Position Specification

Medical Director for Medical Management and Quality

Harvard Pilgrim Health Care Corporate Headquarters

CONFIDENTIAL

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This Position Specification is intended to provide information about Harvard Pilgrim Health Care and the position of Medical Director for Medical Management and Quality. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

Summary of Position

The Medical Director for Medical Management and Quality is responsible for planning and developing clinical strategies in support of the overall medical policy and utilization management agenda for Harvard Pilgrim. In this highly visible clinical advisory role, the Medical Director will identify and develop business cases for initiatives that positively influence medical cost and trend, and support the execution of such planned initiatives. The Medical Director will oversee and provide supervision for the Utilization Management Physician Advisers and related staff. In addition, the Medical Director will provide physician leadership and input to other areas within Health Services, as well as to key departments and collaborations throughout Harvard Pilgrim as needed or required.

The Medical Director will report to the Chief Medical Officer. Direct reports include Utilization Management Department staff of three to five physician advisors and one senior clinical advisor.

The Medical Director partners with the Plan's Chief Medical Officer to accomplish the goals and objectives approved by the Plan's Board. The Medical Director will have the primary responsibilities:

Key Functions/Responsibilities

**Responsible for managing the Massachusetts medical cost trend and achieving overall cost savings for HPHC:**

- Chair the Clinical Strategy Savings Committee, a group held responsible to the Provider Medical Cost Team, which manages overall medical cost trend.
- Identify and develop initiatives that address at least 50% of the Provider Medical Cost Team cost saving target each year.
- Develop strategy, plans and business cases for clinical initiatives to positively influence medical cost and trend in Massachusetts.
- Provide leadership in the analysis of potential cost-saving opportunities and the implementation of those interventions.
- Drive, create and develop new policies to drive cost changes.
- Provide clinical leadership and assistance to the Pharmacy team to ensure any identification of potential cost savings in pharmacy.
- Accountable for partnership with Special Investigation Unit (SIU) to identify and deliver against yearly medical cost saving targets.

**Responsible for Ensuring HPHC Medical Policies Meet HPHC's Needs:**

- Participate in strategic planning and development of the clinical policy and utilization management agenda for Commercial products.
- Provider medical leadership and act as co-chair the Utilization Management and Clinical Policy Committee.
• Review and recommend policies related to medical management, new technology and other emerging areas.
• Consult with other leadership in developing the Plan’s medical underwriting policy and application of medical underwriting standards.

**Responsible for Utilization Management:**

• Oversee the utilization management process, including authorization, denials and appeals.
• Respond to escalated provider inquiries regarding utilization management decisions, complaints and appeals.
• Promote positive provider relations.
• Responsible for the leadership, recruitment, performance appraisal and development of assigned staff.
• Ensure a climate of inter-departmental collaboration across the entire organization.
• Foster an environment of teamwork across all functional areas of operations.

**Responsible for Quality Performance:**

• Provide medical director leadership and clinical expertise to quality improvement planning and activities. Serve as the HPHC physician representative on issues related to health care quality.
• Provide clinical insight for the development or adoption of utilization management, pharmacy management and quality management programs.
• Provide leadership to HPHC in achievement of improving the experience of care, improving the health of populations, and reducing per capita costs of health care.
• Provide leadership in the development, implementation and continuous improvement of medical management and quality improvement programs and activities as they relate to the overall delivery of health care to members.
• Provide clinical leadership in development and implementation of programs for engaging physicians in quality and medical management activities.
• Provide leadership in development and implementation of interventions to improve outcome measures (HEDIS).

**Responsibilities as an HPHC Medical Advisor and spokesperson:**

• Serve and advise on key committees in areas of member appeals, payment policy, medical policy, benefits and reimbursement in support of the medical cost reduction agenda.
• Function as the medical director champion for health engagement initiatives.
• Provide advice as needed to CMO, government relations staff and others on matters of public clinical policy.
• Represent Harvard Pilgrim as requested in external forums.
• Support Health Services for requested Sales initiatives.
• With other medical directors, provide medical representation and leadership in interactions with and outreach to employer groups.
• Develop and foster strong working relationships at all levels of the HPHC.
• In conjunction with the CMO and others, represent the Plan with regulatory, medical and other healthcare organizations on a local, regional and national level.
• Uphold Plan contracts when making utilization management decisions.
Goals and Objectives – Measures of Success

