Leadership Profile

Executive Director, Managed Care and Payer Relations

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This Leadership Profile is intended to provide information about this Executive Director and RPCI. It is designed to assist qualified individuals in assessing their interest.
An Overview of Roswell Park Cancer Institute

Roswell Park Cancer Institute (RPCI) in Buffalo, New York is one of the nation’s leading comprehensive cancer and research centers. It was founded in 1898 by Dr. Roswell Park and was among the first five centers in the nation to receive NCI designation in 1974. RPCI is dedicated to Phase I research studies and is a member of the prestigious National Comprehensive Cancer Network. Committing the infrastructure, intellectual capital, and necessary resources to convert its scientific discoveries into products and applications, RPCI has established 13 biotech spin-off companies and formed strategic partnerships with investigators and centers throughout the United States and world.

Roswell Park’s main campus occupies 25 acres in downtown Buffalo and consists of the main hospital, ambulatory clinics, physician offices, and numerous basic science and clinical research buildings. In total there are 15 buildings and approximately 2 million square feet of space, 60% of which has undergone major renovation or has been newly built since 1998. In addition, there are ambulatory patient care centers in the suburban locations of Amherst and Cayuga. RPCI also has clinical affiliations with several community oncology practices and two hospitals in the region.

RPCI is ranked among the nation’s top cancer hospitals by U.S. News & World Report. They have 3,263 employees that include 299 faculty members and 627 nurses. With approximately 33,946 patients under their care, RPCI’s scope of influence is represented by 44 U.S. states and five foreign countries. RPCI Hospital is licensed for 133 beds and there were over 215,424 patient encounters in their clinics last year. It is the only NCI designated Comprehensive Cancer Center in upstate New York.

RPCI is a member of the Buffalo Niagara Medical Campus which brings together nine healthcare and medical research institutions that collaborate to advance education, research, patient care, and the commercialization of scientific discoveries. Other members of the Buffalo Niagara
Medical Campus include: The University of Buffalo, Hauptman-Woodward Medical Research Institute for Structural Biology, Buffalo General Hospital, Buffalo Hearing and Speech Center, Buffalo Medical Group, The Center for Hospice and Palliative Care, Olmstead Center for Sight, and the Upstate New York Transplant Service.

Over the last decade, RPCI has undergone major growth. More than 1,000 new jobs have been added, making RPCI one of Western New York’s top 20 employers. In the clinical environment, RPCI has set itself apart as a leader in surgical robotics, vitamin D research, immunotherapy and vaccine therapy, studies targeting tumor microenvironment, cancer prevention, and the development and testing of new agents and technologies. In 2014, this level of commitment to cutting edge research resulted in external grants and contracts totaling more than $83 million that supported 529 research projects.

In addition to its clinical work and research, RPCI is a major education partner. RPCI trains the next generation of oncology physicians and researchers in partnership with the State University of New York at Buffalo. Each year, RPCI educates over 50 oncology fellows, 60 postdoctoral research fellows, and 114 graduate students (including 90 doctoral candidates and 24 master’s students). This education effort makes RPCI one of the largest specialty programs of its kind in the nation.

Construction is currently in process on the brand new, state-of-the-art, 11-story Clinical Sciences Center, marking the first new construction at Roswell Park since 2007 and the first clinical expansion since 1998. The 142,000 square foot facility will be located at the corner of Michigan and Carlton Streets and will offer enhanced clinical care resources to help RPCI save more lives and find cures for cancer. Among the expansion highlights the state-of-the-art facility will feature are a Breast Center featuring an Expanded Mammography Center with the capacity to conduct 10,000 additional mammograms annually, a New Chemo-Infusion Clinic, an Adolescent and Young Adult Clinic, a Patient Education and Survivorship Programs to reach patients, caregivers, and family members, and office facilities and space for clinician-scientists to analyze data from their clinical studies.

The innovative quality of their faculty's research has earned Roswell Park Cancer Institute a place among the National Cancer Institute’s top grantees. Some of their extraordinary marks of distinction are mentioned below:

- RPCI initiated the nation’s first chemotherapy research program.
- RPCI developed the PSA test for prostate-cancer screening.
- RPCI developed photodynamic therapy (PDT), approved by the FDA for the treatment of esophageal cancer, non-small cell lung cancer, and precancerous lesions in patients with Barrett’s esophagus. RPCI is now developing the second generation of PDT drugs.
• RPCI geneticists created the gene library used to map and sequence the human genome. An RPCI geneticist was part of the research team involved in the international effort.

• RPCI was named to The Leapfrog Group’s annual Top Hospitals list for a third consecutive year. One of only three National Cancer Institute-designated comprehensive cancer centers in New York State, RPCI was the only New York facility to be named a Leapfrog Top Hospital for 2012.

• For the third consecutive year, outcomes for patients receiving blood and marrow transplants through the Blood and Marrow Transplant Program at RPCI were among the best in the nation. The latest report compiled by the Center for International Blood and Marrow Transplant Research (CIBMTR) put RPCI in the top 6% of U.S. centers performing allogeneic blood and marrow transplants, based on patient survival rates.

