Leadership Profile

Vice President, Medicare Advantage

CONFIDENTIAL

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This Position Specification is intended to provide information about the Blue Cross and Blue Shield of Louisiana and the position of Vice President, Medicare Advantage. It is designed to assist qualified individuals in assessing their interest.
Organizational Overview

With a membership of 1.4 million members, Blue Cross and Blue Shield of Louisiana (BCBSLA) has served Louisiana’s health insurance needs since 1934 and is the oldest and largest health insurer in the state. BCBSLA is a three billion dollar mutually held company; the organization is owned by its policyholders. With one billion dollars in reserves, the organization is financially stable and viable. The company is one of 39 independent licensees of the Blue Cross and Blue Shield Association and is Louisiana owned and operated.

Mission
To improve the lives of Louisianans by providing health guidance and affordable access to quality care.

Vision
Blue Cross and Blue Shield of Louisiana is fully aware of the increasingly urgent national issues regarding the affordability of healthcare, the numbers of uninsured and the quality of health services rendered. We’re active at providing education and guidance, thereby helping to implement the new healthcare reform law and shape future legislation.

Consistent with our company’s mission and the leadership role we play within the Louisiana healthcare community, Blue Cross will collaborate with other business and community leaders to move Louisiana to a quality-driven model of healthcare. Such a model will engage the powerful forces of well-designed information, patient engagement, provider professionalism and financial incentives to improve health outcomes, eliminate wasteful spending for preventable conditions, enable greater universality of care and promote patient-centered care that addresses diverse patient needs and values.

At the same time, Blue Cross will undertake our own initiatives to:

- Moderate the rising cost of healthcare.
- Develop more affordable products.
- Promote health literacy, wellness and consumer health management.
- Partner with providers to improve health and transparency.
- Continuously improve the cost, quality and value of the services we deliver.

In so doing, Blue Cross and Blue Shield of Louisiana will improve the lives of Louisianans by improving the quality and affordability of the health guidance and healthcare they receive and will empower our members in personal health management. As a result, Blue Cross will enhance our role and our competitive standing now and into the future.

Core Values
As Louisiana’s largest health insurer and a community leader in healthcare, we strive to live out our company’s mission and vision with the following core values:
• **Service Excellence** - We create exceptional customer experiences by advocating for our customers and providing value to ensure their loyalty.

• **Innovation** - We create our future through discovery, development and adoption of new products, processes and experiences that generate value to all.

• **Collaboration** - We build relationships and partner with others in our Louisiana communities to create value-added services and healthcare solutions.

• **Accountability** - We take ownership for our actions and are passionate about finding solutions to support the long-term health, security and well-being of our customers and community.

• **Integrity** - We are a customer-owned health services company that does the right things at the right time for the right reasons to ensure sustainability.

**Standard & Poor's National Rating Service**

Blue Cross and Blue Shield of Louisiana (BCBSLA) has 15 consecutive "A" ratings for their financial strength from noted national rating service Standard & Poor’s.

A recent S&P report on Blue Cross states, "BCBSLA's competitive position is strong and is built upon key strengths such as its large market share, high brand awareness, broad provider networks with good discounts, local market expertise and service and competitive product offerings."

Standard & Poor’s is the world’s foremost provider of benchmarks for measuring corporate financial health.

**URAC Accreditations**

BCBSLA and their HMO Louisiana, Inc. subsidiary have a history of holding several accreditations from URAC, a Washington, D.C. based healthcare accrediting organization well-known for establishing quality standards for the healthcare industry. Current accreditations are noted below:

• Health Plan (Full Accreditation) for Louisiana Health Service and Indemnity Company and BCBSLA (HMO, LA Inc.)

• Health Plan for Health Insurance Exchange (HIX) Version 7.1 (Provisional Accreditation as a start-up) for Louisiana Health Service and Indemnity Company and BCBSLA (HMO, LA Inc.)


For additional information on the company, please refer to Blue Cross and Blue Shield of Louisiana’s website: [http://www.bcbsla.com](http://www.bcbsla.com).
The Opportunity

BCBSLA, a long standing successful commercial plan with 65% market share, is just entering the Medicare Advantage business. With limited competition and changing population demographics, BCBSLA will be providing Medicare Advantage programs and services to the 700,000 eligible individuals in the state. BCBSLA sees this as an opportune time to diversify and offer a much needed product to the residents of Louisiana.

The Vice President, Medicare Advantage position provides overall management and oversight of all strategic and tactical functions of the Medicare Advantage (MA) health plan. This position has overall responsibility for strategy, growth, process improvement, policy development, program planning, profit and loss management, administration and operation of assigned plan functions, programs and activities. The position is responsible for accomplishing goals and objectives and for ensuring that the area served is provided with desired and mandated services in an efficient and effective manner in compliance with the state and federal legal and regulatory environment.