The Medical Director for Medical Management and Quality will be expected to accomplish key objectives within the first eighteen months including, but not limited to the following:

- Become fully integrated into and be seen as a trusted and contributing member of the Harvard Pilgrim Health Care team.
- Build relationships and develop collaborative partnerships across the Harvard Pilgrim Health Care organization.
- Provide effective coaching, mentoring, and developing of the team. Continuously raise the level of performance of the team in alignment with the HPHC strategic direction.
- Be the “go to person” in the organization for medical management, utilization management and quality.
- Be an active, visible member in the medical community.
- Create medical analysis skills and a more proactive medical management process throughout the department and begin a transformation in the behavior of physician providers regarding medical management.
- Implement clinical reporting, statistical analysis, performance improvement, and provider measurement to improve medical accountability.
- Establish dashboards to critically evaluate the performance of the department and communicate that information to the Chief Medical Officer and the staff.
- Establish oneself as an approachable, open, self-confident leader who is inclusive and can effectively influence change and set new direction. Establish collegial, trusting, and credible relationships across the organization.
- Establish a high level of leadership and professionalism; set a tone that continues to foster a culture that is proactive, collaborative, people oriented and results driven.
- Develop and set medical policy; establish a forward-looking agenda across the organization.
- Establish creative measurements for client satisfaction related to medical resources.
- Create and establish data analytics to capture quality outcomes and patient satisfaction information. Establish benchmarks for the organization.
- Establish a strong focus on the bottom line with the medical management staff and work to foster an attention to the health care economics that influence cost competitiveness.
such as prescription drug cost management, utilization management, severity of case and care management.

- Develop and implement process improvement programs that will focus on cost, quality and efficiency as the desired outcome.

- Be an agent for change through innovation and inspiration by working through others to achieve productive enhancements in the plan’s care management services.
Candidate Qualifications

Education

- MD or DO with current Massachusetts or other current state Medical License to practice without restriction.
- Board Certification

Experience

- Five years of clinical practice experience.
- Seven to ten years medical management, including cost and utilization management.
- Knowledge and experience working with clinical policy, payment policy (including claims and coding), technology assessment, product development, scientific literature research and methodology.
- Medicare and pharmacy management experience strongly preferred.
- Familiarity with NQCA framework, HEDIS measures and other quality improvement approaches.

Personal Characteristics

- Strong team-building skills; able to build consensus and to affiliate with and collaborate toward organizational objectives; able to foster effective interactions across organizational and departmental boundaries.
- Strong interpersonal skills.
- Effective presentation skills; able to present organizational objectives, ideas and/or concepts in a convincing and credible manner.
- Identify with, share in, and has a commitment to the mission, philosophy and objectives of Harvard Pilgrim Health Care.
- Is an individual of unquestioned integrity and moral character; a leader HPHC can trust to represent its values without reservation.
- Has a personal style that is approachable and engaging. Convey the organization’s enthusiasm, confidence, goals, and mission and create excitement in others. Must be able to interact with people in a meaningful way at all levels within the organization.
• Self-starter, action oriented and results focused. A strategic, forward thinker and creative problem-solver. Has the ability to deal with ambiguity and think strategically.

• A strategist and an effective implementer who can be hands on, operating in the details when necessary. An individual who while having a high level of authority and is still capable of rolling up their sleeves to get the job done.

• Highly analytical and possess the ability to convert a strategic idea to tactical targets.

• Able to influence change and process improvement without having direct authority or reporting relationships.

• Is a leader and consensus builder with a collaborative style. Engenders respect and builds trust and credibility quickly.

• Has excellent oral, written and presentation communication skills. Able to effectively function in a constantly changing environment.

• Embodies executive qualities relative to intelligence, forthright demeanor, self-confidence, self-initiative, diplomacy, creativity and a positive approach. Has a good balance of humor and optimism.

