



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 MEDICAL OFFICER**

### Position Description

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## 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 3.9 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 approximately \$12 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. The new Horizon OMNIA Alliance, described later, is an innovative, statewide partnership with providers.

### 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 workers' 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. Horizon also offers products on the federal exchange.

#### 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 (Workers' Compensation)

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

**Horizon OMNIA Alliance (Text from Press Release)**

On September 10, 2015, Horizon Blue Cross Blue Shield of New Jersey, along with several of New Jersey's leading health systems and a major multispecialty physician group announced that they have formed a unique, first-of-its-kind statewide alliance. The OMNIA Health Alliance is committed to radically altering how health care is financed and delivered in New Jersey to reward value, which it defines as high quality care, an enhanced patient experience, and lower total cost of care.

The traditional, fee-for-service health care system generally treats patients after they become sick, and hospitals and doctors are paid for the amount of services they provide to those patients. The OMNIA Health Alliance will dedicate significant intellectual and financial resources to change this paradigm by developing new approaches to keep individuals healthy through increased population health management and more integrated, coordinated care that rewards better health outcomes, an enhanced patient experience, and lower cost care.

*"The OMNIA Health Alliance is an unprecedented collaboration that will significantly transform how health care is financed and delivered in New Jersey for the better,"* said Robert A. Marino, chairman and CEO of Horizon BCBSNJ. *"Through the OMNIA Health Alliance, we are all making a long-term commitment with a new level of trust, cooperation, and energy that will benefit health care consumers in New Jersey."*

The following health systems (representing 22 hospitals), their aligned physicians, and a multispecialty physician group have joined Horizon BCBSNJ to form the OMNIA Health Alliance:

- Atlantic Health System
- Barnabas Health
- Hackensack University Health Network
- Hunterdon Healthcare
- Inspira Health Network
- Robert Wood Johnson Health System
- Summit Medical Group



The OMNIA Health Alliance organizations all have a shared vision and commitment to rewarding high quality health care, significant expertise and ability to impact the health status of large populations, strong brand reputations among consumers and employers, and the resources and capabilities to use new technology to deliver more effective and efficient health care to consumers and employers. The OMNIA Health Alliance was created to meet consumer and employer demands for greater access to affordable, high-quality health care that provides a better health care experience for consumers.

*"This is an exciting development that promises to improve the quality of patient care while also helping to keep costs under control" said Dan Mendelson, CEO of Avalere Health. "This type of reform is critical to improving consumer experience and to position the New Jersey healthcare system for the future." "This collaboration is a big deal for the future of health care in New Jersey, which will benefit employers and consumers by improving health and decreasing costs," said Laurel Pickering, President and CEO of the Northeast Business Group on Health. "I applaud Horizon and the OMNIA Health Alliance for being at the forefront of health care transformation."*

As part of this transformative strategy, Horizon BCBSNJ launched a new suite of innovative products for 2016. The new health plans will provide employers and individuals lower premiums. The new plans will also offer members the ability to save significant out-of-pocket costs.

To obtain more information and see videos featuring the CEO's and other leaders of the OMNIA Health Alliance go to [HorizonBlue.com/OMNIA](http://HorizonBlue.com/OMNIA).

## **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.*

## **Horizon BCBS 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.

2015 - Horizon, along with several of New Jersey's leading health systems and a major multispecialty physician group formed a unique, statewide alliance. The OMNIA Health Alliance is committed to radically altering how health care is financed and delivered in New Jersey to reward value, which it defines as high quality care, an enhanced patient experience, and lower total cost of care.

2016 – Horizon announces that over 234,000 individuals have been enrolled into its OMNIA suite of products.

### **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.



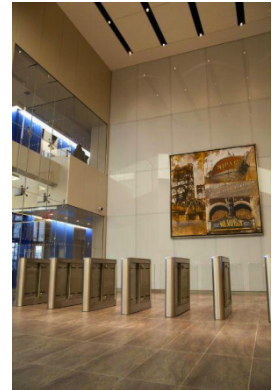
Find further information on Horizon Blue Cross Blue Shield of New Jersey on its website:

[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 BCBSNJ's headquarters 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 adjacent to 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 Medical Officer

Reports to: Senior Vice President of Healthcare Management

The Vice President and Chief Medical Officer (CMO) is the senior physician leader and chief medical spokesperson for Horizon Blue Cross Blue Shield and an officer of the corporation. This position has accountability for medical policy/medical review, appeals, quality, clinical development of medical cost reduction initiatives, and serving as the spokesperson for the company on clinical aspects. The CMO will work with the OMNIA Alliance Partners and other members of the Healthcare Management senior team to execute the clinical transformation strategy. The CMO chairs the Professional Advisory Committee a corporate committee that reports to the parent board. The CMO oversees 100 employees (including 18 physicians) and has responsibility and final authority for all medical and clinical quality decisions made within Horizon and its ventures.

Areas reporting directly to the CMO include:

- Medical Policy (22 FTEs)
- Medical Management (34 FTEs)
- Medical Director, Network (1 FTE)
- Clinical Quality & Reporting (7 FTEs)
- Quality Management (34 FTEs)
- Administrative Assistant (1 FTE)

### IV. DUTIES AND RESPONSIBILITIES

Specific functional responsibilities of the Chief Medical Officer will include:

