

Position and Candidate Specification



Chief Executive Officer

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April 2022
Assignment: 53137-002

Aspire Health, owned jointly by Montage Health and Salinas Valley Memorial Healthcare System, provides better health by bringing together people, providers, payers and community partners to promote wellness and deliver the best possible care, service and value. The primary purpose of Aspire is to improve the health of the populations it serves by using the tools of population health (care management, disease management and addressing social determinants of health) and creating the right incentives to do so.

Included in Aspire Health is Aspire Health Plan ("Plan"), which is licensed by the California Department of Managed Health Care ("DMHC") as a Knox-Keene Health Care Service Plan, and has entered into a contract with the Centers for Medicare and Medicaid Service ("CMS") to be designated as a Medicare Advantage Plan. Over 700 physicians, all four Monterey County hospitals and other local healthcare providers are part of the Aspire Health Plan network across Monterey County. The Plan has a multidisciplinary team that manages healthcare benefit services for high-quality and cost-effective care delivery on behalf of the health plan sponsors it serves, whether that is the government (Medicare) in Monterey County or for commercial employers in the central coast region.

The Plan conducts business in three market segments:

- 1) A Medicare Advantage Plan, which includes Aspire Health Value (HMO), Aspire Health Advantage (HMO) and Aspire Health Plus (HMO-POS) Medicare Advantage plans. The Medicare Advantage Plan recently achieved a 4-star rating from CMS based on its HCAHPS scores.
- 2) A third-party administrator for two self-funded health plans for Montage Health and Salinas Valley Memorial Healthcare System employees.
- 3) The Plan has a small Anthem HMO that takes professional risk and plans to launch another commercial HMO product with Blue Shield in 2022.
- 4) The plan participates in two accountable care organization (ACO) contracts for a total of > 40,000 lives.

In addition to the health plan, Aspire Health offers population health programs and services to promote wellness, improve care and help lower healthcare costs for everyone in Monterey County. It helps people find solutions to overcome barriers to good health – financial, emotional behavioral and clinical — so they can be more active, independent and in control of their health. This program also helps communities in Monterey County address major health issues, such as diabetes, through coaching, care management and education.

KEY ASPIRE HEALTH PLAN (USA) FACTS

- Medicare Advantage Plan: 6,100 members
- Two employee sponsored health plans: 10,000 members
- Anthem HMO: 3,500
- Expected new Blue Shield HMO: 2,000 (first year)
- Anthem ACO: 25,000
- Blue Shield ACO: expected 12,000
- Montage Medical Group: 80 (23 PCPs)
- Salinas Valley Medical Clinic: 160 providers (40 PCPs)

The next CEO of Aspire will take on the role at an important point in the company's history. The specific challenges to be faced include the operating scale of a regional organization, achieving prudent profitable growth (especially in the MA space), working hand-in-hand with the joint owners and the increasing need to meet changing customer preferences.

Working closely with the board and joint venture partners, the new CEO will develop a strategy and operational plan that focuses on prudent profitable growth, being a "trusted ally" to the people the organization serves and maintaining strong relationships with the providers in the community.

Aspire seeks a proven leader with the intellectual prowess, professional experience and personal characteristics required to champion a strategic vision that will drive profitable growth, address the overall cost of care, improve health outcomes and improve the consumer experience. He or she will be a decisive leader who works towards consensus but has a bias for action and can make decisions quickly and with incomplete data. Aspire's next CEO will build on the organization's extraordinary strengths while addressing opportunities in a complex, changing and regulated healthcare environment.

The CEO will have leadership responsibility for all strategic, operational, financial, human capital and business-building aspects of the organization. This executive must have a passion for the mission of the organization. The CEO also must bring a highly developed, innovative outlook to the organization and be able to enhance and evolve a culture of leadership diversity, innovation and appropriate risk-taking.

The CEO will develop new talent while enhancing the capabilities of the current team to secure the organization's future. She or he also will ensure the optimal use of resources to provide high-quality insurance products and related services to the health plan's members.

The CEO's relationships with the company's many external stakeholders are critical, including customers, providers, brokers, regulators, and political and community leaders.

This position is located in Monterey, California.

