



Mercy Care Plan

Phoenix, Arizona

Chief Medical Officer

Position Specification

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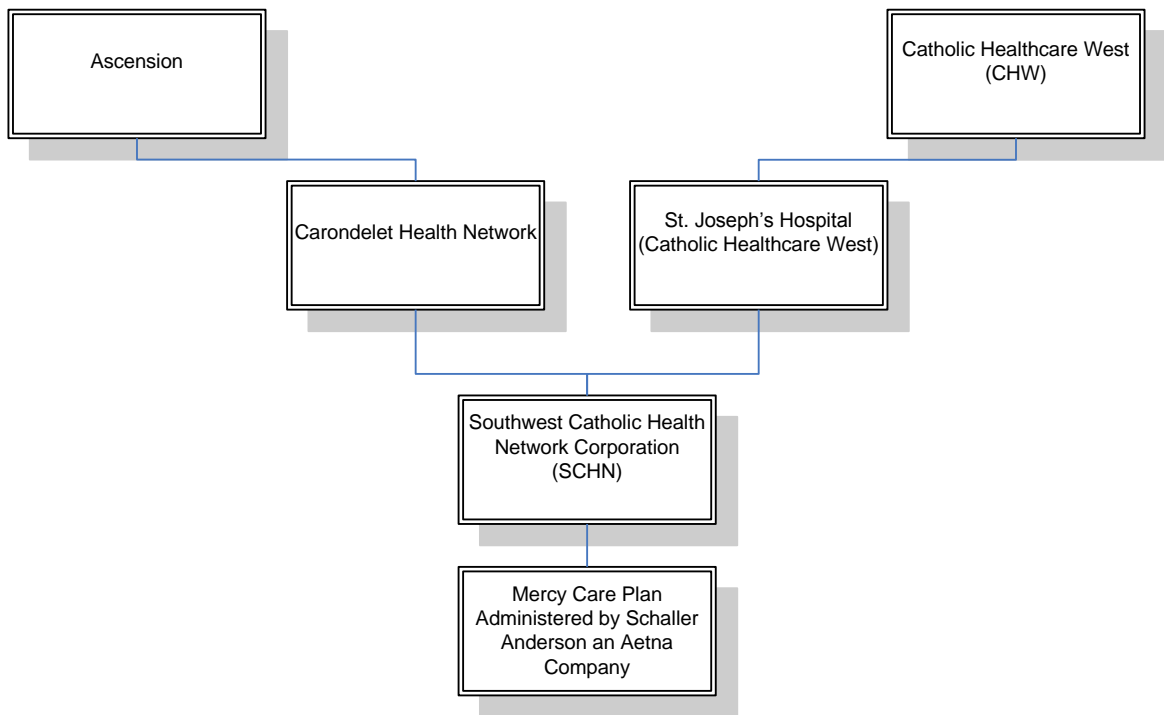
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I. OVERVIEW

Mercy Care Plan is Arizona's leading not for profit, mission-driven health plan formed by the partnership between Ascension Health's Carondelet Health Network, Southern Arizona's largest Catholic nonprofit healthcare system, and Catholic Healthcare West's St. Joseph's Hospital and Medical Center. In 1985, these two health networks started the Southwest Catholic Health Network (SCHN), which does business as Mercy Care Plan, after the State asked Catholic healthcare systems to help expand coverage options and increase access to primary care, specialty care and personal care services for people with Medicaid and Medicare benefits in Arizona. Mercy Care Plan now has more than 360,000 members across the state enrolled in a variety of benefit plans. Mercy Care Plan is administered by Schaller Anderson, an Aetna company.