• Embraces cultural diversity and safeguards the dignity and respect of each individual.
Mission and Overview of Harvard Pilgrim Health Care

Mission

To improve the quality and value of health care for the people and communities

Vision

To be the market leader in pragmatic innovation that improves the quality and value of health care

Corporate Business Strategy

Innovate
Grow membership in selected market segments by using pragmatic innovations in product and network design, provider partnerships and payment models and customer decision support and wellness programs

Diversify
Continue to diversify by expanding business geographically and demographically

Manage Costs
Strengthen competitive position through a campaign of disciplined cost management

Organization and History

Harvard Pilgrim Health Care (HPHC), headquartered in Wellesley, Massachusetts, is a full-service health benefits company serving employers throughout Massachusetts, New Hampshire and Maine. An independent, regional, not-for-profit health plan, HPHC provides a variety of healthcare benefit options for companies, families and individuals. With a membership of more than one million members, the mission of Harvard Pilgrim is to improve the health of the people the organization serves and the health of society.

Harvard Pilgrim was founded in 1995 out of the merger of the Harvard Community Health Plan (established 1969) and Pilgrim Health Care (established 1980). For more than 35 years, Harvard Pilgrim has built a reputation for exceptional clinical quality, preventive care, disease management and member satisfaction. It has consistently been rated among the top plans in the country, and has been the US News and World Report’s #1 rated health plan in the United States for the past nine years.

Harvard Pilgrim's provider network is extensive and includes physicians who practice in a variety of settings, including individual practices, small medical groups and large multi-specialty groups. Harvard Pilgrim has a growing network of over 135 hospitals and 28,000 doctors and clinicians. Harvard Pilgrim’s fully insured or self-insured PPO, POS and HMO plans are available with multiple variations tailored to the needs of its members and their employers.
Harvard Pilgrim is well poised for future growth through the development of additional innovative products and services. As always, there will be continued focus on the quality and service excellence for which HPHC has become known.

**Harvard Pilgrim Health Care reports second quarter 2012 financial results**

(Wellesley, MA) – Harvard Pilgrim Health Care today reported operating income of $1.6 million and net income of $5.9 million on revenue of $701.3 million for the second quarter ending June 30, 2012. For the first six months of 2012, the health plan reported operating income of $2.0 million and net income of $9.3 million on revenue of $1.4 billion. As of June 30, 2012, total membership for Harvard Pilgrim was 1,184,000.

**The Harvard Pilgrim Foundation**

Since 1980, the Harvard Pilgrim Foundation has provided financial support for community health programs and conducted teaching programs and research on topics such as women's health, asthma control, mental health care, medical ethics and enhancing access to care. The Harvard Pilgrim Foundation is an extension of Harvard Pilgrim Health Care’s commitment to good health for everyone. Since the Foundation was created, Harvard Pilgrim has provided over $100 million to the Foundation for grants and programs.

**The Harvard Pilgrim Health Care Institute**

Harvard Pilgrim Health Care and Harvard Medical School jointly sponsor the work of the Institute and its mission to improve the health of individuals through research and teaching focused on patient populations and the health system affecting their care. The Institute employs over 40 faculty and is a subsidiary of HPHC, Inc., as well as a department within Harvard Medical School. The work of the Institute is dominated by research in public health surveillance, drug policy and child health. Please see www.populationmedicine.org for additional information.

**Recognition and Honors**

**National Committee for Quality Assurance (NCQA)** Harvard Pilgrim was named the #1 commercial health care plan in America for the ninth consecutive year according to an annual ranking of the nation’s best health plans by the National Committee for Quality Assurance (NCQA).

**J.D. Power and Associates** named Harvard Pilgrim as the highest-ranked health plan in New England. For the third year in a row, Harvard Pilgrim received the highest ranking for overall member satisfaction in the New England region. The study looked at key factors in delivering satisfaction to health plan members including customer service, coverage and benefits, provider choice, information and communication and claims processing.

**Boston Business Journal** named Harvard Pilgrim among the Best Places to Work in Massachusetts in 2010 in its size category for the eighth consecutive year.

**The Boston Globe** ranked Harvard Pilgrim in the top 10 in the large employer category of the Boston Globe’s Best Places to work for the third consecutive year in 2011.

American Heart Association recognized Harvard Pilgrim as a Start! Fit-Friendly company in 2008. Harvard Pilgrim received the award for championing the health of its employees through its fitness centers, discounts on health and fitness products and nutritional programs.