This is an excellent opportunity to create and build the Medicare Advantage program within this well run, well established, successful and respected health plan.

Goals and Objectives

Within the first 90 days the Vice President, Medicare Advantage will need to establish credibility as a strategically and operationally astute executive to quickly assess the landscape for positioning BCBSLA’s Medicare Advantage products and services.

The following goals and objectives have been identified to be addressed during the first 12 to 18 months; these are not listed in order of preference:

- Ensure BCBSLA’s identity and credibility is perceived as an expert and reliable authority regarding Medicare Advantage programs and services.
- Develop and implement the strategic plan for the Medicare Advantage program and services.
- Build and create the Medicare Advantage department within BCBSLA.
- Provide unequivocal focus on delivering valuable Medicare Advantage products and services to the members of BCBSLA and the residents of Louisiana.
- Partner with other BCBSLA departments to brand BCBSLA’s Medicare Advantage program as the “go to” program for Medicare eligible residents of Louisiana.
- Develop and set short and long term strategic plans/goals and propose scenarios that increase the value proposition for BCBSLA’s Medicare Advantage product lines and services.
- Maintain strong, positive and transparent working relationships with the Board and senior management team within BCBSLA.

- Be a resource to the BCBSLA senior management team regarding Medicare Advantage.

**Key Duties and Responsibilities**

- Provides leadership, direction, CMS expertise, and skill development to the plan’s clinical, provider network, sales and marketing, operations and all other staff and outsourced vendor(s). Ensures appropriate prioritization of initiatives and good resource management in order to fulfill program goals. Facilitates data-driven decision making across the organization that leads to meaningful actions.

- Has overall P&L responsibility for revenue, membership and operations for all Medicare Advantage products. Partners with the Senior Vice President of Business Development and Strategy and the Chief Financial Officer to ensure that financial models are sound and tracked. Directs company operations to set and meet budget and other financial goals. Reviews plans and budgets of assigned departments monthly and as part of the annual planning and budgeting cycle; ensures items are reflective of prudent resource management, are within budget guidelines, and are according to current state and federal laws and regulations. Manages a challenging medical loss ratio. Provides on-going updates and financial reporting to the Board of Directors.

- Provides leadership for the day-to-day operations by the selected vendor of the Medicare Advantage products to support continued growth and ability to meet regulatory and contractual obligations. Develops strategic, operational, and tactical business plans to achieve desired organizational short- and long-term goals.

- Negotiates with external vendors to the benefit of the plan and the membership. Successfully implements the MA program designed for improving the health and well-being of people who qualify for care under Medicare according to CMS and state standards. Manages through a centralized BCBSLA regulatory and compliance function.

- Implements new initiatives and collaborates across departments to resolve issues and remove barriers to success. Initiates ad-hoc workgroups and assesses intangible variables, automated processes, manual workflows and impact to providers and members. Through collaboration with the clinical services function, ensures the appropriate coordination and delivery of quality medical care, member outreach and care management strategies within the benefit structure. Works closely with stakeholders to set goals, clearly define operations, and develop appropriate performance standards, metrics and reporting tools.

- Collaborates with the marketing function to develop marketing plans to enhance plan growth and product awareness. Collaborates with network management and oversees the provider network strategy to ensure that providers are meeting member needs. Develops collaborative relationships with key partners.
Collaborates with Human Resources to ensure appropriate human capital resources are available internally and contractually in order to support and develop member growth and delivery of the model of care.

Oversees and responsible for ongoing vendor management including negotiations, oversight, and performance evaluations.

Performs all functions according to established policies, procedures, regulatory and accreditation requirements, as well as applicable professional standards. Provides all customers of BCBSLA with an excellent service experience by consistently demonstrating core and leader behaviors each and every day.

This position has full authority for employment actions including planning, selection, training, coaching, development, corrective action and performance reviews of direct and indirect reports.

Candidate Qualifications and Key Attributes

The following describes the ideal candidate profile for the BCBSLA Vice President, Medicare Advantage:

Education

Requires a Master’s degree level of knowledge in management, social services administration or public health.

Experience

Requires a minimum of 10 to 12 years leadership and management experience in an organization that serves eligible members of government funded plans and programs.

Direct experience with Medicare or dual eligible members (Medicare/Medicaid) in progressively responsible senior management roles with top companies may be substituted for graduate degree.

Key Attributes

Demonstrated subject matter expertise in Medicare programs, products, eligibility, funding, pricing and Affordable Care Act’s impact on program expansion is required.

