



Vice President, Government Relations

Leadership Profile

July 2021

Prepared by: Werner Boel, LL.M. and Jennifer Sonneland



WittKieffer

Contents

- 01** The Opportunity
- 02** Organization Overview
- 03** Position Summary
- 06** Goals and Objectives
- 07** Candidate Qualifications
- 08** The Community
- 09** Procedure for Candidacy

The Opportunity

URAC seeks a dynamic, distinguished executive to serve as its next Vice President, Government Relations (Vice President). The Vice President will be responsible for developing the overall strategy for government relations including advocacy, communications, and related functions.

For 30 years, URAC has been a leading nationwide healthcare accrediting organization with a mission of making "exceptional healthcare for all" a reality. URAC's intention is to continually define and write standards that elevate healthcare for every individual. Based in Washington, D.C., URAC is known for its independent approach in healthcare accreditation and relies on multidisciplinary expert advisory groups from across healthcare to guide standard development resulting in programs with rigorous, evidence-based standards that set them apart as the "gold star" accreditor.

Reporting to Shawn Griffin, M.D., President and Chief Executive Officer, the Vice President will oversee and lead interdepartmental efforts associated with government policy and government agency initiatives. This is a high-profile position in the organization and requires a confident individual who is comfortable establishing excellent relationships with other members of the leadership team as well as the Board, external partners and staff. This individual will collaborate and strategize with the senior leadership team to establish and articulate goals, results and value in URAC's services. Along with developing the government relations team, the Vice President has oversight for URAC's strategic goals and business interests including internal engagement, external partner relationships, new or enhanced communication tools, cross-collaboration opportunities, and thought leadership designed to meet those goals. This is an exciting opportunity to join a leading healthcare accrediting organization that is financially stable and secure and work closely with senior leadership in realizing its overall goals and objectives centered on spearheading innovative healthcare delivery.

The ideal candidate will be team oriented, agile, and have the ability to work in a fast paced organization. URAC is seeking an executive with proven ability of building and managing teams and is skilled in government relations, strategic communications and thinking. The organization seeks an individual who is creative, politically savvy, and extroverted, enjoys public speaking to audiences of all sizes and sophistication, and is comfortable with analytics and strategic thinking. URAC will entertain candidates from a wide variety of healthcare backgrounds, but ideally the individual will have an understanding of federal Medicare and Medicaid policy, reimbursement models, and regulatory processes.

Organization Overview

Based in Washington, D.C., URAC was originally incorporated under the name Utilization Review Accreditation Commission. That name was shortened to the acronym URAC in 1996, when it began accrediting other types of organizations such as health plans, pharmacies and provider organizations. Since then, the acronym has become the company name.

URAC's independent approach to accreditation sets them apart. The organization relies on a multidisciplinary expert advisory groups from across healthcare to guide standard development; the result: programs with rigorous, evidence-based standards that set them apart as the "gold star" accreditor.

In a complex industry, such as healthcare, it's critical for everyone involved to meet national standards for quality, accountability, consumer protection and other key areas. The best way to do that is through accreditation by an independent third-party organization such as URAC. Accreditation may be a regulatory or network requirement. Some leaders and teams use accreditation to improve performance and demonstrate value. They know that accreditation provides a standards framework to build a quality health service organization and allows for performance analysis to identify areas for improvement. They use the measurement, reporting and monitoring requirements of accreditation to promote continuous quality improvement. While the accreditation process is rigorous and requires a significant commitment, they are grateful to have gone through the process as it advances their organization.

URAC relies on multidisciplinary expert advisory groups from across health care to guide standard development and to inform the revision of existing programs. All new programs and revisions are posted for comment before release.

As an accreditation service, URAC offers accreditations and certifications in the following areas: [Pharmacy](#), [Health Plan](#), [Digital/Telehealth](#), [Mental Health/Substance Use Disorder Parity](#), [Patient Care Management](#), and [Administrative Management](#).

Vision

Leading the way to exceptional health care for all.

Mission

Advancing the quality of healthcare through leadership, accreditation, measurement and innovation.

Values

- People - Developing respectful relationships that make a positive difference in our customers' and employees' lives.
- Integrity - Performing beyond reproach in all our actions.
- Elevate and Accelerate Best Practices - Setting standards of performance today that are the foundation of tomorrow's health care.
- Measure Excellence - Passionately delivering the highest quality and value.

For any additional information, please visit www.urac.org.