Mercy Care Profile and Product Summary

Mercy Care Plan provides health care coverage for members enrolled in AHCCCS, Arizona's Medicaid program, including:

- Families
- Children
- Single persons
- Couples without children
- Elderly and physically disabled
- Medicare cost sharing members
- Individuals with developmental disabilities

Mercy Care Plan business encompasses a broad product portfolio:

- **Acute** (327,600 members)
Under the Acute program there are six eligibility categories:
 1. Temporary Assistance for Needy Families
Also referred to as AHCCCS for Families and Children
AHCCCS determines a members' eligibility based on income and resource criteria. After being approved, members are able to choose a health plan that services the county they live in. If not, they are auto-assigned to an available plan.
 2. Kids Care
Federal mandate under the Children's Health Insurance Program (CHIP)
Children under 19 receive medical, dental, and vision services, subject to eligibility requirements; with nominal monthly premium to AHCCCS.
 3. Supplemental Security Income Program
Members in this federal Social Security program due to blindness, disability, or over the age of 65 are automatically eligible for Medicaid.
 4. Title XIX Waiver Group (TWG)
Medical Expense Deduction (MED) provides medical coverage for individuals who do not qualify for other AHCCCS programs based on income. They may be eligible if catastrophic medical expenses reduce their monthly income to 40% of the Federal Poverty Level. (FPL)
Non-Med: Eligible individuals and childless adults whose income is less than 100% of FPL, and who are not linked to another Medicaid TANF category.
 5. SOBRA (Sixth Omnibus Budget Reconciliation Act)
Children under 19 based on income levels established by the state.
Pregnancy services are available to pregnant women through the 60 day postpartum period.
 6. Federal Emergency Services
For qualified aliens ore immigrants who are experiencing a medical emergency or dialysis services and do not qualify for full Medicaid services. They must still meet all other Medicaid eligibility requirements.
- **ALTCS** (10,100 members)
Arizona Long Term Care System: Provides long-term care, acute care and case management services to aged (65 and older), blind or disabled individuals. To become eligible, members must complete both a financial and medical screening and be at risk for institutionalization.
- **DD** (8,700 members)
Individuals enrolled with the Division of Developmental Disabilities (DDD) who are diagnosed with severe chronic disabilities appearing before the age of 18, who are diagnosed with cognitive difficulties, cerebral palsy, epilepsy, autism, or for children ages 0 to 5, developmental delay.
- **HCG** (3,800 members)
Health Care Group: A division of AHCCCS that is a community-rated health plan designed for the uninsured small business community (2 to 50 employees). This program is subsidized by state tobacco sales monies. Mercy Care administers benefits to eligible HCG members; however, eligibility determination and premium

collection is handled by AHCCCS. Premiums are paid by the employer, the employee, or a combination of both.

- **Medicare** (16,100 members)
Mercy Care Advantage (MCA) Special Needs Plan: 95% of MCP Medicare members have secondary coverage through ALTCS or Acute. MCA is a CMS approved Medicare Advantage Special Needs Plan (SNP) that provides covered health care services and prescription drug coverage to members enrolled in both Medicare and Medicaid.

Mercy Care Plan Owners

Ascension Health

Ascension Health, which provided \$1.08 billion in care of persons who are poor and community benefit last year, is the nation's largest Catholic and nonprofit health system, and the third-largest system (based on revenues) in the United States. Their mission-focused Health Ministries provide acute care services, long-term care, community health services, psychiatric, rehabilitation and residential care. The organization's health care network consists of some 70 general hospitals, along with a dozen long-term care, acute care, rehabilitation, and psychiatric hospitals. Ascension Health also operates nursing homes, community clinics, and other health care providers. Its network of medical facilities spans about 20 states and the District of Columbia. Ascension Health was created in 1999 from a union of the Daughters of Charity National Health System and the Sisters of St. Joseph Health System. More information about Ascension Health can be found at www.ascensionhealth.org.

