



Horizon Blue Cross Blue Shield of New Jersey

Making Healthcare Work.

Senior Vice President, Government Programs / CEO, Horizon NJ Health

Position Specification

May 2013

Prepared by: Michael Meyer, Katie Haddock, Ryan Hubbs

Meyer Consulting

5900 North Granite Reef Road

Suite 100

Scottsdale, AZ 85250

602/733.6335

602/321.0753

HorizonGovt@meyerconsultinginc.com

TABLE OF CONTENTS

	<i>Page</i>
I. Overview	1
<ul style="list-style-type: none">• Horizon BCBSNJ Summary• Horizon Government Programs• Mission and Vision• History• Awards and Recognition	
II. Community Description	7
III. Position Summary	8
IV. Duties and Responsibilities	8
V. Candidate Qualifications	10
VI. Appendix A	13
VII. Appendix B	14

I. OVERVIEW

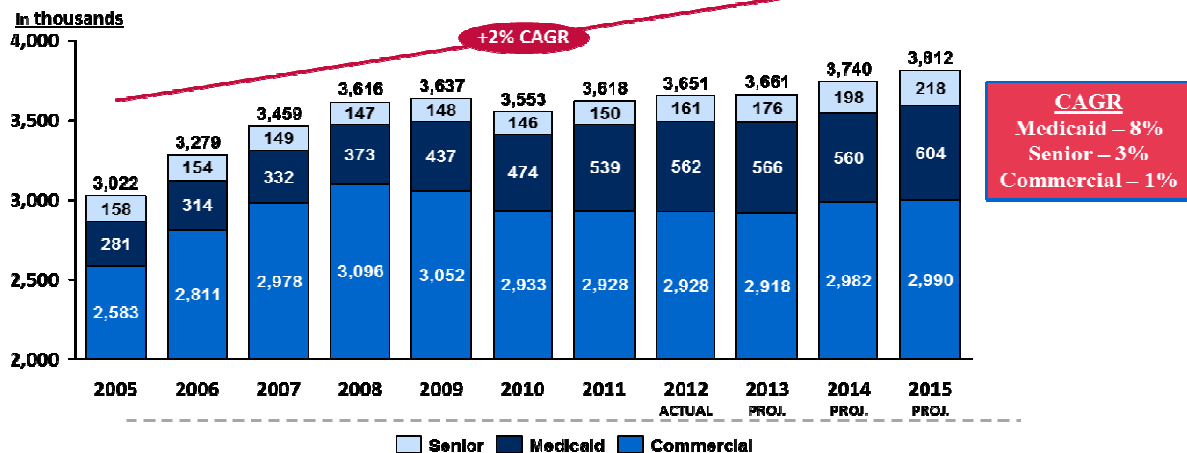
Horizon Blue Cross Blue Shield of New Jersey (Horizon BCBSNJ) is New Jersey's leading health insurance provider. It is one of the five largest Blue Cross Blue Shield organizations in the country. Horizon BCBSNJ is a not-for-profit company and a licensee of the Blue Cross and Blue Shield Association. The company has projected annual revenues of \$10 billion in 2013 and has over 5,000 employees. It is the largest managed healthcare company in the State with 3.6 million members, of which more than 700,000 are publicly insured. Horizon BCBSNJ provides a comprehensive spectrum of indemnity, managed care, pharmacy and dental products for multi-state employer groups, large and small businesses, individuals, Medicare and Medicaid beneficiaries, and state and federal employees. It also provides workers' compensation and personal injury coverage 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. With the advent of national health care reform, Horizon was one of the first Blue Cross Blue Shield plans to create and develop new innovative models of patient care and reimbursement. Horizon is currently involved with several patient-centered medical home, episodes of care, and accountable care organization partnerships with prominent New Jersey providers. In partnership with the State of New Jersey, CMS, and providers, the company is working to expand services and provide new innovative models of patient care to individuals who are publicly insured including the aged, blind and disabled populations.

