



Horizon Blue Cross Blue Shield of New Jersey

*Making Healthcare Work®*

## **Horizon Blue Cross Blue Shield of New Jersey** Newark, New Jersey

# **VICE PRESIDENT AND CHIEF ANALYTICS OFFICER**

### **Position Description**

July 2014

Prepared by:  
Michael Meyer  
Ryan Hubbs



**Meyer Consulting**  
[www.meyerconsultinginc.com](http://www.meyerconsultinginc.com)  
5900 North Granite Reef Road  
Suite 100  
Scottsdale, AZ 85250  
602.733.6335  
[horizonanalytics@meyerconsultinginc.com](mailto:horizonanalytics@meyerconsultinginc.com)

## Table of Contents

	<i>Page</i>
I. Horizon BCBSNJ Overview	3
<ul style="list-style-type: none"><li>• Organizational Summary</li><li>• Lines of Business</li><li>• Vision, Mission and Values</li><li>• Company History</li><li>• Awards and Recognition</li></ul>	
II. Community Description	7
III. Position Summary	8
IV. Duties and Responsibilities	9
V. Candidate Qualifications	10
VI. Procedure for Candidacy	11

## **I. HORIZON BLUE CROSS BLUE SHIELD OF NEW JERSEY OVERVIEW**

### **Organizational Summary**

Horizon Blue Cross Blue Shield of New Jersey (Horizon BCBSNJ) is New Jersey's leading health insurance provider, serving approximately 3.7 million members. It is one of the top five Blue Cross Blue Shield organizations in the country. Horizon BCBSNJ is a not-for-profit company and a licensee of the Blue Cross and Blue Shield Association. Horizon BCBSNJ has annual revenues of \$10 billion and about 5,000 employees. The Company offers traditional indemnity and managed care plans, including HMO, PPO, POS, and Medicare Advantage plans. It also provides dental and behavioral health coverage and manages workers' compensation claims through Horizon Casualty Services. Horizon BCBSNJ is led by Chairman and CEO Robert Marino.

Horizon BCBSNJ continually seeks to improve quality, control cost and implement forward-thinking healthcare solutions. In recent years, the Company has moved to develop new and innovative models/partnerships with providers for patient care, population health, accountable care and value-based contracting.

### **Lines of Business**

Horizon BCBSNJ, and its subsidiary companies, provide customers with a wide variety of medical (including Medicare and Medicaid), dental, prescription drug, and health and wellness insurance products and services for individuals as well as local and national employers. Horizon BCBSNJ subsidiaries also provide worker compensation and personal injury protection (PIP) administrative services and access to life insurance products (sold, but not underwritten by Horizon BCBSNJ or its affiliated companies).

#### Commercial, Individual and Federal

Horizon BCBSNJ serves more than 3 million members in employer groups and individual, State and federal programs. Horizon BCBSNJ's largest single account is New Jersey's State Health Benefits Program which covers about 750,000 State government workers. The company also covers federal employees through the Blue Cross and Blue Shield (BCBS) Association's Federal Employee Program. The Company has a dominant position among both New Jersey based Fortune 500 companies (Merck, Novartis, PSEG, etc.) as well as mid-small group employers.

#### Government Programs

Horizon BCBSNJ offers a comprehensive array of services and health plans to over 700,000 members covered by public programs and provides services in all 21 New Jersey counties. The Government Programs division last year had revenues of close to \$4 billion.

With the implementation of the Affordable Care Act, Horizon BCBSNJ is taking on more responsibilities and expanding coverage in long term care. Horizon BCBSNJ currently offers the following public programs/plans:

- Horizon NJ Health
  - Medicaid
  - NJ FamilyCare (SCHIP),
  - NJ FamilyCare ADVANTAGE (for uninsured children not eligible for NJ FamilyCare)
  - Horizon Blue TotalCare (dual-eligible HMO SNP)
  - Managed Long Term Care

- Medicare
  - Horizon Medicare Advantage
  - Horizon Medicare Blue Rx Standard and Horizon Medicare Blue Rx Enhanced
  - Horizon Medicare Blue TotalCare (HMO SNP)
  - Horizon Medicare Supplement

