



MASSACHUSETTS
Health & Hospital
ASSOCIATION

President and Chief Executive Officer

WITT / KIEFFER

Leaders Connecting Leaders

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This Leadership Profile is intended to provide information about Massachusetts Health and Hospital Association and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest.

Opportunity

The Massachusetts Health and Hospital Association (MHA) and its members are seeking a seasoned and dynamic leader to serve as the President and Chief Executive Officer (CEO) to provide overall leadership to the Association's staff, set the strategic direction and vision of the Association and ensure the effective operation of MHA and its subsidiaries. As MHA is recognized as an advocate for the collective interests of its member organizations, the President will focus on representing the membership and being attuned to every member, both in terms of their individual needs and the collective advocacy priorities.

With Massachusetts on the leading edge of healthcare reform, and members ranging from high quality critical access hospitals, post-acute organizations, and physician groups to some of the nation's pre-eminent teaching and research institutions, the President will be joining an Association that seeks to address the changing needs of healthcare systems as they transform to meet the new healthcare environment. Additionally, with consolidation and greater integration among health systems and physicians, he/she will ensure that MHA has a leadership role in the state and is expertly representing members during a critical time of industry change.

The President will lead MHA staff and members in a cohesive effort to develop policy and advocacy positions at both the state and federal levels that address the needs of their patients and caregivers. He/she must be a superb communicator with a passion for and ability to elevate a broader, more holistic conversation about healthcare issues including quality, behavioral health, payor/provider partnerships and the variety of factors that contribute to the total cost of healthcare and health of the population. She/he must create public and legislative awareness of the economic and social contributions of the hospital and healthcare industry and drive an agenda that MHA members and its most critical stakeholders will embrace, and that reinforces MHA's role as an active contributor and responsible citizen. The key to success for the President will lie in their ability to build relationships with a broad base of constituents with similar but not identical missions. To do this effectively, he/she must garner continued trust and respect among the staff, membership and external stakeholders (legislators, representatives of state government, business leaders, regulatory agencies, opinion leaders, etc.) The President will be a gifted and sensible coalition builder, capable of capitalizing on the similarities among the membership and rallying them around common strategies and messages that reinforce MHA being a credible and trusted thought leader on all healthcare issues.

He/she will be a transformative and innovative leader who will work closely with their staff, the Board, member organizations and others to further develop the strategic vision to achieve the organization's goals and objectives, and elevate MHA's critical role in the changing healthcare landscape. The President will be energized by the current challenges and complexity of healthcare reform, exhibit a passion for healthcare and the improvement of public health, have an affinity for the political process, and work collaboratively with member organizations to cultivate a trusting and cohesive relationship with key stakeholders in Massachusetts and with national policy leaders in Washington, D.C. Overall, this is an outstanding leadership opportunity for a talented leader who is passionate about shaping policy within a state where healthcare is among the most advanced and innovative in the nation. Bringing personal passion about healthcare is a critical element of the new leader's success.

Duties and Responsibilities

Within the limits of the bylaws and policies, the President and CEO is responsible for and has commensurate authority to effectively lead the MHA staff to accomplish the duties set forth below.

- Ensure the Chairman of the Board, Executive Committee, and Board of Trustees are kept fully informed on the conditions and operations of MHA and on all important factors influencing them.
- Formulate, plan and recommend policies and programs, including financial and budgeting programs for the approval of the Executive Committee and the Board of Trustees.
- Initiates, prepares, executes and evaluates the strategic plan/agenda for MHA in conjunction with the Board.
- Ensure the execution of all decisions of the Executive Committee and Board of Trustees and its duly constituted committees except when execution is otherwise specifically assigned for action by the Board of Trustees or its committees.
- Ensure that effective relationships with national, state and local associations, industry, government and other appropriate organizations are maintained and the position of MHA and its members is enhanced in accordance with the policies and objectives.
- Act as a lead advocate on behalf of MHA members at the state and federal levels. Maintain strong member relationships through regular interaction with the membership and represent the membership effectively to the legislature, the governor's office, state/federal regulatory agencies, and the media.
- Ensure the development of specific policies, procedures and programs to implement the general policies established by the Board of Trustees and its committees; ensure these policies, procedures and programs are effectively administered and controlled; and authorize all headquarters office policies.
- Responsible for the overall fiscal health of the Association. Develop, recommend, and upon Board approval, operate within an annual budget. Insure that all funds, physical assets, and other property of the Association are properly safeguarded and administered; assure effective and transparent reporting of financial and other key metrics to the board, government and other interested constituencies.
- Establish and maintain strong working relationships with the staff and continue to nurture and develop the team (as individuals and as a whole) in further solidifying their commitment to the mission and values of MHA.