Carondelet Health Network

Located in Tucson, Arizona, Carondelet Health Network is a Catholic, nonprofit health care system dedicated to responding to the health care needs of Southern Arizonans. Carondelet was founded by the Sisters of St. Joseph of Carondelet 130 years ago. Carondelet Health Network facilities include Carondelet St. Mary's Hospital, Carondelet St. Joseph's Hospital, Carondelet Heart & Vascular Institute and Carondelet Neurological Institute on the campus of St. Joseph's Hospital in Tucson and Carondelet Holy Cross Hospital in Nogales, Arizona. Other Carondelet services include nearly fourteen Carondelet Medical Group primary care locations, three Carondelet Specialist Group offices, an ambulatory surgery center and various outpatient services. Carondelet Health Network is a ministry of Ascension Health, the nation's largest Catholic, nonprofit health care system. In Fiscal Year 2010, Carondelet provided nearly \$50 million (8.3 percent of its net revenue) in Community Benefit to improve the health of our community and increase access to health care. More information about Carondelet Health Network is available at www.carondelet.org.

Catholic Healthcare West

Catholic Healthcare West (CHW) operates a network of more than 40 acute-care facilities located in the California, Arizona and Nevada. Those facilities house about 8,800 acute care beds, as well as 1,000 skilled nursing beds. CHW provides home

health and hospice services through agencies in California and Nevada. It also operates emergency and specialty clinics, imaging centers, and medical labs, as well as managed care and wellness programs. More information on CHW can be found at www.chwhealth.org.

St. Joseph's Hospital and Medical Center

Located in Phoenix, Arizona, St. Joseph's Hospital and Medical Center is a 607-bed, not-for-profit hospital that provides a wide range of health, social and support services, with special advocacy for the poor and underserved. Founded in 1895 by the Sisters of Mercy, St. Joseph's was the first hospital in the Phoenix area. The hospital is part of Catholic Healthcare West. More information on St. Joseph's Hospital and Medical Center can be found at www.stjosephs-phx.org.

Schaller Anderson

Founded in 1986, Schaller Anderson and its affiliates provide management of Medicaid health care for more than one million members in 11 states--Arizona, California, Connecticut, Delaware, Indiana, Maryland, Missouri, New Hampshire, Pennsylvania and Texas. Initially a consulting firm, Schaller Anderson broadened its scope to include health plan administration. Today, Schaller Anderson offers management and consulting services to governments and private health care organizations nationwide. Schaller Anderson was acquired by Aetna in July of 2007 and became Aetna's national Medicaid platform. Aetna's Medicaid services/products nationwide are managed by Schaller Anderson which is based in Phoenix. More information about Schaller Anderson can be found at www.schalleranderson.com.

Aetna

Aetna offers a broad range of traditional and consumer-directed health insurance products and related services, including medical, pharmacy, dental, behavioral health, group life and disability plans, and medical management capabilities and health care management services for Medicaid plan. Publicly traded on the NYSE, Aetna covers approximately 18 million medical members, 14 million dental members and 9 million pharmacy members. Its Health Care division offers HMO, PPO, point of service (POS), health savings account (HSA), and traditional indemnity coverage, along with dental, vision, behavioral health, and Medicare plans, to groups and individuals. Aetna's Group Insurance segment sells life and disability insurance nationwide. And its Large Case Pensions segment offers pensions, annuities, and other retirement savings products. More information on Aetna is available at www.aetna.com.

Mission, Vision and Values

Our Mission

Southwest Catholic Health Network (SCHN) is a not-for-profit partnership sponsored by Carondelet Health Network and St. Joseph's Hospital & Medical Center, a Catholic Healthcare West facility. SCHN is committed to promoting and facilitating quality health care services with special concern for the values upheld in Catholic

social teaching, especially the preferential option for the poor and for persons with special needs.

Our Vision

SCHN will lead the transformation of the care delivery model by:

- Enhancing care coordination and collaboration across the continuum (Sponsors, SCHN, provider network).
- Enhancing health literacy and patients' accountability in their health.
- Seeks a long-term partnership with our provider network by offering effective and personalized services.
- Impacting the care and outcome of high risk/complex patients.
- Applying learnings and capabilities to other patient populations to improve community health outcomes.