- Serve as the chief medical spokesperson for the organization, focusing on quality healthcare delivery, providing leadership for clinical thinking for the company;
- Oversee the development of world-class clinical quality programs; attain and retain the highest appropriate level of accreditation for Horizon;
- Set clinical strategy in line with the overall company vision and continually monitors Horizon BCBSNJ's utilization policies to ensure the company stays current with changing local and national trends;
- Partner with health system executives and internal leaders on strategic options to ensure the success of our value-based programs (such as the Horizon OMNIA Alliance and other partnerships);
- Working with the Vice President Healthcare Delivery, shape clinical quality and performance for providers within the Horizon network and enforces clinical quality measures and guidelines;
- Become familiar with and visible to New Jersey physicians and hospitals; represent Horizon in the medical community;
- Develop and monitor goals for teams and provide ongoing feedback and coaching;
- Ensure appropriate performance delivery and leadership skills for direct report team;
- Lead department by providing strategy and related goals to directors, ensuring overall client satisfaction and appropriate level of service delivery;
- Ensure staff meets all regulatory requirements and comprehends and complies with best practices, professional standards, internal policies, and procedures;

- Determine departmental budget and conducts ongoing expense management;
- Act as the Horizon BCBSNJ clinical liaison with the national association and with other Blue Plans;
- Attain high quality, effective communications and relations with providers;
- Drive the latest medical policies through the Horizon BCBSNJ organization, striving for consistency with national standardized practice;
- Lead, develop, and execute against specific Health Affairs projects and initiatives;
- Guide Health Affairs Team to identify, define, and measure process and outcomes metrics;
- Generate ideas and plans to serve as the basis for ongoing Medical Cost Ratio reduction initiatives;
- Work closely with Network staff to develop high-quality physician networks;
- Lead clinical oversight for comprehensive behavioral health medical policy implementation.

## **V. CANDIDATE QUALIFICATIONS**

The Vice President and Chief Medical Officer will be a board-certified physician with 10-15 years or equivalent experience in multiple facets of a healthcare delivery system with successful medical management and policy implementation experience. S/he will possess demonstrated leadership experience in the setting and execution of clinical quality guidelines and be a strong proponent of clinical quality. S/he will have an unrestricted medical license.

Specific requirements of the position include:

- Post graduate experience in direct patient care;
- Successful experience working within a large, multi-level organization either within a health plan or provider;
- A record of healthcare clinical quality accomplishments that demonstrate both passion and sector leading capabilities in the area of clinical quality and effectiveness;
- Strong knowledge of the trends and determinants of success in integrated and value-based healthcare;
- Knowledge of various facets of healthcare systems including health plans, hospitals and providers;
- Knowledge of plan products, applications, policies, procedures, systems, and regulatory requirements preferred;
- Strong working knowledge of issues central to achieving success in a competitive managed care arena;
- Communication skills appropriate to presenting to the Board of Directors.

Personal characteristics of the candidate will include:

- 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;
- Excel at leading a large staff of physicians, ensuring that these valuable resources are utilized most effectively and efficiently while also providing them with career growth and challenge;

- Proven results as a visionary; perceives projects and initiatives with a future-driven perspective;
- A collaborative, inclusive leader who prioritizes effective teamwork / teambuilding and builds effective alliances / relationships across a spectrum of internal and external stakeholders;
- Knows, appreciates, and capitalizes upon the value of maintaining a strong presence in the national healthcare arena;
- Excellent critical thinking skills; can demonstrate a flexible, creative approach in a dynamic market and gain buy-in for new approaches;
- Can drive and collaboratively catalyze change in an organization that continues to move strongly towards integration and global risk; an effective combination of strategic and tactical skills;
- Proven ability to exercise sound judgment and strong problem solving skills;
- The ability to broker both strategic and technical execution;
- Strong spokesperson with the ability to effectively present information, communicate, listen, and respond to questions from groups of managers, clients, providers, customers, and the general public. Top notch presentation skills;
- An astute yet approachable intellectual; must be accessible and sensitive to clinical staff needs;
- Strong analytical and technical skills;
- Works collaboratively and effectively, specifically in leading fellow officers on medical management issues.

## **VI. GOALS AND OBJECTIVES**

Within the first 12-18 months, the successful Chief Medical Officer will have:

- Established him/herself as a strong, collaborative, credible and trusted leader with Horizon's executive leadership and staff; someone who works effectively across the organization;
- Established him/herself as a knowledgeable, visible, trustworthy and collaborative presence within Horizon's provider network; a strong relationship builder who is the clinical face of Horizon;
- Developed / strengthened a deep understanding of the New Jersey healthcare landscape, including the dynamics and inter-relationships within the provider community and with state and regulatory bodies;
- Developed strong collaborative working relationships with the physician / provider community in New Jersey;
- Provided innovative clinical leadership to Horizon OMNIA Alliance. Have facilitated the implementation of clinically integrated programs that are key to the success of Horizon and its network and OMNIA partners;
- Demonstrated success in maintaining / improving Horizon's key performance indicators including utilization and quality objectives;
- Successfully and productively built on and strengthened existing relationships across the network, including developing a strong working knowledge of and relationships with Horizon's OMNIA network;
- Established him/herself as a strong voice and leader internally and externally on clinical quality and accreditation; ensured the maintenance / improvement of Horizon's already strong quality metrics including HEDIS, Stars, NCQA, et al;
- Developed a strong knowledge across Horizon's lines of business and strategic initiatives, including OMNIA and Horizon's robust Government Programs division and strengthened relationships between them;

- Enhanced Horizon's health management priorities including further development of PCMH;
- Demonstrated strong physician leadership skills, including the successful leadership development and mentoring of his/her physician reports and teams; built strength within the organization;
- Successfully developed clinical programs within / for Horizon's OMNIA network while developing strong and collaborative relationships with OMNIA partners' physician and administrative leadership;
- Demonstrated good judgment and political astuteness in his/her actions;
- Demonstrated a high level of integrity and character in his/her actions.

## **VII. 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, Mike Meyer, Ryan Hubbs and David Linder at [horizoncmo@meyerconsultinginc.com](mailto:horizoncmo@meyerconsultinginc.com).

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