- Direct and coordinate all approved programs, projects and major activities of the Association staff through the management team.
- Recruit, train and retain a staff that operates with the highest standards of member service, ethics and integrity, and fostering a culture of development throughout the organization and instilling a management system that offers clear goals and objectives and manages performance against the set goals.
- Work with the senior management team to provide for optimum organizational design and commensurate utilization of key staff throughout MHA and see that the organization is operated in a fiscally sound manner, staffed with competent people; that they are delegated authority and are compensated in accordance with the approved staff schedule; and that appropriate limitations of their authority are defined and understood with respect to policy, commitment, expenditures and action affecting personnel. Ensure staff assignments to councils and committees are adequate to provide support to the leaders of those groups.
- Provide overall direction/leadership for succession planning, staff development, performance standards, and compensation and benefits programs to MHA employees. Assure Human Resources practices and policies are in accordance with organizational culture and goals.
- Responsible for the approval of hiring of staff personnel, maintenance of salary administration procedures and approval of all promotions and terminations.
- Ensure continued development within MHA of staff standards of performance as related to programs designed to further the interests of the membership in the areas of the legislature, Congress, state and federal government agencies, public relations, and all special services and programs for the benefit of member hospitals and other healthcare providers.
- Execute such contracts and commitments as may be authorized by the Board of Trustees or established policies.
- Promote interest and active participation in all MHA activities among the membership, affiliated and related groups, and provide proper communication of activities of the Executive Committee and Board of Trustees through the communication function of the MHA.
- Carry out other general responsibilities as may be delegated by the Officers and Board of Trustees.
- Other duties as assigned.

Goals and Objectives – Measurements of Success

Over the next 12 to 18 months, demonstrated progress should be made in the following areas:

- Further the position of MHA and its members in the eyes of the legislature, administration, and the public as trusted and credible thought leaders in healthcare policy, patient safety and quality and healthcare reform.
- Drive all aspects of developing and achieving the organizations's strategic agenda in conjunction with the board. The CEO will provide the strategic leadership and vision for MHA that will even further mobilize, engage and support the members.
- With Massachusetts being one of the more evolved states with payment for performance and risk, strengthen a focus on health system, payor and physician alignment within the state; identify innovative programs and a common message and core strategy that all members can support.
- Gain and hold the respect of external stakeholders (legislators, representatives of state government, business leaders, regulatory agencies, opinion leaders, etc).
- Establish oneself as a talented coalition builder; develop and maintain relationships with related advocacy groups to strengthen MHA's leadership position. Develop partnerships with AHA, neighboring states associations and others that can further leverage resources and foster synergistic relationships.
- Further elevate MHA's role in shaping healthcare policy and the extent to which MHA impacts a broader conversation about healthcare, the factors driving the total cost of healthcare and how MHA and its members support the overall health of the citizens of Massachusetts. Deepen public awareness of the economic and social contributions of the hospital and healthcare industry at the state and local levels.
- Gain and hold the confidence and commitment of the membership, with an emphasis on consensus as an ideal goal, but not a requirement on each issue and policy decision. The CEO will ensure the stability of MHA's membership base, taking necessary steps to strengthen members' bond to the organization and expanding membership to those healthcare organizations not presently part of the current membership.
- Continue the strong communication between MHA and its members, paying particular attention to non-board members, all levels of members, and leaders in all geographic areas of Massachusetts.
- Evaluate MHA's management structure and identify opportunities/areas for growth and improvement, for continued success, and cost effective value to the membership. Provide direction, mentoring and development to the team, ensuring MHA has a cohesive, healthy, mutually supportive culture.

- Develop a strong rapport with staff and members; create a positive energy focused around mission and opportunity that the organization can fully embrace. Continue to nourish and model the behaviors that support MHA's member-centric culture.
- Provide effective oversight to the business affairs and operations of MHA. Continue to provide leadership and direction to MHA's array of programs and services; seek creative opportunities to develop and diversify revenue.

Candidate Qualifications and Skills

The ideal candidate will have the following professional qualifications and personal characteristics:

Experience

- Ten years minimum experience at the senior management level of a complex member organization, healthcare provider, healthcare policy organization or related entity. MHA will also consider strategic, innovative, senior-level leaders who possess a stellar track record of building coalitions among diverse stakeholders and experience shaping and driving a vision for an organization.
- Well-established advocacy experience and skills, with a personal track record of interacting regularly and effectively with local, state, and federal government officials, other healthcare organizations, and the media.
- Strong business and financial acumen: smart, intuitive, analytical and astute. He/she will have an entrepreneurial focus and a track record of identifying and prioritizing areas for growth.
- P & L experience of relevant scale to MHA.
- Extensive knowledge about healthcare delivery models including past, present and future.
- Demonstrated leadership experience of influencing and shaping conversations on complex issues among diverse stakeholders, as well as facilitating and coalescing groups around difficult issues.
- Should possess experience, or exposure to, working with a board.
- Fundamental understanding of policy issues faced by healthcare providers including quality and patient safety; technology; healthcare finance; collaboration with insurers; and workforce issues/trends with health system/physician alignment and healthcare

finance; regional compatibility (understanding and an appreciation for the unique nature and characteristics of Massachusetts healthcare organizations).