Position Summary

Reporting Relationships

The Vice President, Government Relations reports to Shawn Griffin, M.D., the President and Chief Executive Officer of URAC. Reporting to the Vice President is the Manager, Healthcare Policy.

Responsibilities

The Vice President is responsible for the organizational strategy for government relations. Responsibilities include establishing URAC's goals and strategies relevant to government sectors and management of advocacy, communications, and related functions. The Vice President oversees and leads interdepartmental efforts associated with government policy and government agency initiatives. As a member of the Executive Team, the Vice President has oversight for advocacy for URAC's strategic goals and business interests. The Vice President advises on issues and opportunities related to government contracts and, in collaboration with the General Counsel, assures compliance under government contracting rules and regulations. The Vice President serves as URAC's strategic advisor on government relations and public policy to the CEO, Board of Directors, URAC leadership and acts as primary liaison to government agencies and other policy stakeholders. The Vice President oversees policy and strategy development for federal and state government as well as the oversight of consultants at the state level and supervises the activities of the Manager, Health Policy and Government Programs. The Vice President works directly with government agencies at the federal and state level and is URAC's key representative for activities of the National Association of Insurance Commissioners and other relevant federal and state associations and organizations.

Additional responsibilities include:

Advocacy and Policy Development

- Responsible for organizational strategy for government relations to include establishing URAC's goals and strategies relevant to government sectors and management of advocacy, influence, communications, and related functions for the organization.
- Manage interdepartmental teams to assess operational and financial impact on URAC of legislation, regulation, sub-regulatory guidance, and other state and federal legislative and government actions.
- Direct URAC's influence on, and response to, legislation, regulation, sub-regulatory guidance, and other government actions that impact URAC's business or create business opportunities for URAC.
- Oversee ongoing environmental scanning, research and monitoring of government activities or RFPs in support of URAC's programs and business development objectives.
- Initiate external communications messaging through content development of correspondence, presentations and other written or broadcast materials.
- Act as a thought leader and content provider to both internal and external audiences.

- Execute educational activities that enhance internal staff understanding and knowledge of relevant public policy issues.
- Manage corporate and departmental policies and procedures related to URAC government and stakeholder relations.
- Provide supervision and direction to the Manager, Health Policy and Government Programs.

Stakeholder Management

Establish and maintain relationships with federal and state officials, legislators, and regulators to assure URAC's influence and value ("seat at the table").

- Establish and maintain relationships with government and related external stakeholder groups such as think-tanks, trade associations, and professional societies to further URAC's business goals and recognition as an influential thought leader and subject matter experts.
- Direct industry outreach efforts to providers, employers, trade associations, and other stakeholder groups who can support URAC's state and federal strategies.
- Guide and direct interdepartmental teams to provide actionable, relevant market research and intelligence to achieve policy objectives.
- Develop strategies that enhance URAC's profile as a thought leader and improve URAC program adoption in the market, working with and through other URAC staff and departments when advantageous.
- Guide and direct activities of board committees regarding government affairs and public policy.
- Guide and direct the activities of URAC's Board Committee on Legislative and Regulatory Affairs.
- Manage, maintain, and enhance a database of state and federal government relations contacts using appropriate systems/tools.
- Advance URAC's health equity work through external partnerships by identifying/building and participating in stakeholder coalitions (including government and non-government entities).
- Monitor trends in the market and governmental initiatives to identify new or expanded product opportunities.
- Work with marketing and communications team to promote health equity offerings.
- Accountability for identified equity initiatives and support for sustainable external partnerships.

Strategy Formulation

- Design and pursue strategies for advancing URAC's business goals through state and federal government as well as legislative bodies.
- Realize sales lead generation opportunities across all URAC program suites.

- Manage state level consultants as well as interdepartmental teams to successfully gain federal and state government awareness and recognition of URAC accreditation and avoid threats to URAC programs.
- Formulate and implement government related strategies to increase awareness of URAC and enhance URAC's product attractiveness, primarily via recognition or mandate of URAC accreditation/certification in federal and/or states contracting and regulation.
- Advise URAC leadership on strategies related to government initiatives, including recognition or mandate, as a business driver and for the development or revision of accreditation/certification programs.
- Recognize URAC business opportunities and lead cross-functional teams to submit proposals to federal and state government for contracts and/or grants consistent with URAC strategic goals.
- Manage interdepartmental projects involving federal government representatives and government programs, including overseeing project criteria, collateral, timelines, staff participation and strategy formulation.