Our Values

Passion: SCHN will pursue its mission with enthusiasm, optimism and diligence.

Stewardship: SCHN will act prudently, focusing on the interests of those we serve.

Teamwork: SCHN will collaborate with others to create exceptional results.

Advocacy: SCHN will work on behalf of the underserved to improve health outcomes.

II. COMMUNITY DESCRIPTION

Phoenix, Arizona, and the surrounding areas are called the Valley of the Sun for a reason. It has more than 300 sun-filled days a year and an average temperature of 72.6 degrees. The Phoenix metropolitan area covers more than 517 square miles and has a population of over 1.6 million, ranking it the fifth largest city in the country and the largest capital city in terms of population. The city is the anchor of the Phoenix metropolitan area, the 12th largest metro area by population in the United States with more than 4.3 million people.

Phoenix has plenty of offerings for primary and secondary education. There are 325 public schools in 30 school districts. The area is also home to more than 200 charter and private schools. Arizona State University is the main institution of higher education in the region and is currently one of the largest public universities in the U.S., with a 2007 student enrollment of 64,394. Other post-secondary institutions in the area are Thunderbird School of Global Management, ranked number 1 in international business; The Art Institute of Phoenix; Grand Canyon University; the headquarters of University of Phoenix; and numerous other colleges and universities.

The beautiful Sonoran Desert shares top billing as a world-class attraction along with the arts and cultural venues that make Phoenix a world-class destination. The city's extensive desert preserve system offers visitors easy access to the Sonoran Desert and its surprising biological diversity. Phoenix also offers the sports enthusiast a wide range of professional teams including the Arizona Diamondbacks, The Arizona Cardinals and the Phoenix

Suns. Phoenix is also in close proximity to world class skiing and excellent beaches in California and Mexico.

In Greater Phoenix, you'll find everything from world-class hotels and resorts and fine dining to exhilarating adventure, breath-taking golf courses, trendy shopping, modern nightlife and enriching culture.

For more information you can visit <http://www.phoenix.gov/>.

III. POSITION SUMMARY

Title: Chief Medical Officer

Reports to: Chief Executive Officer

Location: Phoenix, Arizona

The Chief Medical Officer (CMO) is the senior physician leader and chief medical spokesperson for Mercy Care Plan and an officer of the corporation. The CMO is responsible for leadership of strategic medical management activities which contribute to the performance of Mercy Care and promotes quality of care and efficacy for its members. These responsibilities include development and implementation of medical programs and policies; building strong relationships with providers and facilities, plan sponsors and regulatory agencies, operational efficiency and compliance, and acts as a key business partner in network development, product design, strategic planning and proposal development/customer retention. The CMO has responsibility and final authority for all medical and clinical quality decisions made within Mercy Care Plan. The CMO oversees approximately 200 employees (including seven physicians) through two direct reports - an Associate Chief Medical Officer and a Vice President of Medical Management.

This is a transformative leadership position which will play a critical role in the future direction and success of Mercy Care Plan and in its ability to fulfill its mission of helping people in need.

IV. DUTIES AND RESPONSIBILITIES

- Serves as the chief medical spokesperson for the organization, focusing on quality healthcare delivery, providing leadership for clinical thinking for the company.
- Builds strong relationships with and is visible to Arizona physicians and hospitals; represent Mercy Care Plan in the medical community.
- Provides clinical and business leadership in support of strategic objectives of Mercy Care Plan including proposal development and execution, client retention and working closely with partners/owners in Phoenix and Tucson.

