for non-dues growth in product lines such as endorsed partnerships, quality improvement, and educational programming. The Non-Dues Strategy will be centered on developing further business lines (buy, build or partner); seeking financial support from the private sector (payers, corporate entities, foundations); and to more broadly pursue funding from federal and state government sources. The benefits of expanding into these areas were identified as:

- Increased contribution margins that support HAP’s core missions of Legislative advocacy, regulatory advocacy, and member representation
- Provides diversification in HAP’s revenue base
- Utilizes “third party” financial support to further HAP’s mission
- Provides demonstrable benefits to members

The Senior Vice President for Operations and Business Development will be tasked to build-out this strategy and lead HAP’s implementation of this plan. The objective is to grow non-dues revenues from $4.1 million in 2015 to $4.9 million in 2017, and the net contribution margin from $872K to $1.23 million in the corresponding period.

To achieve these goals, the Board identified the following critical success factors:

- Integrated marketing efforts across the organization to identify and meet members’ needs
- Identification of product and service opportunities that provide members with relevant solutions consistent with HAP’s mission
- Well-established, responsive due-diligence process
- Commitment of human resources, infrastructure, budgets, and processes to assure member responsiveness and manage contracts and relationships
- Leadership involvement
- Ongoing measurements of member satisfaction with services and programs
- Member participation

2. **Best Practices:** While HAP has always held a reputation for exceptional business, administrative and financial practices, this new leader will be expected to provide a fresh evaluation of all practices to ensure that they are fully supporting the organization’s mission by improving operational performance. This should ensure that all aspects of HAP’s operations are conducted not only in full compliance with accepted industry standards, but with a full commitment to the highest levels of professionalism.

3. **Team and culture building:** As with all of HAP’s senior leaders, this Senior Vice President will be expected to contribute to recruiting, developing and retaining exceptional team members by fostering an atmosphere of respect, inclusion and enthusiasm for HAP’s mission.
Candidate Qualifications

The ideal qualifications and qualities that the organization is seeking include:

- Masters’ degree or equivalent advanced professional degree required, ideally with an MBA.

- Strong operational experience: ideally has worked in a senior management role for 10+ years in an organization with progressive experience leading to at least three years experience in operational/administrative management

- An appreciation for the business, broad policy issues, and economics of health care. Familiarity with Pennsylvania’s health care environment a plus

- An appreciation for a member-supported organization, and the inclination to engage members in problem-solving and where solutions are pieced together from the fabric provided by HAP’s members.

- Demonstrated experience in financial planning and analysis with previous experience overseeing human resources, information technology, and legal

- Skills in the areas of organizational development, personnel management, budget and resource development, and strategic planning; demonstrated success developing and monitoring systems to manage both operational and programmatic work that involve high levels of collaboration

- Demonstrated understanding of the supportive role strong and diverse external and internal communications strategies can play in advancing an organization’s strategic goals.

- A proven orientation for innovation, creativity, and entrepreneurship with examples as to how these have been incorporated into new business practices and improved results.

- Excellent people skills, with an ability to partner with a dynamic leadership team

- Personal qualities of integrity, credibility, and commitment to HAP’s mission

- Flexible and able to multi-task; can work within an ambiguous, fast-moving environment, while also driving toward clarity and solutions; demonstrated resourcefulness in setting priorities and guiding investment in people and systems

- Demonstrated critical thinking skills and problem solving abilities, which require significant judgment, tact, persuasion and foresight to achieve desired results

- Track record of effective consensus-building, team, and collaboration skills. Must be a team player and able to identify effective ways to enhance working relationships between internally and externally.
● A team builder – presenting a history of recruiting, developing and retaining first-class talent

● A leadership style and personality that is bold, creative, inspiring, upbeat, and optimistic

Opportunity Highlights

The Senior Vice President of the Hospital and Healthsystem Association of Pennsylvania will be presented with the opportunity to achieve the following professional and personal accomplishments:

✓ Directly contribute to efforts that result in the enhancement of the quality of health care and that position Pennsylvania as a recognized leader in successfully navigating through the dramatically changing landscape of health care provision and financing.

✓ Work collaboratively with a dedicated Board and senior leadership team of one of the most respected health care associations in the nation. Serve as a close partner of HAP’s president as he implements strategies that even further distinguish HAP as an outstanding advocate for a superior delivery system.