Strong financial skills, P&L experience, and budget management in a mid to large healthplan or health related organization is required.

Demonstrated ability to execute to short and long term growth and profitability targets. Proven track record of success in plan management. Experience in strategic planning and development.
• Working knowledge of Federal and State policy initiatives that relate to the care and funding of those who qualify for Medicare and Medicaid.

• Demonstrated knowledge of CMS and State regulations and compliance. Understanding of business principles and techniques of administration, organization and management including an in-depth understanding of the key business issues that exist in the health care industry.

• Demonstrated successful leadership skills in program management, program execution and people management. Ability to plan, organize, administer and coordinate a variety of large and complex services, projects and programs. Proven leadership skills in both internal and external environments.

• Successful leadership and management experience building effective teams, managing cross-functional teams and continuous quality improvement programs.

• Demonstrated experience and effectiveness in motivating, influencing and mentoring others who are not in a direct reporting relationship. Ability to communicate effectively in writing, verbally and with others to assimilate, understand and convey information, in a manner consistent with job functions. Prepare clear and concise reports, correspondence and other written materials.

• Ability to represent the Plan effectively in contacts with elected and other officials, representatives of other agencies and the public, occasionally in situations where relations may be difficult or strained. Ability and experience making effective public presentations.
Community Profile

Baton Rouge is part of the “Capital Region” that covers 4,000 square miles and brings a multitude of communities, landscapes and assets together to form a dynamic economic and cultural entity. It is a university town, home of Louisiana State University (LSU), the anchor for the LSU system.

Located on the Mississippi River just 70 miles northwest of New Orleans and 75 miles from the Gulf of Mexico, the Capital Region consists of the growing city of Baton Rouge, located in East Baton Rouge Parish, and eight diverse parishes that surround it, each with its own special character and assets: West Baton Rouge, Iberville, Ascension, Livingston, St. Helena, East Feliciana, West Feliciana, and Pointe Coupee.

Long a thriving industrial, agricultural and transportation center of the South, the Baton Rouge area today has become a hotbed for technology, research, film and tourism. The culture is a tapestry of Spanish, French, German, English, Cajun, African-American and international roots, and that has given a sense of history, a culinary tradition and a creative energy like few other places in America. Outsiders often visit to taste the culture, but they return to stay because they have fallen in love with the Capital Region’s people.

The business community has made a sweeping commitment to progress and development and public investments are reaching new heights. Baton Rouge today has the homespun hospitality and charm of a small town, as well as the energy of a flourishing metropolitan area.

The Capital Region can provide a peaceful, safe lifestyle for families—or all the bustling, metropolitan activity and nightlife any young professional could ask for. All in one of the most beautiful and interesting places in America.

Enriched by centuries of multicultural influence, the Capital Region today is blessed with one of America’s great food cultures.

To be sure, the Baton Rouge culinary experience is ripe with the Cajun, Creole and Plantation traditions that filtered into this capital city from New Orleans and the surrounding regions. But today it’s a delicious cornucopia of Cajun and Creole, French and Italian, Southern and Southwestern, country and Plantation Country, seafood and soul food, sushi and shawarma, pecans and piquante. The area’s more than 900 restaurants attest to the ever-changing Baton Rouge palate.

With mild and short winters, fabulous falls and glorious springs, the Capital Region has one of the most agreeable climates in the U.S. The semi-tropical climate brings consistently warm
weather from February to October. Residents enjoy year-round golf and even the winters are perfect for outdoor activities. Spring brings the glory of azaleas, camellias and crepe myrtles, kicking off a blooming season that lasts more than seven months of the year.

In Baton Rouge, you'll find a delightfully green city. There's an extensive network of park spaces and neighborhood after neighborhood where you can enjoy the shade and beauty of mature trees. The city's canopy is rich with magnificent live oaks, elegant magnolias, cypress, crepe myrtles and azaleas. Located at the convergence of the swamplands to the south and the upland areas to the north, Baton Rouge enjoys a rich ecological mix, with most major southeastern forest types in evidence.

The swamplands are among the richest ecosystems on the planet, bursting with wildlife and natural beauty. From swamps and rivers to the south to rolling hills and woodlands to the north, to the mighty Mississippi itself, a natural and recreational paradise is always just a short drive away.

The Capital Region today boasts a fun-loving culture that literally has something for everyone from the sportsman to the music lover.
Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Please direct all nominations and resumes to the consultants supporting this search, Stephen J. Kratz, and Shirley Cox Harty preferably via e-mail to:

BCBSLAVPMedAdv@WittKieffer.com

If email is not possible, please mail or fax:

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