For additional information on Harvard Pilgrim, please visit www.harvardpilgrim.org.
The Community

The City of Quincy, just minutes south of Boston, is called the "City of Presidents" and "Birthplace of the American Dream". Quincy is the birthplace of the second and sixth U.S. Presidents, John Adams and his son, John Quincy Adams. Rich in historic treasures, Quincy's impressive past remains vibrant today as the city lays claim to an exciting future. Fascinating historic sites abound, while miles of coastline capture the imagination with their enchanting beauty. Culture and commerce blend to create an impressive array of things to see and do year round. Stroll the boardwalk at picturesque Marina Bay, the largest marina in the Northeast, and enjoy the incredible view of the Boston skyline. Known for its spectacular sunsets, Marina Bay has several restaurants offering outdoor and indoor waterfront dining as well as a variety of retail shops.

The City of Wellesley, located in eastern Massachusetts, is part of Greater Boston. Founded 350 years ago, the city was first named “Contentment”. Rich with history, the feeling of pride and satisfaction on the part of the residents toward their home still remains strong today. Wellesley, at the time of the 2010 Census, had a population of 27,982. The town is known for possessing the second greatest concentration of residents with advanced degrees in the country.

Wellesley is best known as the home of Wellesley College, a women's liberal arts college, and Babson College, a business college. According to Forbes.com, Wellesley College is the 6th best college in the country. According to US News & World Report, Babson College is the number one college in the country for entrepreneurship, receiving this distinction for the past fourteen years. In addition, The Financial Times ranked Babson College as the 5th best U.S. College for providing custom executive education programs.

Not only is the town known for its institutions of higher education, the public education services of the town are very well regarded especially Wellesley High School. In 2007 it was ranked 70th best public high school in the nation by U.S. News & World Report, earning a Gold Medal. In 2009, Wellesley ranked #2 in "America's Most Educated Small Towns" according to Forbes.com.
The Greater Boston area can be best described as a welcome contradiction: Hip alongside historic. Skyscrapers surround parks. Gourmet meets pizza. Just as the city pays homage to every period of America’s timeline, it also serves as all things to all people. The Greater Boston Convention and Visitors Bureau is available to help a person experience Boston like a local. Check out Boston Insider to get the local perspective on the best experiences for Foodies, Traveling Families, History Lovers and others who want to indulge in their particular passion while in Boston.

For more ideas, one can explore Boston by Season, which helps an individual discover the top experiences for the time of year. After all, Boston changes dramatically with each page of the calendar. There is also Boston Everyday, which suggests what to do, where to stay, where to eat and where to shop on all 365 days.

Boston, first incorporated as a town in 1630 and as a city in 1822, and is one of America’s oldest cities with a rich economic and social history. What began as a homesteading community eventually evolved into a center for social and political change. Boston has since become the economic and cultural hub of New England.

As the region’s hub, Boston is home to over 617,000 residents, many institutions of higher education, some of the world’s finest inpatient hospitals, and numerous cultural and professional sports organizations. Boston-based jobs, primarily within the finance, health care, educational and service areas, numbered nearly 660,000 in 2002. Millions of people visit Boston to take in its historic neighborhoods, attend cultural or sporting events, and conduct business.

Whether your interests lie in history, art, or culture, Boston has a museum for you. From the Museum of Fine Arts (MFA) and The Isabella Stewart Gardner Museum, to the John F. Kennedy Presidential Library & Museum and Boston Fire Museum, there is something for everyone. Boston also is home to the Museum of Science and the Boston Children’s Museum. The City of Boston has wonderful parks and recreational areas. Boston provides residents and visitors with clean, green, safe, and accessible open space in more than 2,200 acres of park land throughout the city.

Due to its size, Boston is a very accessible city, but it may be that its reputation as a walking city relies on the creation of one of America’s first historic walking tours, The Freedom Trail. The Freedom Trail Foundation continues to work to preserve this perfect introduction to
Colonial Revolutionary Boston. The Trail takes the visitor to 16 historical sites in the course of two or three hours, and covers two and a half centuries of America's most significant past. A red brick or painted line connects the sites on the Trail and serves as a guide.

For additional information on Boston, please visit the following websites:

http://www.cityofboston.gov
www.bostonusa.com
http://en.wikipedia.org/wiki/Boston
www.boston.com/travel/boston
Procedure for Candidacy

Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via e-mail to HPHC_MD@wittkieffer.com.

Material that cannot be e-mailed may be sent to the Harvard Pilgrim Health Care, Medical Director for Medical Management and Quality search team members at:

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