



575 MARKET STREET, SUITE 600  
SAN FRANCISCO, CA 94105

OFFICE 415.281.8660  
FACSIMILE 415.520.0927

**PRESIDENT & CEO  
PACIFIC BUSINESS GROUP ON HEALTH**

June 2018

**THE ORGANIZATION**

The Pacific Business Group on Health (“PBGH”) is an action-oriented 501c(3) non-profit organization focused on improving health outcomes, experience and affordability for consumers and purchasers across the United States. Since 1989, PBGH has distinguished itself as a national healthcare innovator driven by some of the most influential purchasers of healthcare in the country, including Boeing, Intel, CalPERS and Walmart.

To achieve its vision for transformational change, PBGH uses purchaser leverage to help create effective systems and markets that continuously improve health outcomes, value and patient experience and which will lead to a high-value U.S. healthcare system. PBGH’s 65 members collectively spend \$40 billion a year providing healthcare coverage to more than 10 million employees, retirees, and dependents. Its members include private sector employers and public purchasers, enabling multi-sector alignment and spread of innovation and best practices. With roots as a regional business coalition, PBGH’s membership now includes purchasers from around the U.S. with national work forces and national goals for healthcare improvement.

PBGH employs a comprehensive set of strategies to transform the healthcare system for consumers and purchasers, including: spreading purchasing innovations, redesigning care, accelerating transparency and actionable information and influencing national and state health policy. This approach reflects our belief that healthcare system transformation occurs when multiple change strategies are used in concert and in partnership with other healthcare stakeholders. PBGH is widely recognized for implementation of new, disruptive ideas. For example, PBGH implemented the first public website with individual physician quality ratings and was an early designer and implementer of intensive outpatient care programs for medically and socially complex patients.

Design and implementation of these and other PBGH strategies are supported by a staff of innovative healthcare professionals, a committed Board of Directors, and an engaged group of purchaser Members. Our Members form the foundation for PBGH’s influence and action that enables transformational change in the healthcare system.

PBGH’s programs are currently anchored in 4 areas:

1. **Spreading Purchasing Innovations.** PBGH helps employers who purchase healthcare for their employees and retirees to identify and implement purchasing innovations that improve outcomes while moderating cost. These efforts include a focus on supporting purchasers, both commercial and government, to implement innovative payment mechanisms based upon demonstrated value. PBGH supports healthcare purchasers and its Members through

technical assistance, peer-to-peer sharing of innovations, and collaborative efforts to implement purchasing innovations at scale. PBGH programs include efforts to optimize the design and effectiveness of Accountable Care Organizations and bundled payments, including direct arrangements between purchasers and care systems. We work closely with regional and national business coalitions to disseminate innovations and to support healthcare improvement across the country.

2. **Redesigning Care.** PBGH works side-by-side with clinicians to foster innovative ideas; redesign how care is delivered; align payment with optimal care design; and support providers to deliver high-value care. PBGH programs provide care management for high-need high-cost patients (those with multiple serious chronic conditions); spread best practices for common care episodes (e.g., maternity); and train primary care providers on high-quality, patient-centered care, preventing patients from receiving duplicate services, and reducing unnecessary visits to hospitals and emergency rooms (e.g., a 4-year CMS TCPI grant to transform primary care practices and outcomes).
3. **Accelerating Transparency and Actionable Information.** PBGH advances the ability and incentives for providers, purchasers, health plans, and consumers to access and use data for providing, choosing and paying for better care. PBGH programs include efforts to provide practitioners with patients' assessment of their care experience and to move patient-reported outcome measures from concept to implementation.
4. **Influencing Policy.** PBGH works to align public policies to improve care, moderate costs, and ensure a sustainable healthcare system. PBGH policy programs include efforts to identify and disseminate policy recommendations, including use of measures to support value-based delivery and payment, data transparency, and fostering of competitive markets.

PBGH applies these approaches to key patient populations and issues such as high-intensity episodes of care (e.g., maternity, joint replacement), the medically complex, pharmacy, and mental health. PBGH seeks to continuously identify and implement innovative approaches, and an incoming President & CEO should expect to refine and strengthen the organization's programmatic portfolio on an ongoing basis.

## THE POSITION

With the upcoming retirement of its current President & CEO, PBGH is seeking a new President & CEO to lead PBGH into its next era of impact, innovation, and purchaser action. The new CEO is expected to build on the organization's strong history of purchaser collaboration and action, engage with providers to align care models with payment incentives, and improve healthcare marketplaces through improved quality and cost measures, payment reform, and policy supports.

The PBGH President & CEO provides strategic leadership, management and overall direction for PBGH. He/she establishes, communicates, and implements a strategic vision for PBGH while ensuring a high-performing organization with highly engaged staff and robust financial health.

He/she serves as a voice for PBGH Members and advances the priorities and innovations of private and public purchasers nationally. He/she translates purchaser priorities into innovative on-the-ground programs that leverage the collective influence of purchasers and other healthcare

stakeholders. The President & CEO leads overall PBGH business development and fundraising, ensuring that PBGH's strategic priorities are properly funded and that the organization maintains robust financial health and sustainability. He/she is a strong people leader who leverages the energy, ideas, and commitment of PBGH staff and ensures high levels of staff engagement and satisfaction.

The President & CEO collaborates with PBGH Members and other healthcare purchasers, foundations and other funders, association leaders, provider leaders, policymakers, health plans, and other healthcare stakeholders to advance shared goals. He/she will hold and leverage leadership positions in national healthcare initiatives that enable PBGH to magnify its purchaser voice and will help lead high-impact national and/or regional initiatives.

The President & CEO reports to the PBGH Board of Directors, elected from among the PBGH Member Representatives.