• RPCI was once again counted among the Best Places to Work in Academia. The 2012 Best Places list was compiled by The Scientist from its 10th annual survey of full-time life scientists working in academic or noncommercial research institutions. RPCI was honored with the number 20 spot on this year’s list which is available in the magazine’s August issue. Roswell Park, the feature notes, is "among the oldest and most time-honored centers" for cancer research.

• RPCI has maintained full Joint Commission accreditation with the Gold Seal of Approval. The Institute also maintains Quality Oncology Practice Initiative (QOPI) Certification. In addition to these certifications, RPCI participates in the American College of Surgeons Survey as well as the American Cancer Society’s National Surgical Quality Improvement Program.

### Roswell Park’s Mission, Vision, and Values

**Mission:** To understand, prevent, and cure cancer.

**Vision:** To position Roswell Park among the top 10 of the Nation’s leading cancer centers.

**Values:** Core values reflect what is most true and important to us as an organization. These are values that have shaped us and will continue to – they do not change given circumstances or time but rather are consistent throughout our mission areas. Roswell Park is a special place to work and the staff and faculty who live these values have made it so. These values will guide and power our personal and collective actions and enable future successes on behalf of individuals and the world.

- **Innovation:** We are driven to provide care that cures and comforts, research that informs the world, and education that enlightens and enables future generations. We proudly stand on our rich history and use it as a platform from which to embrace discovery and change.

- **Integrity:** We are committed to making each decision, whether related to patient care, research, education or administration, based on standards that are thoughtful, informed, honest, transparent when appropriate and always respectful of privacy.
➢ **Teamwork:** We value and encourage the viewpoints and constructive opinions of all people and disciplines and recognize that all contributions strengthen the results we achieve, the value we provide, the actions we take and the team we strive to be.

➢ **Commitment:** We are devoted to achieving extraordinary progress on behalf of those we serve; patients and families who come to us during times of great need, scientists and clinicians who wish to collaborate, students seeking education, the science of cancer that awaits our contributions, and the community that deserves strong stewardship and economic leadership.

➢ **Compassion and Respect:** We are enriched by the diverse cultures, needs, and expectations of our coworkers and of the communities we serve. It is our privilege and responsibility to appreciate these differences as we establish research goals, develop care plans, and interact with one another.

For additional information on Roswell Park Cancer Institute, please visit: [www.roswellpark.org](http://www.roswellpark.org)
The Role:  Executive Director, Managed Care & Payer Relations

The Executive Director, Managed Care & Payer Relations is responsible for the analysis, contract negotiation, data management, implementation, contract maintenance, and problem resolution of all hospital services and physician/clinical practice plan service related contracts with commercial and Medicare and Medicaid payers relating to services provided by Roswell Park Cancer Institute and all of their entities and affiliates. The Executive Director will be aware of the regional managed care market conditions, as well as the national trends in the cancer care arena and ensure that RPCI is best positioned given the environment.

The position will report directly to the Vice President of Finance & Payer Relations. Titles of the direct reports to this role are:

- Administrator, Managed Care Operations
- Managed Care Analyst (2)

The Executive Director will serve as an internal consultant and advisor to the Vice President of Finance & Payer Relations, colleagues, and the leadership team, collaborating on organizational planning and implementation of the managed care strategic, operational, and service design for the organization while supporting/designing value based purchasing, risk, and any key insurance/managed care network relationships. He/she will be responsible for monitoring all aspects of the managed care department and services delivered.

Below are the key duties and responsibilities for this role.

- Negotiating contracts with payers including financials, terms, and conditions for RPCI and the Clinical Practice Plan.
- Overseeing and participating in negotiations with payers for services provided by the Center for Personalized Medicine.
- Continuing the development and execution of the Institute’s strategy around alternative reimbursement models in collaboration with local, regional and national payers and other constituents.
- Coordinating the maintenance of the Institute’s value proposition to payers, providers and other stakeholders.
- Building relationships with payers to encourage innovative and dynamic program development and collaborations.
- Establishing criteria for selecting new payers with whom to contract.
- Serving as primary contact with payers on all aspects of contract implementation including provider relations, provider education, reporting requirements, credentialing and joint marketing.
- Serving as primary Institute authority on all aspects of payer contracts including provider participation, legal issues, marketing efforts, payer and internal reporting and financial status.
• Serving as the expert on payers who offer or intend to offer managed care insurance plans in the area and those who contract for specialty cancer related services on a regional or national basis.

• Maintaining payer contract files, as well as maintaining and establishing a database which lists payer contracts and a summary of key elements.

• Working collaboratively on business development efforts and acquisition strategy.

• Assisting in staff education and development relating to managed care and outreach activities.

• Maintaining an appropriate Managed Care dashboard.

• Negotiating reasonable authorization requirements for services provided at RPCI.