- A firm understanding of provider and payor risk arrangements.
- Demonstrated leadership skills with a track record of success in complex organizations.
- Development and implementation of strategic and operational plans.
- Directing, mentoring and empowering project teams involving multiple disciplines.

Personal Characteristics

- Excellent written and verbal communication (large groups, small gatherings or private conversations), negotiation, and listening skills; portray an articulate, professional demeanor.
- Character and integrity of the highest order; regarded as a leader and role model evoking high standards from staff.
- A role model for health and healthcare and willingness to be a visible spokesperson.
- Value-centered and passionate about MHA's mission; work with determination, drive and have a sense of humor; capable and oriented to be "on the road" to demonstrate a clear commitment to hearing the needs of members and being proactive in building and maintaining relationships.
- Strong intellectual curiosity, acumen and thoughtful decision-making.
- Interpersonally skilled: open, forthright, and approachable. Exemplifies what MHA and its members stand for.
- Effective team leader; develop others; delegate well and trust and develop subordinates; promote an environment of teamwork, accountability and high performance.
- Act as a change champion; leads the organization through change initiatives and encourage growth and innovation in meeting new challenges.
- A visionary with a clear idea about where the Association should be headed. Capable of seeing the value of new ideas. A person with the courage to stand by his/her convictions and ideas.
- Should be perceived as a non-biased individual who can develop consensus and build acceptance effectively among a diverse membership.

- Should be a coalition builder who is astute and politically effective. Should possess strong sales and promotion skills; one that can successfully communicate the value of MHA membership and build relationships.
- A capable educator, who will develop appropriate programs for internal and external stakeholders.
- Strong and humble leader.

Education

- A bachelor's degree is required; an advanced degree is strongly preferred. A candidate lacking an advanced degree will be considered if he/she has significant executive and advocacy experience.

Massachusetts Health and Hospital Association: An Overview

The Massachusetts Health and Hospital Association (MHA), headquartered in Burlington with a satellite office in Boston, advocates at the state and federal levels on behalf of its member hospitals, health systems, and group physician organizations. MHA serves as the unified voice of the provider community to articulate and advocate the concerns and positions of the membership on a wide range of healthcare issues to legislative, public and media constituencies. MHA also provides regulatory analysis, education programs, communications outreach and other services.

As the primary representative of the hospital community in the commonwealth, MHA plays a central role in influencing the public policy environment. Grounded in the principle that caring for people is the primary mission of its membership, MHA seeks to promote responsible public policy, encourage public accountability, and foster an appropriate balance between those who provide and those who pay for healthcare services.

MHA was founded more than 80 years ago in 1936 as the Massachusetts Hospital Association. In 2016, the members voted to change the Association's name to more appropriately reflect the changing face and broader mission of membership. In September 2016, the new and current name – Massachusetts Health and Hospital Association – was officially launched. The name reflects a more comprehensive umbrella of healthcare providers within an expanded membership base as well as a strategic outlook that has an enhanced focus on population health management and well-care in addition to traditional emergency and illness-care services.

Mission

To advance the health of individuals and communities by serving as the leading voice for all Massachusetts hospitals and healthcare systems and to help them provide high quality, cost-effective and accessible healthcare. To continue to fulfill this mission, the hospitals and health

systems of Massachusetts support a set of fundamental values and believe that the healthcare system must:

- Focus on the needs of patients and the health status of the community.
- Provide access to care for all members of society.
- Use resources wisely and support incentives for high-quality, cost-effective care.
- Work to continuously improve the quality of care.
- Be accountable for MHA's performance to the community.
- Fulfill healthcare needs through collaboration and partnerships.
- Support innovation and leadership in advancing the clinical process, new delivery models, and ways to lower cost and reconfigure capacity.