## **THE ROLE**

### **Market Innovation and Leadership**

PBGH has often convened leading purchasers, providers, payors, and other stakeholders to design initiatives that promote payment, system and care innovations. PBGH has also led the practical implementation of innovations in care redesign (e.g., the Intensive Outpatient Care Program), purchasing (e.g., Employers Centers of Excellence Network), and measurement (e.g., California's patient satisfaction assessment survey).

The new President & CEO will support PBGH's growing role as a catalyst and implementation leader for positive impact on the healthcare system for the country at large.

### **Strategy Leadership and Impact**

The President & CEO will collaborate with the PBGH Board, Members, and staff to create and implement effective strategies to achieve PBGH's vision and mission. The President & CEO will provide inspirational leadership to internal staff and external stakeholders, ensuring alignment, enthusiasm and commitment to PBGH's vision and strategies. He/she is accountable for ensuring that PBGH strategies are designed and implemented to achieve measurable impacts on health outcomes, experience, and affordability.

He/she will support PBGH staff in translating PBGH strategies into effective program designs and their implementation; identify emerging program opportunities and build staff capabilities to address them; and launch/lead select programs in high-priority areas for PBGH or in areas of his/her subject matter expertise.

### **External Influence and Voice**

The President & CEO will be an active and visible representative of purchaser perspectives with health plans, providers, national/state policymakers, industry partners, healthcare entrepreneurs, and other business coalitions. He/she will advance PBGH Member and purchaser priorities, ideas and models nationally; represent purchaser perspectives through public speaking, writing, and

participation in policymaking bodies; and encourage healthcare stakeholders to adopt PBGH strategies and models through policy, payment, and delivery system change.

### **Support and Engage Members as Leading Healthcare Purchasers**

PBGH's influence and impact derive from the engagement, ideas, and action of its Members and other healthcare purchasers. The President & CEO will engage regularly with PBGH Members, ensuring that PBGH strategies and programs are aligned with member priorities. He/she will work closely with Members to understand their needs and to ensure they receive high value from their PBGH Membership. He/she will lead PBGH in scaling purchaser innovations and effective models in partnership with PBGH Members and other purchasers, including CMS and Medicaid.

### **Organizational and People Leadership**

The President & CEO is accountable for PBGH's financial health, staff engagement and satisfaction, and operational efficiency and effectiveness. He/she will collaborate with the PBGH Board of Directors, ensuring effective governance and organizational compliance with relevant regulations and legal requirements consistent with PBGH's 501(c)3 tax status and good corporate citizenship.

He/she will provide PBGH staff with a compelling strategic direction and vision for measurable impact; cultivate a work culture and environment which results in high levels of employee engagement and satisfaction; create an inclusive and collaborative work environment in which staff input is used to maximize impact and organizational health; and ensure the professional and skill development of senior management and all staff.

### **Business Development and Fundraising**

The President & CEO leads overall PBGH business development and fundraising, ensuring that PBGH's strategic priorities are well-funded and that the organization maintains strong financial health and sustainability.

He/she communicates proactively and effectively with potential funders including government, foundation, employers, and industry partners. He/she continuously evaluates and adapts the PBGH business model to support current strategies and the external funding environment.

## **CANDIDATE PROFILE**

### **Demonstrated Expertise**

- A persuasive leader and motivator who embraces the mission of PBGH and supports its multi-faceted change approach/levers.
- Forward-thinking healthcare leader and strategist well-versed in a broad suite of change levers for creating high-value healthcare systems.
- Change-maker and strategic influencer, with demonstrated ability to advance ideas to consensus and implementation.
- Credible thought leader with robust track record of national influence and impact or comparable history with state-level policy influence.
- Skilled external influencer, with experience in communicating effectively with media. Viewed as providing compelling and credible perspectives to external audiences.

- Demonstrated innovator, with demonstration of curating and advancing innovation leading to measurable impact.
- Subject matter expertise and leadership in a field of current or future relevance to PBGH’s mission and impact.
- 5+ years as an organizational executive, with ultimate accountability for revenue generation, strategy, impact, and overall organizational health.
- 5+ years of effective and collaborative partnership with a governing board.
- Experience in working with private and public purchasers and in advancing purchaser-led strategies, with a working knowledge of the design and operations of employer-sponsored health insurance.
- Experience and success in working collaboratively with diverse healthcare stakeholders (e.g., providers, policymakers) on high-impact projects.
- Skilled fundraiser, with a track record of fundraising from diverse sources (e.g., government, private philanthropy, industry). Experience in earned revenue business development preferred.

### **Demonstrated Competencies**

- Demonstrated deep understanding of the U.S. healthcare system, including healthcare purchasing, delivery, measurement and improvement, and policy. A robust understanding of healthcare financing and payment is essential.
- Exceptional verbal and written communication skills, with the ability to both inspire around a vision and to communicate a concrete path to implement that vision. Accomplished public speaker within a variety of settings and audiences.
- Superior people leadership skills with a track record of mentorship and high levels of team engagement and satisfaction. Strong demonstrated belief in the value and importance of input and ideas from all levels and roles within an organization.
- Exceptional integrity and a strong sense of humility.
- Congenial and collaborative internal and external leader.
- Ability and enthusiasm for adapting to rapidly changing external conditions and opportunities.
- Entrepreneurial, with demonstrated expertise in building new programs and ventures.
- Strong financial and business acumen.

Minimum of a master’s degree in business, health administration, medicine/nursing, healthcare operations, or a related field.

### **COMPENSATION**

PBGH offers a competitive salary, including year-end bonus potential, a contributory retirement plan, and comprehensive benefits.

For more information, please visit [www.pbgh.org](http://www.pbgh.org).