• Assisting in improving access to the Institute and its providers in raising awareness about the importance of customer service to all to ensure success in a managed care environment.

• Participating on and/or chairing Executive search committees.

• Working closely and respectfully with medical staff leadership on matters related to Managed Care.

• Serving on external Executive and Leadership Councils.

• Participating in Strategic Planning initiatives as appropriate.

• Serving as the advisor on managed care, market, payers, and outreach issues as needed.
Qualifications for the Ideal Candidate

The section below outlines the qualifications and selection criteria for the ideal candidate for the Executive Director of Managed Care and Payer Relations position.

**Education**
- Bachelor’s degree in a business, finance, insurance or related field required.
- Master’s degree in Business Administration, Finance, Healthcare Administration, or related field preferred.

**Experience**
- Seven or more years experience in a related field within a health system environment or managed care related entity such as an HMO, ACO, or clinically integrated network required. Experience in an organization where oncology or cancer care services is a strong service line would be strongly preferred.
- Previous experience in managed care contracting, negotiation and implementation in both provider and setting is essential.
- Experience with non fee-based contract components such as capitation or other risk, pay for performance, or related value based language would be of very strong interest.
- A team player who has worked in a similar sized health system with both hospital and physician services components is essential.
- Working innovatively with potential partners to create new ways to develop business and enhance revenue.
- Experience working collaboratively with physicians and developing strong physician relationships.
- Knowledge of Medicare and their payment methodology is required.
- Ability to analyze and quantify complex sets of both hard and soft data.
- Knowledge of healthcare industry, hospital systems, and managed care concepts.
- Experience on both the provider and payer side would be a plus.
- Demonstrated successful experience in contract negotiations, particularly reflecting creativity in negotiating complex managed care contracts and understanding the nuances of contract language.
- Experience in networking with health systems, appropriate associations, and payer organization regionally and nationally to be kept abreast of new concepts, trends, and best practices.

**Personal Characteristics**
- Excellent interpersonal, motivational, organizational, and communication skills required.
- Strong, well-developed negotiating and problem-solving skills.
• Someone with an innovative style that creates new ways to develop business and enhance revenue.
• Has the ability to create and/or maintain positive relationships within other departments in the hospital.
• Has high energy level with an assertive, straightforward ‘can-do’ style and has a good sense of humor.
• Excellent written and verbal communication skills and has the ability to manage up and communicate to a broader audience.
• A team player that is insightful and reads interpersonal relationships well.
• The ability to identify issues and problems; can proactively implement strategies and resolutions in a logical and timely manner.
• He/she should have a passion for customer service and a commitment to service excellence.
• A high level of honesty and integrity.

Critical Abilities for Success

**Analytical Thinking:** Approaching a problem by using a logical, systematic, sequential approach. Must have strong analytical and deduction skills. A recognized problem-solver with a history of building a best-in-class department. Intellectual capacity to assess complicated processes and to devise creative solutions that will enhance performance.

**Strategic Thinking:** Analyzing the organization’s competitive position by considering the market and industry trends, existing and potential customers (internal and/or external), and Institute strengths and weaknesses.

**Managing Change:** Demonstrating support for organizational changes needed to improve the Institute’s effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

**Building Collaborative Relationships:** The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

**Results Orientation:** Focusing on the desired end result of one’s own or one’s unit’s work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them. Exceptional leadership skill with a record of building a strong, results-oriented team that will achieve and sustain performance momentum and excel in a performance-driven environment.

**Fostering Innovation:** Developing, sponsoring or supporting the introduction of new and improved methods, products, procedures, or technologies.
Opportunities and Expectations for Leadership

During the first 12 to 18 months of his/her tenure, the Executive Director of Managed Care and Payer Relations will be expected to achieve the following:

- Earn the trust and establish credibility among system leadership, finance division staff and leaders, and other key staff within RPCI and affiliates.
- Gain an understanding of the vision and goals for RPCI and the managed care strategies they have followed. Get to know the key constituents both internally and externally within their managed care/insurance partners. Develop relationships with local/regional and national managed care company leaders and representatives.
- Over the next year and a half, see that the revenue for the system and related entities are improving based upon negotiated rates and payment methodologies.
- Working with the Vice President of Finance, develop a strategy that fits the needs of RPCI that includes value based and/or other components. See that there are contracts in place with key payers.
- One of the future strategies for RPCI will be to develop and implement Clinical Pathways for treatment of cancer diseases. Become a key part of this team and identify opportunities to build awareness of the success of these programs to attract business development opportunities among regional or national payers.
- Become highly involved and active within finance and managed care. Assist in developing a strategy to effectively place RPCI into a clinically integrated network or ACO that meet the needs of the providers and population in the region.
- Put into place an effective and reliable system/process to monitor payments to ensure compliance with contract language.
- Develop a close relationship with the revenue cycle team. Assist in systems/processes to maximize payments and optimize revenue streams.
Procedure for Candidacy

Please direct all nominations and inquiries/resumes to David Boggs or Melinda Morton, preferably via e-mail, to:

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