✓ Personally represent HAP to its members and to related external constituents.

✓ Reside in a centrally-located part of Pennsylvania that is rich with history, culture, and quality of life.

The Harrisburg Region

Along the shores of the Susquehanna River, Harrisburg has undergone a remarkable renaissance over the past several decades and has been transformed into a vibrant and picturesque capital city. A burgeoning center for the region’s arts and culture, the community offers all the pleasures of an urban metropolis while maintaining the warmth and caring associated with South Central Pennsylvania. This fast-growing region presents a high quality of life in a very affordable setting. Harrisburg offers a remarkable breadth of arts and cultural resources, entertainment venues, sports teams, and historic treasures. Its family orientation is much-heralded. Newcomers to the region find a very diverse mix of neighborhoods and communities offering all styles of housing. Harrisburg is ideally situated and is accessible within a two hour drive to Philadelphia, Washington, D.C., Baltimore, and a three hour drive to New York City.
Procedure for Candidacy

Please direct all nominations and resumes via e-mail to: HAPBusDev@wittkieffer.com. Recruiting will begin immediately with the intent of conducting candidate interviews in late fall, 2013. This process will provide full confidentiality to candidates or prospective candidates. Questions can be addressed to HAP’s consultants: John Thornburgh (412-209-2666 or johnt@wittkieffer.com) or John McFarland at (404-233-1370 or jmcfarland@wittkieffer.com).

The Hospital & Healthsystem Association of Pennsylvania is an equal opportunity employer.

For more information on HAP: www.haponline.org

Discover Thought Leadership at www.wittkieffer.com

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from The Hospital & Healthsystem Association of Pennsylvania documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Appendix 1

The Hospital & Healthsystem Association of Pennsylvania

Andy Carter
President and Chief Executive Officer

Paula A. Bussard
Chief Strategy Officer

Duane Morris, LLP
Outside Legal Counsel

Patricia K. Heinbaugh
Special Assistant to the President and Governance Liaison

Denise Weiser
Administrative Assistant

LEGISLATIVE ADVOCACY
Scott A. Bishop
Senior Vice President
Legislative Advocacy

HEALTH ECONOMICS AND POLICY
Vacant
Senior Vice President
Health Economics and Policy

CLINICAL INTEGRATION
Michael J. Consuelos, M.D.
Senior Vice President
Clinical Integration

BUSINESS DEVELOPMENT AND OPERATIONS
Michael A. Suchanick
Chief Operating Officer
(Retiring 2/18/15)

Revised 1-12-15
The Hospital & Healthsystem Association of Pennsylvania
LEGISLATIVE ADVOCACY

Scott A. Bishop
Senior Vice President
Legislative Advocacy

Jennifer Beriaultte
Administrative Assistant

Legislative Counsel:
Long & Nyquist Associates
Capital Associates

Timothy L. Ohrum
Vice President
Grassroots Advocacy

Angela Gochenaur
Director
State Legislative Advocacy

Laura Stevens Kent
Vice President
Federal Legislative
Advocacy

V. Sue Stewart
Manager
Political Development

Revised 1-12-15
HAP
The Hospital & Healthsystem Association of Pennsylvania

HEALTH ECONOMICS AND POLICY

Vacant
Senior Vice President
Health Economics and Policy

Linda Kaufmann
Administrative Assistant

Health Policy Alternatives
Health Management Associates

PROFESSIONAL AND REGULATORY ADVOCACY

Jamie Buchenauer
Vice President
Regulatory Advocacy

Mary Marshall
Director
Workforce and Professional Services

Brian Smith
Director, Compliance

HEALTH CARE FINANCE AND INSURANCE

Robert E. Greenwood
Vice President, Health Care Finance and Insurance

Judith A. Miller
Director
Financial System Analysis

VACANT
Director
Health Care Finance Policy

VACANT
Vice President
Insurance and Managed Care

Jill Davis
Office Coordinator and Administrative Assistant

Revised 3-12-15

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REGIONAL EMERGENCY PREPAREDNESS
Mark Ross
Southeast Regional Manager

INSURANCE AND MANAGED CARE
VACANT
Vice President Insurance and Managed Care
Jill Davis
Office Coordinator Administrative Assistant

COMMUNICATIONS
Priscilla Koutsounakis
Director Media Relations and Public Affairs

VACANT
Communications Specialist

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