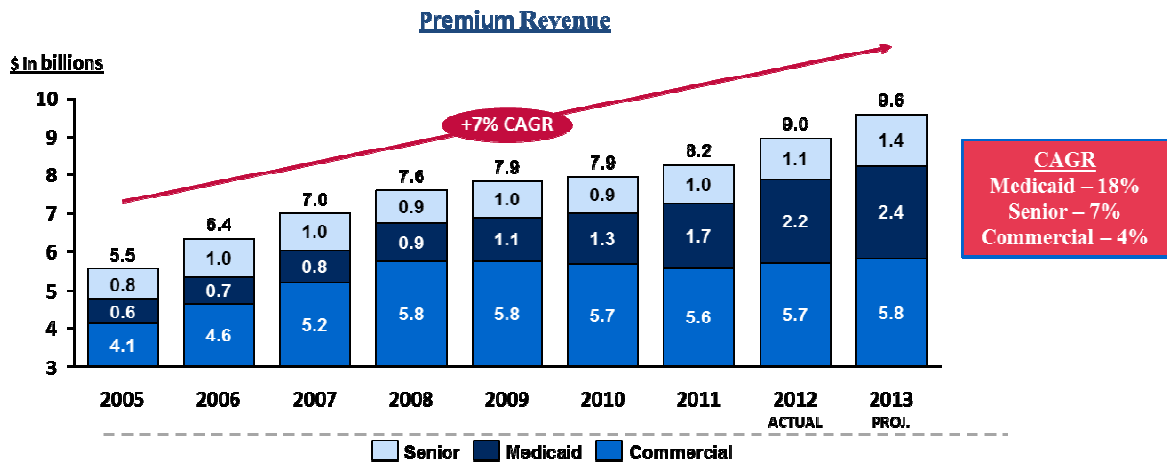
Government Programs

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. Government programs have grown dramatically over the last several years as reflected in the tables below.

Enrollment growth



Government business, particularly Medicaid, is becoming a larger source of company revenue



The Government Programs division last year had revenues of close to \$4 billion. With the implementation of the Affordable Care Act, Horizon is taking on more responsibilities and expanding coverage in long term care. Horizon currently offers the following public programs/plans:

-Horizon NJ Health - Medicaid

Horizon NJ Health was originally formed in 1993 as Mercy Health Plan in partnership with Mercy Health System. The plan grew rapidly and in 1998 became the first Medicaid managed care plan to be offered statewide. In 2003-4, Horizon BCBSNJ acquired full ownership of Horizon/Mercy Health Plan and the name was changed to Horizon NJ Health. By 2005 the plan had grown to over 250,000 members and had received national recognition by the American Association of Health Plans for its innovative programs and full accreditation by URAC.

Today, Horizon NJ Health provides services to over 700,000 members through four programs; Medicaid, NJ FamilyCare (SCHIP), NJ FamilyCare ADVANTAGE (for uninsured children not eligible for NJ FamilyCare), and Horizon Blue TotalCare (dual-eligible HMO SNP). The company will take over responsibility for home-based long term care as of January 2014, and will also add the institutional long term care for these members as of July 2014. This will represent a significant expansion in Horizon NJ Health’s responsibilities and will add close to \$1 billion in additional revenues.

-Medicare

Horizon BCBSNJ currently offers four programs to Medicare beneficiaries in New Jersey. The company participates in Medicare Advantage and currently has 60,000 Medicare Advantage members.

- Horizon Medicare Advantage
- Horizon Medicare Blue Rx Standard and Horizon Medicare Blue Rx Enhanced are Medicare prescription drug plans.
- Horizon Medicare Blue TotalCare (HMO SNP) is a managed care plan which combines Medicare and Medicaid coverage and is issued by Horizon through a Medicare contract and a contract with the NJ Medicaid program
- Horizon Medicare Supplement is a Medigap plan that offers coverage designed to cover certain services not covered by Medicare.

Horizon BCBSNJ 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 BCBSNJ began operations in New Jersey in 1932. In 1936, the Plan went statewide as the Hospital Service Plan of New Jersey (HSP). 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 (Horizon BCBSNJ) and its operating subsidiaries adopted similar names. Horizon BCBSNJ's membership exceeded 2 million in New Jersey.

1999 - 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. The American Association of Health Plans (AAHP) recognized Horizon Mercy for its innovative programs—Horizon Mercy also received full accreditation by URAC.

2003 - 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. Horizon acquired full ownership of Horizon Mercy and officially changed its name to Horizon NJ Health. The NJ State Senate honored Horizon Mercy for a decade of service and commitment.