#### Horizon Casualty Services

Horizon Healthcare Dental, LLC (with more than 1 million members)

## **Mission and Vision Statement**

### ***Mission Statement***

*Our mission is to make health care work by improving the health care experience for our members and the communities we serve.*

*We provide access to high quality health care, options for financing health care costs, and information and services to help our members make the best decisions about managing their health.*

### ***Vision Statement***

*Our vision is to be the best health plan, both locally and nationally, by helping our members become and stay healthy.*

*We will achieve our vision by working with the business, government and medical communities to improve the health care experience for our members and ensure they receive the appropriate care at the best price.*

## **History**

Founded as the First Hospital Service Plan, Horizon Blue Cross Blue Shield of New Jersey began operations in New Jersey in 1932. In 1936, the Plan went statewide as the Hospital Service Plan of New Jersey. The Medical-Surgical Plan of New Jersey was incorporated in 1942, and in 1986, the Hospital Service Plan of New Jersey and the Medical-Surgical Plan of New Jersey merged to become Blue Cross Blue Shield of New Jersey, Inc. Since that time, the organization has expanded its footprint, creating subsidiaries in dental, workers' compensation, and its HMO plan.



### **Key Milestones**

1998 – The Company began doing business as Horizon Blue Cross Blue Shield of New Jersey and its operating subsidiaries adopted similar names. Horizon BCBSNJ's membership exceeded 2 million in New Jersey.

1999 – Horizon BCBSNJ announced a corporate realignment and implemented initiatives for the Company to achieve world-class status. Horizon Mercy pursued acquisitions that make it the largest provider of Medicaid HMO services in New Jersey and one of the largest providers in the United States.

2002 – Horizon BCBSNJ introduced the "World Class Clinical Quality" health care initiative in an effort to improve the overall health of residents in the region by providing access to care, making information

available to providers and consumers and promoting evidence-based medicine through effective preventive health and disease management programs.

2003 – The Company’s Health Care Dollars and Sense campaign, a multiyear, multimedia initiative, was launched to provide education to the public on the nature of the crisis in rising health care costs and its impact on all health care constituents. The Company established and provided substantial initial funding for the Horizon Foundation for New Jersey, a charitable organization dedicated to promoting health, well being and quality of life in New Jersey’s communities.

2004 – Horizon BCBSNJ continued to solidify its position as New Jersey’s largest health insurer and a premier regional health care company, with projected year-end enrollment in excess of 3 million members and nearly \$1 billion of accumulated surplus. Over 1 million dental members were enrolled as of September 30, 2004.

2005 – During 2005, enrollment grew by 106,000 members, raising the company’s total to over 3.2 million members. In addition, Horizon BCBSNJ made a major commitment to the Medicare Part D program, building the necessary infrastructure to support the program and taking a leadership role in helping seniors understand their health care choices. When the program went live in January 2006, Horizon BCBSNJ covered over 132,000 seniors.

2007 – Horizon BCBSNJ was awarded \$6 million in payments to 60 network hospitals as recognition for high quality and patient safety measures in the company’s inaugural year of its Hospital Recognition Program, a collaboration between Horizon BCBSNJ and the Leapfrog Group focused on encouraging improved quality of care in New Jersey hospitals. The National Committee for Quality Assurance (NCQA) upgraded Horizon BCBSNJ’s HMO accreditation to “Excellent with Distinction” for its early adoption of the Physician and Hospital Quality Plus Program that provides members with important information about physicians and hospitals in the Horizon BCBSNJ network.

2008 – Horizon BCBSNJ invests in a ground breaking pilot program demonstrating the effectiveness of the Patient-Centered Medical Home concept of care. As a result of the program, patients dramatically increased adherence to their prescribed medical protocols, improving member health and lowering health care costs. Horizon BCBSNJ announces it is exploring the possibility of converting to a for-profit company.