Budget

- Develop departmental budget and manage government relations activities consistent with budgeted expenses.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Establish personal and professional credibility with all internal and external stakeholders and develop relationships based on trust, collaboration and mutual support; be viewed as knowledgeable, highly engaged, effective and visible.
- Develop a reputation as an exceptional communicator and trusted diplomat capable of developing productive relationships with national, state and local officials, federal policymakers and various other key stakeholder groups.
- Leverage a high degree of political intelligence and a keen understanding of the dynamics of national and state politics – ideally within Washington, D.C. – to ensure success within a highly regulated environment during times of significant change and transformation.
- Ensure a strategic and proactive approach around tracking and monitoring legislation, regulation, sub-regulatory guidance, and other government actions as well as various related initiatives. This individual must ensure an awareness of (and proper education around) the impact of new regulations and legislation on URAC's business or help identify new business opportunities.
- Demonstrate a natural comfort towards representing the organization with federal and state officials, legislators, and regulators. As a leading ambassador to external constituents, the Vice President must visibly live the mission and values of URAC and its commitment to advancing health equity.
- Demonstrate an ability to think long-term, anticipating issues that may have an impact on the organization and to leverage one's own political capital, personal connections and reputation to build a broad base of support in a wide range of areas.

Candidate Qualifications

Education/Certification

- College degree required; graduate or law degree preferred.

Knowledge and Work Experience

- Ten years of government relations and/or policy experience or relevant experience and education comparable to perform job duties.
- Successful track record of influencing senior-level executives, high-ranking public officials and key stakeholders.
- Substantial knowledge of the federal and state legislative and regulatory processes.
- Knowledge regarding federal Medicare and Medicaid policy, reimbursement models, and regulatory process.
- Knowledge regarding the role accreditation plays in different healthcare sectors including managed care, employers, and provider organizations preferred.
- Ability to communicate clearly and concisely, both orally and in writing.
- Ability to lead cross-functional teams to achieve a stated goal.
- Ability to effectively communicate with technical and non-technical project team members.
- Strong written and verbal communication skills as well as excellent research and analytical skills are required.
- Ability to effectively organize, manage and facilitate meetings and develop and maintain work plans. Technical proficiency in the use of Microsoft Office, (i.e., WORD, Excel, PowerPoint) is required.
- Some travel may be required (i.e., up to 30%).

The Community



Washington, D.C.

Washington, D.C. is a mosaic of neighborhoods, from historic Capitol Hill and Georgetown to the Penn Quarter's arts scene to the 24/7 buzz of Adams Morgan. The banks of the Potomac and Anacostia rivers are flourishing with some of the capitol region's most exciting destinations for live music, sports, dining and on-the-water activities.

Washington, D.C., is a central hub for American history and politics. There are renowned, free museums and stunning memorials and monuments dedicated to America's leaders, but the District also is known as a great place to live and work.

The District of Columbia has more than 30 neighborhoods and is currently growing at a rate of 1.28% annually and its population has increased by 19.77% since the 2010 census. It is known for its walkability and extensive public transportation system.

The Washington, D.C. Metro – one of the busiest public transportation systems in the country – connects all four quadrants of the city with suburban Virginia and Maryland and is a convenient way to navigate the region. Baltimore and Annapolis are within easy driving distance, as are other Maryland suburbs, and three major airports connect Washington with every major city in the U.S.

The *U.S. News & World Report* ranked D.C. as:

- #1 in Best Historic Destinations in the USA
- #10 in Best Weekend Getaways
- #12 in Best Places to Visit in the USA
- #4 in Best Family Vacations in the USA
- #7 in Best Spring Vacations

For more information on Washington, D.C., visit <https://washington.org/>.

Procedure for Candidacy

Inquiries and nominations are invited. This search will be conducted with respect to the confidentiality of candidates; references will not be contacted without prior knowledge and approval of the candidate. The search process is underway and will continue until the position is filled. Interested parties can apply directly through the WittKieffer Candidate Portal, by using this [candidate portal link](#), or by sending resumes, nominations, and inquiries to Werner Boel and Jennifer Sonneland via email: jsonneland@wittkieffer.com.

URAC values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from URAC 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.

All images and logos used in this leadership profile were attained from URAC and/or are owned by Witt/Kieffer Inc. via Getty Images.

WittKieffer is a global executive search firm of strategic experts who understand leadership, people who lead and the impact they have on organizations and society.

Visit wittkieffer.com to learn about how we are *leading the way forward.*