- Responsible for the design and implementation of medical policies, programs, goals and objectives.
- Works closely with Aetna's corporate Medicaid medical leadership, Mercy Care Plan leadership, and Mercy Care Plan Vice President of Strategy and Business Development on health care reform and development/collaboration of medical homes, accountable care organizations and other initiatives.
- Provides professional leadership and direction to the functions within the Medical Management department. Develops, manages and builds teamwork among a diverse group of about 150 medical management professionals.
- Streamlines processes and efficiency within the Medical Management department.
- Sets clinical strategy in line with the overall company vision and continually monitors Mercy Care Plan's utilization policies to ensure the company stays current with changing local and national trends.
- Participates in evaluation of product design and its impact on quality, care and service.
- Determines departmental budget and staffing plans, assuring the adequate allocation of resources and ongoing expense management.
- Uses data analysis to identify opportunities for quality improvement and to positively influence practice patterns, plan sponsor trends or benefit plan designs.
- Monitors member, provider and employee satisfaction survey results and implements changes, ensuring overall client, member and employee satisfaction and appropriate level of service delivery.
- Participates in the development of strategic planning for existing and expanding business.
- Develops and improves tools to support and expand Aetna's medical management programs, addressing member needs across the continuum of care.
- Ensures rigorous, consistent and disciplined design and execution of medical management programs.
- Leads quality management activities at regional and market levels including those necessary to achieve NCQA and URAC accreditation.
- Ensures staff meets all regulatory and compliance requirements and comprehends and complies with best practices, professional standards, internal policies, and procedures.

- Works collaboratively with other functional areas that interface with medical management including provider relations, member services, sales, benefits and claims management, health care delivery, national medical services and national accounts.
- Acts as critical medical leader for external providers and plan sponsors - including regulatory and accrediting agencies - and community in general.

V. GOALS AND OBJECTIVES

Over the next 18 months the new Chief Medical Officer will:

- Establish him/herself as a trusted member of the Mercy Care Plan senior leadership team and build strong, collaborative relationships across the organization.
- Through personal contacts and outreach, build a strong knowledge base of and credibility with the providers in Arizona while strengthening productive relationships and identifying areas for improvement.
- Be recognized as a thought leader within the organization, the Board the provider community, consumers and other key stakeholders in regards to clinical quality.
- Partner with providers to successfully implement new programs under health care reform aimed at increasing clinical quality and effectiveness. Use metrics and analytics to measure success.
- Serve a key member of Mercy Care's leadership team in the successful retention of existing and development of new business.
- Streamline processes and increase efficiency within the Medical Management department. Demonstrate ability to lead and develop high performing workforce.
- Successful in meeting or exceeding establishing clinical metrics and compliance with regulations.

VI. CANDIDATE QUALIFICATIONS

The successful candidate will be a physician with four to six years of experience in medical management and policy implementation within a healthcare provider or managed care organization. Ideally they will have had at least three years of experience working in a Medicaid plan or with populations covered by Medicaid. S/he will possess demonstrated experience in creation and cultivation of relationships in the healthcare community; setting and execution of clinical strategy to support business objectives; and

a strong passion for mission-driven healthcare. The new Chief Medical Officer will ideally possess the following experience and personal characteristics:

Experience:

- Successful experience working within a large, multilevel organization either within a health plan or provider.
- Strong understanding of or experience with Medicaid required; long term care and Medicare preferred.
- Acting as a spokesperson for a reputable healthcare organization.
- Knowledge of various facets of healthcare systems including health plans, hospitals, other providers and government programs.
- Knowledge of plan products, applications, policies, procedures, systems, regulatory requirements preferred.
- Successful management of a staff of at least 50. Track record of implementing process improvement and bringing efficiency to a department and its procedures.
- In-depth knowledge in the principles and metrics of performance improvement.
- Broad clinical knowledge and track record of clinical excellence along with current knowledge of clinical concerns and issues.

Personal Characteristics:

- A desire to work in a mission-driven organization and passion for bringing change to the current state of healthcare.
- Strong spokesperson with the ability to effectively present information and interact with providers, members, government, and the general public. Top notch presentation skills.
- A proven, dynamic leader who is able to drive change through an organization. Excellent communication skills.
- 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.

- 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.
- An astute yet approachable leader; 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. A person who is collaborative in nature and works well as a member of a high performing team.