2007 - Horizon BCBSNJ 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. The Hospital Recognition Program is a collaboration between Horizon BCBSNJ and the Leapfrog Group and is 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. Focusing on members with diabetes, the pilot program gives incentives to primary care physicians to partner more closely with their patients. As a result of the program, patients dramatically increased adherence to their prescribed medical protocols, improving member health and lowering health care costs. Horizon NJ Health is rated as New Jersey's highest ranked Medicaid managed care company by the Michigan Peer Review Organization in the State of new Jersey's Annual Assessment for Medicaid HMOs.

2010 - Horizon BCBSNJ invests in the creation of Horizon Healthcare Innovations to focus on medical home/accountable care partnerships with leading providers statewide.

2011 - Robert Marino becomes the new President and CEO of Horizon Blue Cross Blue Shield of New Jersey. Total membership in Horizon exceeds 3.6 million members.

2012 - Horizon NJ Health enrollment exceeds 525,000 members in Medicaid, NJ FamilyCare and NJ FamilyCare ADVANTAGE programs. Kevin Conlin becomes the new Executive Vice President of Horizon.

2013 – Horizon combines all Government Programs under new executive to be named.

Awards and Recognition

- Standard & Poor's designated Horizon BCBSNJ with an "A" rating for financial strength.
- Horizon BCBSNJ was named to the prestigious InformationWeek 500 list (#48) of the most innovative users of information technology in the United States. This is the sixth year in a row that Horizon BCBSNJ has been ranked in the top 500.
- The Centers for Disease Control and Prevention (CDC) recognized Horizon BCBSNJ's Immunization Resources and Education Partnership (IREP) Program for its contribution to the state's dramatic increase in immunization rates, from 58% to 72%.
- Horizon BCBSNJ is the recipient of many Diversity awards.
- Horizon BCBSNJ was the recipient of a Leadership in Healthcare Award from the Biotech Medical Management Association.

Find further information on Horizon Blue Cross Blue Shield of New Jersey at www.horizonblue.com; further information on Horizon NJ Health at www.horizonnjhealth.com.

II. COMMUNITY DESCRIPTION

New Jersey is the third-wealthiest state in the US by median income and has a population of over eight million. Horizon Blue Cross Blue Shield of New Jersey corporate offices are located in Newark, the largest city in New Jersey. Horizon NJ Health also has a large office in Trenton, New Jersey. Horizon BCBSNJ employees can choose to live in a variety of communities such as the Princeton area, the Morristown area, Milburn/Summit, the Caldwell's, Far Hills/Chester and New York City.

New Jersey is home to some of the finest public and private schools in the country. 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

www.chambersnj.com

www.nj.gov

III. POSITION SUMMARY

Title: Senior Vice President, Government Programs / CEO Horizon NJ Health

Reports to: Kevin Conlin, Executive Vice President, Healthcare Management

Location: Newark and Trenton, New Jersey

The Senior Vice President, Government Programs is the leader/executive responsible for all products and services provided to publicly insured individuals and families through Horizon BCBSNJ. The Senior Vice President has profit and loss responsibility for this \$4 billion business through five direct reports (see Appendix A for SVP organizational chart) and approximately 900 employees. The SVP also serves as Chief Executive Officer of Horizon NJ Health. The SVP is one of five officers who report directly to the Executive Vice President, Healthcare Management (see Appendix B for the EVP organizational chart).

This senior executive will provide the leadership, strategic vision and operational expertise to address the quality, service, operational and cost challenges in New Jersey at a time of significant change and expansion in government sponsored programs with healthcare reform. The ideal candidate will be a visionary leader who has managed a large, complex organization providing services to publicly insured individuals and families.

IV. DUTIES AND RESPONSIBILITIES

The Senior Vice President will be responsible for leadership and operational day-to-day management of the Government Programs division of Horizon BCBSNJ and a staff of approximately 900 people. The SVP will:

- Provide strategic and operational leadership in the development, implementation and management of all functions that support Horizon BCBSNJ's business, financial, quality and growth objectives to publicly insured individuals and families.