2010 – Horizon BCBSNJ invests in the creation of a subsidiary to focus on medical home/accountable care partnerships with leading providers statewide.



2011 – Horizon BCBSNJ opened its first retail center in Moorestown to provide easier access to health care for its members.

2013 – Horizon BCBSNJ’s membership in innovative clinical partnerships (PMCHs, ACOs, EOCs) exceeds 500,000 members.

## Awards and Recognition

- Standard & Poor’s designated Horizon BCBSNJ with an “A” rating for financial strength.
- Horizon BCBSNJ was named to the prestigious Information Week Elite 100 list (#73), the only insurance company on the list. For the past 15 years, Horizon BCBSNJ has earned a place on InformationWeek’s Masters of Technology 500 list, and was named among the Top 250 Innovators the last two years.

- Horizon BCBSNJ is the recipient of many Diversity and Employer of Choice awards.

Find further information on Horizon Blue Cross Blue Shield of New Jersey on its website:

[www.horizonblue.com](http://www.horizonblue.com)



## II. COMMUNITY DESCRIPTION

New Jersey is the eleventh most populous state in the US with over eight million residents. Horizon Blue Cross Blue Shield of New Jersey offices are located in Newark, the largest city in New Jersey. Newark is the commercial, financial, and transportation nucleus of the Garden State. The Horizon BCBSNJ offices are located near Newark Penn Station which allows for easy access to New York City (20 minutes) and beautiful New Jersey communities to the South and West.

Horizon BCBS of New Jersey employees can choose to live in a variety of communities such as Mountain Lakes, the Morristown area, Millburn/Summit, the Princeton area, the Caldwell's, Far Hills/Chester and New York City.

The State is home to some of the finest public and private schools in the country (Millburn and Mountain Lakes, for example). Princeton University is about 45 minutes by train from Newark. The State is also home to New Jersey Institute of Technology, Rutgers University, Seton Hall and the University of Medicine and Dentistry of New Jersey. Numerous Fortune 500 companies call the State home including Merck, Novartis, Johnson & Johnson and Prudential Financial.

Residents of New Jersey enjoy a variety of top entertainment, sports (Giants, Nets), fine dining and shopping locally, as well as the amenities of New York City. The State is home to numerous museums, cultural centers, and examples of historic architecture.

New Jersey offers a wide variety of activities for outdoor enthusiasts and ocean lovers such as water sports, fishing, golfing, hiking and camping. Numerous resort towns are located on the Jersey Shore as well as on the New Jersey-Pennsylvania border. From sophisticated urban settings to rural environments, from small towns to suburban living, few States offer the quality, variety and diversity of lifestyle options to suit a person or family's interests and needs.

For more information, see the following websites:

[www.visitnj.org](http://www.visitnj.org)

[www.chambersnj.com](http://www.chambersnj.com)

[www.nj.gov](http://www.nj.gov)



