



Position Specification

Director of Business Development Network Health

Medford, MA

January 2012

Overview

Network Health is a health plan that provides access to high quality health care to low- and moderate-income residents of Massachusetts. Recently acquired by Tufts Health Plan, Network Health will continue to operate independently but now has the platform and support for significant diversification and expansion, both within and beyond Massachusetts. The newly-created Director of Business Development position will play a key role in developing, leading and implementing this strategic growth.

The Opportunity

This is an opportunity to help shape and lead business development and revenue diversification efforts for Network Health, a high-performing health plan poised for expansive growth. This newly created position will drive the development and execution of Network Health's growth agenda. The opportunity has multiple tracks, including:

- Developing the strategic framework, approaches, and processes for the business development function
- Leading assessment and prioritization of new business opportunities
- Directing efforts to acquire new business

The new business development function is in a building phase, and market opportunities abound. This opportunity reflects a unique time in the organization's evolution, converging on a particularly dynamic set of external opportunities. This Director will be one of the key architects of the effort to capitalize on the internal and external momentum. The Director will also be critical to helping the organization realize its vision by leveraging outstanding clinical and administrative operations and translating results into new opportunities.

The Organization

Network Health is a comprehensive health plan that has provided access to high-quality health care to Massachusetts residents with low and moderate incomes since 1997. Today they serve more than 200,000 members in more than 300 cities and towns, and partner with 20,000 primary care providers, specialists, hospitals, and community organizations throughout the Commonwealth of Massachusetts. See www.network-health.org.

Their mission is to improve the health and well-being of both their members and their diverse communities. To achieve this mission, Network Health's strategy is to be a high-value health plan, excelling in clinical quality and cost effectiveness. Network Health earned National Committee for Quality Assurance (NCQA) "Excellent" Health Plan Accreditation, NCQA's highest accreditation rating, for our Medicaid plan. Since 2010, they have been ranked a top-ten Medicaid health plan nationally, according to NCQA's Health Insurance Plan Rankings. Their integrated care management program has been nationally recognized, and their leadership team was named the top leadership team in health care in 2010 by HealthLeaders Media.

Network Health is a nonprofit, mission-driven health plan, yet we are highly competitive in terms of cost and quality. Their approach allows them to form long-term partnerships with state government that

they sustain through all types of local and national economic circumstances. Network Health's nonprofit roots are deep; they have a rich history of public service and provider partnerships. Network Health was founded as an operating division of Cambridge Health Alliance (CHA), an integrated community-based delivery system, to improve access to care for underserved populations through the operation of a managed care health plan. On November 1, 2011, Network Health was acquired by Tufts Associated Health Maintenance Organization, the parent organization of Tufts Health Plan (THP). THP is a nonprofit health plan nationally recognized for its commitment to providing innovative, high-quality health care coverage. With Network Health, THP serves nearly one million members and contracts with more than 25,000 physicians and 90 hospitals throughout Massachusetts, southern New Hampshire, and Rhode Island.

The Position

Reporting to the Chief Marketing Officer, the Director of Business Development will lead Network Health's efforts to position itself to effectively and strategically diversify its revenue sources both within and outside of Massachusetts. The Director will work to develop a framework to:

- Establish and standardize the business development function and process
- Utilize this process to identify and evaluate new business opportunities
- Conduct efforts to generate new revenue

The Director must then implement (and/or partner internally to implement) the new initiatives that result from these business development activities. The Director must establish and maintain mechanisms to balance reactive and proactive efforts, and manage the resources to secure appropriate expertise and necessary capacity. This position will require extensive hands-on strategizing, planning, budgeting and project implementation. Specific responsibilities include to:

- Help develop a vision and strategy for identifying, evaluating, securing, and implementing new business opportunities. Develop a framework and decision criteria (e.g., appropriateness, feasibility, impact) for new business opportunities, and organize cross-functional oversight structure and process for vetting new opportunities to determine which ones to pursue. Conduct analysis and review as needed, and partner with analytic resources within and outside of the company as appropriate.
- Proactively identify opportunities to diversify Network Health revenues. Analyze market needs and internal capabilities to help define new products, and research industry developments and opportunities within Massachusetts and in other states. Analyze market needs and opportunities; conduct market research as needed. Synthesize key findings and effectively communicate to internal audiences at all levels of the organization.
- Respond to opportunities that arise, including preparing and writing proposals and presentations, and securing and managing the internal and external resources needed to effectively respond. Meet all key milestones and deliverable dates.
- Represent Network Health externally to learn about opportunities, present Network Health, and build partnerships and working relationships with potential clients and partners. Identify and develop partnerships with key entities and leaders. Attend public forums and private meetings

as needed and present findings, developments, and themes from external forums in a clear and compelling manner to a variety of audiences.

- Research, negotiate with and select vendors and consultants to augment internal resources as needed for expertise and/or capacity.
- Lead preparation for and oversee market launches for new business opportunities. Partner with internal groups to ensure operational readiness.
- Deliver plans and budgets as part of annual planning process and on an ongoing basis as needed. Help lead planning, budgeting, and return on investment analyses as appropriate. Manage business development budget and partner with finance department on appropriate accounting methodologies.
- As needed, step into project management role to ensure project completion.

The Candidate

The right candidate will have strong overall business skills, and have a solid track record strong in business or program development. This Director must clearly be motivated to apply his or her business savvy in a mission-driven setting. Cross-functional project leadership/management experience is essential. He or she must have a farsighted vision into market trends and issues, and be able to identify – or perhaps guide creation of - future business development opportunities. The Director must be a tight partner with the Chief Marketing Officer. Health care background is preferred; Master's education is strongly valued. Other characteristics important for success in this role include:

- The ability to rapidly and effectively move between high level strategic and ground level tactical
- Emotional maturity and sound judgment
- Very strong interpersonal skills; builds relationships and partnerships naturally
- Energy and initiative; will not require close management
- A big-picture perspective, yet not at the expense of thoroughness and great attention to detail
- Hunger, ambition and drive... motivated to achieve, to succeed and to build
- Being a highly collaborative team player; takes an organizational, not an individual, view
- Remaining productive and composed under pressure
- The ability to multi-task and juggle priorities
- Being a good planner, able to plot the course to executing the ambitious business development agenda
- Reliably providing proactive communication, follow through and follow up
- Being flexible and adaptable enough to thrive in a fast paced environment
- Poise and presentation skills; can deal effectively at all levels, internally and externally

Critical Success Factors

It is hoped/expected that in the coming year this Director will be able to create a standard mechanism/template through which Network will consider (and in many cases, act on) new business

opportunities. It is also hoped that several new business opportunities will have been developed and acted upon.

Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to join a leading, well respected organization in a role that will develop and enhance new capability for the firm.

For More Information

Referral of prospective candidates and/or networking sources is welcome. Interested parties please send resume and cover letter to NetworkDirBusinessDevt2004@ZurickDavis.com. For additional questions please contact **Ellen Mahoney** or **Jeff Zegas** at 781.938.1975. All contact with our office will remain confidential.