- Build and maintain solid relationships with the State of New Jersey, CMS, network providers, plan members, alliance partners, and other external constituencies.
- Establish themselves as a trusted leader with their team, other senior management within Horizon BCBSNJ, and the entire Horizon organization.
- Bring to the Government Programs division a culture of accountability and create effective management processes.
- Oversee internal systems to manage risk for current and new lines of business.

Specific responsibilities by program area are:

Medicaid Services/Horizon NJ Health

- As CEO of Horizon NJ Health, provide leadership and direct oversight of all aspects of the business.
- Working with the management team of Horizon NJ Health;
 - Conceive and implement management teams and platforms to build and maintain a best-in-class business.
 - Achieve improved fiscal performance of Horizon government programs, moving from break-even to a 2% positive underwriting income.
 - Work to introduce and manage new and innovative programs to provide quality services and support to these populations while meeting financial targets.
 - Build a culture that views itself as not separate from Horizon but rather as part of the overall company.

Medicare Programs

- Provide strategic and operational leadership in the development, implementation and management of all functions that support Horizon BCBSNJ's Medicare business.
- Set strategy in line with the overall company vision and continually monitor Horizon BCBSNJ's policies to ensure the company stays current with changing local and national trends.

- Oversee the management of all strategic and operational aspects of Horizon’s Medicare Advantage business to meet Horizon’s financial targets and quality measures from patients and CMS.

Integration of Programs / Dual Eligibles / SNP

Publicly insuring individuals’ and families’ healthcare services requires ever-increasing sophistication and integration of services. This senior executive and his/her management team will be responsible for:

- Managing dual-eligible and special needs populations in an innovative and effective manner.
- Developing and managing Horizon’s long term home care and institutional programs.
- Coordinating with senior leadership of Horizon to integrate and “connect the dots” as it relates to the health care insurance exchanges and publicly insured programs.

V. CANDIDATE QUALIFICATIONS

The successful Senior Vice President, Government Programs/CEO NJ Health candidate will possess at least 10 to 15 years of senior level experience in multiple facets of government programs within a health plan with successful, broad operating, financial and medical management experience. The ideal candidate will have senior-level operating experience and have managed operations in a successful Medicaid program of similar complexity to Horizon. The new Senior Vice President, Government Programs/CEO NJ Health will ideally possess the following experience and personal characteristics:

Experience:

- Successful experience working within a large, multi-level organization providing services to publicly insured individuals and families similar in complexity to Horizon BCBSNJ. Demonstrated ability to manage revenues, profit and loss, quality, customer satisfaction and risk in a highly complex, regulated environment.
- Knowledge of various facets of healthcare systems including health plans, hospitals and providers and government/regulators; extensive Medicaid experience required.
- Knowledge of public products, applications, policies, procedures, systems, regulatory requirements required.
- Ability to conceive, innovate, structure, implement and lead efficient operational designs and apply business process improvements.