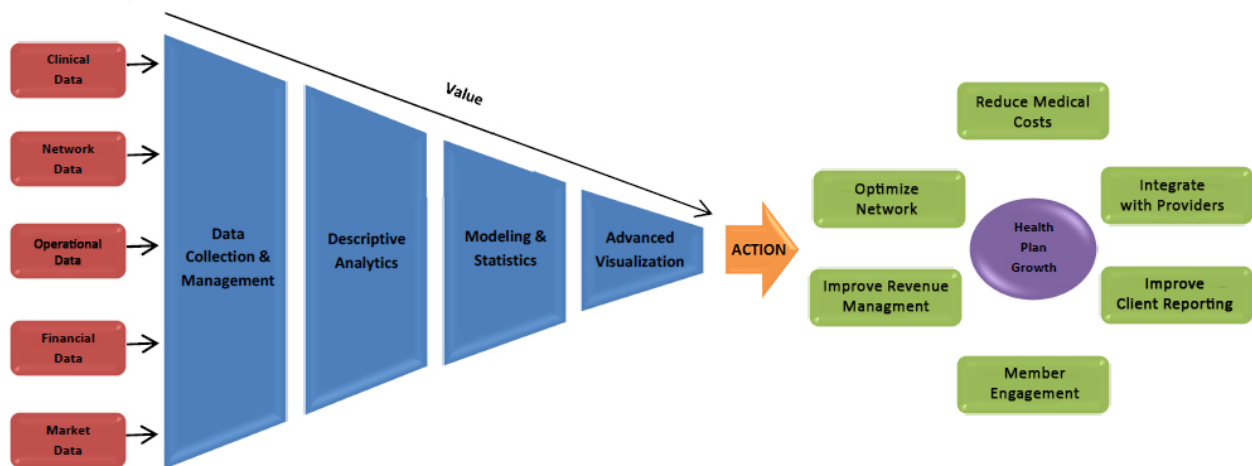
### III. POSITION SUMMARY

Title: Vice President and Chief Analytics Officer

Reports to: Senior Vice President and Chief Strategy Officer

The Vice President and Chief Analytics Officer is a newly-created position at Horizon BCBSNJ. This role will serve as the organization's catalyst to achieve first-in-class, innovative, enterprise-wide informatics and analytics, serving as the key strategist to shape and drive the transformation of Horizon BCBSNJ's core data and analytics strategies. The position will be charged with creating a reputation for Horizon BCBSNJ as an industry leader in leveraging data as an asset and a means to make members healthier, provide cost savings and engage more closely with its providers, members, brokers, customers, and partners.

This is a transformational position aligned with the company's ongoing commitment to proactively and innovatively meet challenges and leverage opportunities posed by changing market forces, regulatory environments, consumer needs, and developments in medical care. While Horizon BCBSNJ's informatics and analytics functions have grown and developed as the company and the market have, including consolidation of most functional analytics teams into one combined division, the company seeks a leader who can revolutionize the way data and analytics are used to drive the organization. Leading a combined team of 100 FTEs, the Vice President and Chief Analytics Officer will develop and lead a consolidated enterprise strategy for capturing, analyzing, and leveraging data across the organization to drive financial performance, operational and network efficiencies, healthcare quality, member engagement and member satisfaction.



The role of the Vice President and Chief Analytics Officer is broad in scope and accountability. The core responsibility will be to assume the strategic and operational lead for the analytic foundation of Horizon BCBSNJ. This includes working closely with IT to drive the architecture to support the various data requirements of the enterprise; working with business area leaders and senior management to understand and/or develop the various levels of strategy and the data and analytic capabilities needed to execute these requirements; staying connected with the vendor market in this area; and acting as the external face of Horizon BCBSNJ Informatics and Analytics in the market.



A long-term strategic plan will be developed and maintained that enables Horizon BCBSNJ to make analytics a competitive advantage in the following areas:

- Managing medical costs/trend
- Healthcare quality and quality evaluations
- Optimizing provider network configurations
- Administering value-based reimbursement
- Improving revenue management
- Driving member engagement
- Producing best-in-class client reporting
- Understanding and utilizing competitive intelligence
- Improving revenue management

#### **IV. DUTIES AND RESPONSIBILITIES**

The Vice President and Chief Analytics Officer will oversee and lead a team comprised of 100 FTEs.

Specific functional responsibilities of the Vice President will include:

- Providing analytic power to drive Horizon BCBSNJ's medical cost management program and medical cost trend analysis;
- Working closely with Network Management to provide analytic-driven contracting guidance;
- Supporting quick scale up of new case delivery models (PCMH, ACO, EOC);
- Developing capabilities and driving processes to provide Horizon BCBSNJ with enhanced clinical analytics that enable the organization to implement more advanced and productive provider relationships and provider contracts;
- Conducting population health management analysis, including patient identification and stratification, care program analysis, identifying and meeting care gaps, et al;
- Providing analytic support for Horizon BCBSNJ's performance metrics, including HEDIS, Stars, and quality;
- Providing the informational and analytic support needed to drive value-based and risk-sharing contracting efforts;
- Providing informational and analytic capabilities to drive provider profiling, performance reporting, and provider contract modeling in close collaboration with the Network Management division;
- Assisting Finance in setting pools, incurred but not reported (IBNR);
- Focusing on driving strategic use of data in the enterprise and create the role and priorities of analytics across the enterprise;
- Developing and managing the relationship between the Informatics and Analytics department and other business areas; establishing long-term and short-term strategies for analytics use in business areas;
- Establishing and overseeing an analytic/data management advisory council to coordinate roles, responsibilities and actions of data owners across the business;
- Ensuring that basic metrics for data information architecture, systems and processes are identified, implemented and sustained.