Membership

Currently more than 80 hospitals and health system members, as well as other interested healthcare stakeholders, comprise MHA's core membership and include:

- Acute care hospitals (community and academic medical centers)
- Non-acute care hospitals (long-term care, rehabilitation and behavioral health institutions)

MHA also offers several additional membership categories:

- More than 40 risk-sharing physician practices organized under MHA's Physician/Hospital Integration Collaborative (PHIC)
- Non-hospital healthcare providers such as senior living, palliative care and diagnostic / imaging companies
- Related organizations, such as pharma, technology, professional services firms, and other vendors to the healthcare sector
- Allied organizations, such as healthcare associations and professional societies

Governance

MHA carries out its mission under the guidance of a 30-member Board of Trustees primarily composed of member senior leaders who reflect a comprehensive and balanced cross-section of provider membership. These board members, most of whom serve three-year terms, are led by

an Executive Committee consisting of the seven corporate officers – Chair, Chair-Elect, Treasurer, Secretary, Immediate Past Chair, Past Chair Most Recently Retired, and President and CEO. The remaining board members, selected annually and eligible for re-appointment, chair the board's standing committees and advisory councils or are chosen for specific expertise or perspectives which are useful to the board's development of strategy, policy and direction – more specifically, individuals representing business perspectives, community/population health, a non-hospital based physician or academic, and hospital trustees.

Priorities

To accomplish its mission, MHA has three main areas for strategic priorities:

- Policy and Advocacy
- Information, Communication and Education
- Healthcare Quality & Patient Safety Improvement

Policy and Advocacy: As the primary representative of the hospital and healthcare community in Massachusetts, MHA plays a central role in influencing the public policy environment. MHA seeks to foster an appropriate balance between those who provide and those who pay for healthcare services. At the state and federal levels, MHA represents the collective interests of its members on issues that affect patient care, teaching, and research. These issues include finance and reimbursement, legal, government regulation, managed care and insurance, clinical practice, and others.

Information, Communication and Education: MHA serves as a clearinghouse for strategic information and perspectives on the healthcare environment in Massachusetts and beyond.

Healthcare Quality & Patient Safety Improvement: MHA works with its members and other allied organizations to promote high standards and improvement in quality and patient safety in healthcare delivery. In partnership with a number of national organizations, MHA leads a number of statewide initiatives and collaboratives to prevent patient harm and reduce readmissions as well as promote and support the healthcare workforce. Such forums that advance this include MHA's Clinical Issues Advisory Council and Physician Leadership Council that provide perspective on issues to MHA's Board of Trustees, staff and members.

Revenue, Products and Services

MHA has an annual operating budget of \$12M derived primarily from member dues. In addition, the association derives revenue through several other products and services including:

- **MHA Conference Center:** Located within the Burlington facility, the Conference Center is a state-of-the-art corporate conference center and dining café located on the first floor with additional meeting rooms available on the second floor. Rental options are available for member and non-member business events and can accommodate up to 125 people.

- **Educational Programs:** MHA's Education Department coordinates more than 50 events each year providing leading edge informational and professional development programs for healthcare providers of all levels – executive, clinical and administrative. Signature annual events include the Annual Meeting, Mid-Winter Leadership Forum, Women in Leadership Conference, HR Labor Forum, Emergency Medicine Conference and Real Estate and Construction Forum. Events are open to members and non-members and generate more than \$1M annually. In addition, corporate sponsorships are made available for a variety of support levels.
- **Massachusetts Healthcare Leadership College (MHLC):** A partnership between MHA and renowned leadership development organizations to provide an intensive 10-month program for C-suite members to elevate their executive leadership skills for CEO preparedness or enhance their own contributions to their current organizations.
- **Massachusetts Hospital Research and Education Association, Inc. (MHREA):** A non-profit 501 (c)(3) organization that provides assistance to healthcare providers through research in the development of delivery modalities that provide high quality, cost-effective, and accessible healthcare. Projects have included workforce development and clinical performance improvement such as reducing inpatient harm and cutting readmissions. MHA manages program activities and monitors all related progress of the projects and grants.
- **MHA Solutions:** A wholly-owned insurance subsidiary, MHA Solutions is a full-service brokerage and consulting firm offering property, casualty and employee benefits expertise for commercial and personal clients.
- **Affinity Products and Programs:** MHA occasionally partners with other organizations whose product and/or program delivers value to members and aligns with the mission of MHA or complements its priorities. As part of these partnerships, MHA will seek revenue arrangements to offset member dues such as an existing partnership with Novaseek Research that provides a mutually beneficial opportunity for participating members to provide specimen materials for research.

For additional information on MHA, please visit <http://www.mhalink.org/>

Timeline and Interview Process

The timeline and interview dates for candidates have been outlined as follows:

- Paper presentation of qualified candidates to the Search Committee by Witt/Kieffer is scheduled for mid July.
- First Round Interview dates are scheduled for early August.
- Finalist/Second Round Interview date will be scheduled for mid to late August.

Selected candidates should plan to hold the above dates in the event they are invited to participate in the interview process.

Procedure for Candidacy

Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted electronically to the executive search consultants supporting the Massachusetts Health and Hospital Association in this search to:

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The Massachusetts Health and Hospital Association values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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