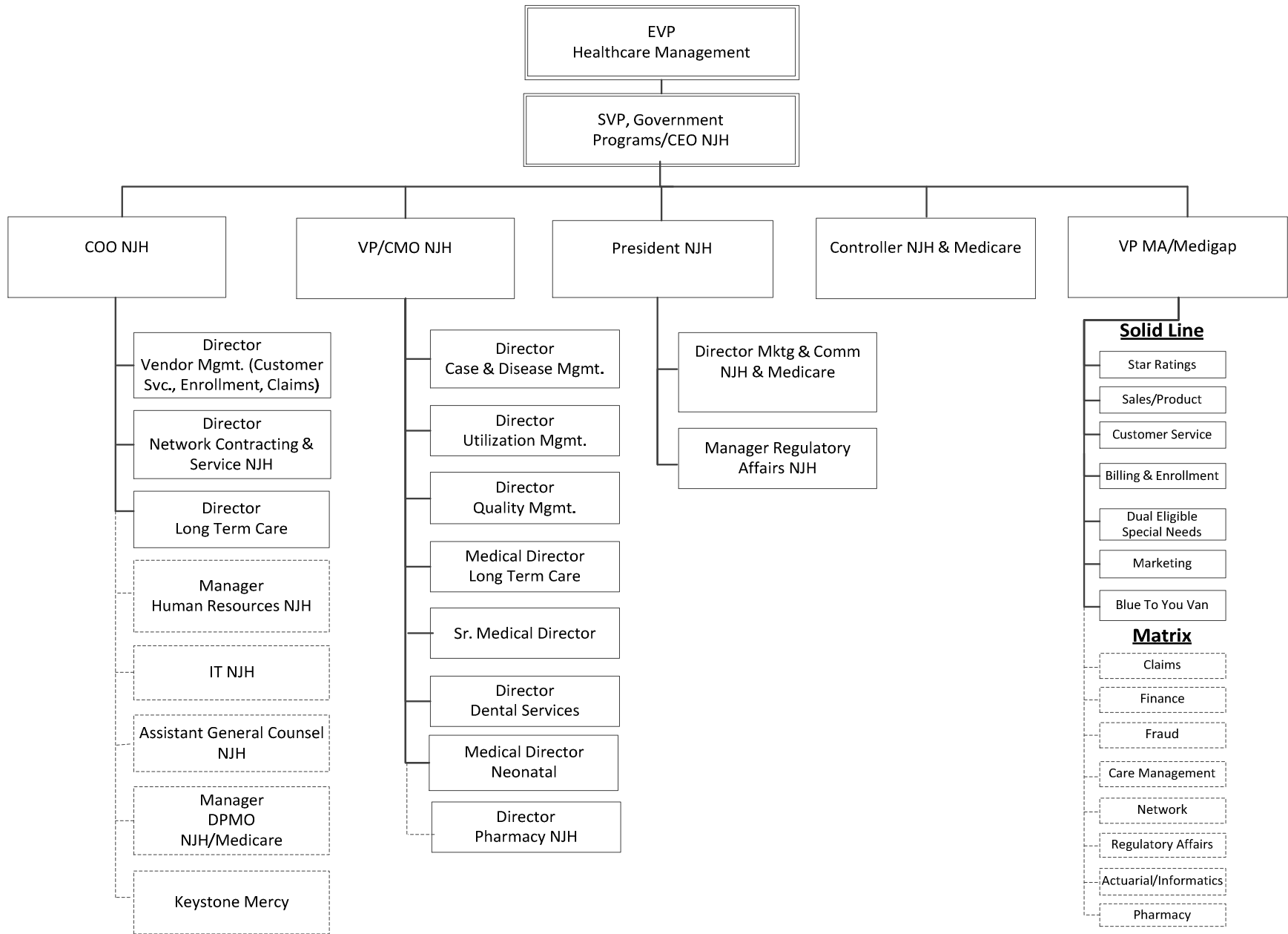
- Successful experience with regulators.
- A history of identifying, establishing and maintaining strategically important relationships.
- Broad knowledge and track-record of serving populations who are publicly insured with current knowledge of operational, clinical and regulatory concerns and issues.
- Strong working knowledge of issues central to achieving success in a very competitive arena.
- Strong understanding of the financial and strategic impact of regulations, provider contracts and network affiliations in a public healthcare delivery marketplace.
- Must have overseen a staff of at least 300. Demonstrated experience as an excellent leader/ manager of people.
- Proven ability to create and implement a strategic plan that is aligned with corporate growth goals and objectives.
- Ability to lead change within an organization.
- Proven ability to hire, train, develop, and lead high performing teams.
- Bachelor's degree required. Masters or professional degree preferred.

Personal Characteristics:

- A proven, dynamic leader who is able to drive change through an organization.
- Passionate, quality driven, someone with a common touch who believes he/she can make a difference; passionate about serving lower income, disabled and elderly populations.
- Proven results as a visionary but also with the ability to be hands on; perceives projects and initiatives with a future-driven perspective.
- Knows, appreciates, and capitalizes upon the value of maintaining a strong presence in the national healthcare arena.
- Proven ability to exercise sound judgment and strong problem solving skills.
- Strong spokesperson with the ability to effectively present information and respond to questions from senior management and the Board, groups of managers, clients, customers, regulators, and the general public. Top notch presentation skills.

- Strong analytical and technical skills.
- Works collaboratively and effectively, specifically in leading fellow officers on medical management and operational issues.
- Demonstrated ability to build and maintain relationships.
- Exceptional interpersonal and communication skills.

VII. APPENDIX A



VIII. APPENDIX B