## V. CANDIDATE QUALIFICATIONS

The Vice President and Chief Analytics Officer will be an accomplished, strategic leader who can conceptualize and implement a consolidated enterprise strategy for leveraging analytics to provide a long-term competitive advantage for Horizon BCBSNJ. He/she will have substantial leadership experience in a health plan, consulting firm, or large provider organization. The successful candidate will have led or substantially participated in developing and implementing organizational strategy for analytics.

The VP will have a deep knowledge of analytics and information management, and of the importance and use of these functions in driving health plan performance. He/she will have a robust “360” understanding of health care and of the various factors and relationships that drive health plan performance. This includes the demonstrated ability to utilize informatics and analytics functions to enhance provider engagement/contracting, medical cost management, and to better serve and engage consumers. In addition, the successful candidate will understand trends in health care and how to utilize information to effectively enable and support Horizon BCBSNJ’s aggressive approach to implementing Accountable Care Organizations, Patient Centered Medical Homes, Episodes of Care and value-based/risk-sharing pricing models.

The successful candidate will be effective in a matrixed environment with the ability to manage and affect change in a large, diverse organization. He/she will have cultural competence and the ability to work effectively with a diverse range of stakeholders, as well as the demonstrated capability to effectively recruit and manage top talent. In addition, the Vice President and Chief Analytics Officer will possess excellent communication and reporting techniques and the capability to effectively present technical issues and metrics to diverse stakeholders including providers, employer groups, brokers, consultants, senior management and other staff. Additionally, they will possess:

- Proven leadership skills – ability to motivate diverse range of stakeholders to quickly achieve results in a matrixed environment
- Ability to effectively persuade others to listen, commit, and act on a new approach
- Ability to explain complex models and health care analytics to senior management, function leaders, and other stakeholders
- Strong organizational and analytical skills in addition to project leadership and management skills

Specific requirements include:

- Bachelor’s Degree in Statistics, Finance, Computer Science, Information Systems, Mathematics, Engineering, Actuarial Sciences, Economic Sciences or related field; Advanced degree in Statistics, Mathematics, Economics, MBA, FSA, or a PhD in a health-related field preferred;
- Minimum of 7 years’ experience in a senior leadership position managing an analytics/informatics team;
- Deep knowledge of using analytics in driving health plan performance and leveraging predictive analytics;
- Experience in health policy, health economics, research or reimbursement preferred;
- Strong understanding of mechanics of data structures, provider pricing methodologies, consumer analytics, risk/gain-share payment models;
- Strong written and verbal communication skills;
- Leader and visionary with the ability to translate and explain complex models and health care analytics to senior management, segment leaders, and potential and existing clients;
- Proven experience improving the efficiency of an analytics function and its effect on organizational performance;
- Understanding of provider performance standards and techniques (cost and quality);

- Innovative, forward thinker with a demonstrated competency in strategic thinking and leadership, as well as strong abilities in relationship management;
- Advanced understanding of how to enable data and intelligence as a business partner.

## **VI. PROCEDURE FOR CANDIDACY**

Meyer Consulting has been exclusively retained by Horizon Blue Cross Blue Shield of New Jersey to conduct this search. Referrals, requests for information, and expressions of interest can be sent via email to the company's search consultants, Ryan Hubbs and Mike Meyer, at [horizonanalytics@meyerconsultinginc.com](mailto:horizonanalytics@meyerconsultinginc.com).

We can be reached via phone at 347.284.0160 (Hubbs). All communication will be treated with full professional confidentiality.