KEY RELATIONSHIPS

Reports to Chief Executive Officer, Montage Health (solid line)
Chief Executive Officer, Salinas Valley Memorial Healthcare System (dotted line)
Aspire Health Board of Directors (dotted line)

Direct reports

- Chief Financial Officer
- Chief Medical Officer
- Executive in Residence, Performance Improvement
- VP/COO, Health Plan
- VP/COO, Population Health

- Other key relationships**
- Aspire Health Members
 - Montage Medical Group
 - Salinas Valley Medical Clinic
 - VP, Compliance
 - Government Agencies
 - Regulators
 - Brokers
 - Business and Community Partners

KEY RESPONSIBILITIES

Strategy

- Emphasize profitable growth and excellence in the delivery of the healthcare experience for members. Focus on strategic alignment and drive the culture of the organization towards execution of these strategies by instilling innovation and a strong bias for action.
- Determine a plan for strategic growth by focusing on innovation, product development and technological improvements.
- Continue to explore new ways to deliver care, to include partnerships with existing community resources, in order to move care to the setting that provides the best experience and lowest cost for each individual covered by Aspire.

Business Stewardship

- Sustain and build the financial viability of the company through achievement of business goals, stewardship of reserves and proactive risk management.

Operational Excellence

- Develop a near-term action plan for the organization to improve offerings, reduce costs, improve margins, and drive additional quality and business opportunities. Seek out partnerships or capabilities and build/buy as appropriate.

Stakeholder Management and Communications

- Build strong relationships with key stakeholders, including members, providers, the health systems and regulators.
- Demonstrate the willingness and political savvy to navigate complex relationships.
- Effectively and broadly communicate Aspire's plan, progress and commitment to its mission.

Leadership and Culture

- Internally, build consensus as well as a sense of urgency and commitment to the mission, vision and achievement of results. Act as a change agent within the organization.
- Mentor and develop the management team and ensure effective succession planning throughout the organization.
- Promote and enhance diversity, equity and inclusion among all members of the Aspire Health community.

DESIRED OUTCOMES

- Enhance and execute the strategic framework for the enterprise, focused on change management, innovation, and profitable growth. Establish alignment around the strategy, drive a sense of urgency and encourage a culture that supports revenue enhancements and cost savings.
- Enhance an innovative culture that leads to new ways of engaging employees, members, providers and other key constituents.
- Collaborate with IT, finance and decision support leaders to improve access to and quality/consistency of data and analytics to drive leadership decision-making and physician behavior change.
- Continue to promote a culture that deeply values teamwork and results; advance diversity by attracting, supporting and retaining individuals from historically underrepresented groups across all levels of Aspire Health.
- Establish a platform where innovation can be efficiently implemented and then quickly evaluated for effectiveness.

The CEO is responsible for setting the strategic vision for the health plan and ensuring successful execution of the strategy. He or she will drive profitable growth in the segments in which the plan already participates, and will evaluate entering new segments. The CEO will be the external face of the plan and will build and nurture trusted relationships. She or he will work collaboratively with physicians and other healthcare providers to continue Aspire's legacy of being a strong partner to providers, while providing members access to the best care possible.

IDEAL EXPERIENCE

Growth track record

History of implementing a growth agenda to deliver financial results through avenues such as product and care innovation, new business development or portfolio diversification. Specific experience managing the P&L of multiple insurance lines of business in areas such as commercial, individual, Medicare and Medicaid.

General management / P&L leadership

Proven track record of delivering results and leading a complex organization. Experience managing and overseeing a range of projects, with a particular ability to collaborate and influence across teams.

Financial savvy and data management skills

Experience analyzing a confluence of data and information to identify options and determine actions that optimize results.

Stakeholder management and credibility

Exposure to and experience working effectively with a wide array of stakeholders, and the ability to maintain a trusted reputation among them.

CRITICAL LEADERSHIP CAPABILITIES

Driving Results

- Reviews performance and progress on a regular basis through metrics and KPIs to ensure the team is achieving required results.
- Instills a sense of urgency in the team to deliver on goals.
- Works to overcome obstacles and/or plans for contingencies.
- Checks own and others' work against required quality standards and recalibrates as needed.

Acting Strategically

- Creates well-defined plans for own area or team that translate broader organizational goals into decisions or actions.
- Considers how critical issues will play out beyond the year.
- Thinks through the longer-term (3-5 year) implications of decisions and actions.
- Adjusts plans to take new information or events into account.

Collaborating and Influencing

- Identifies all necessary stakeholders and connects with them to gain support or agreement.
- Negotiates with a genuine give-and-take approach that takes all parties' perspectives into account.
- Takes advantage of opportunities to build strategic relationships in order to achieve specific outcomes.
- Engages others in open dialogue and adapts own influence approach to various stakeholders in ways that address their interests or concerns.
- Anticipates emerging or potential conflicts among all stakeholders and proactively addresses and resolves them.

OTHER PERSONAL CHARACTERISTICS

- Acts with integrity and honesty to safeguard against reputational risk.
- Humble, servant-leader mindset.
- Excellent communications skills.
- Confident but open to other perspectives.
- Mission- and community-minded.
- Resilient and perseverant.

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