Confidential Position Specification

# Healthix

## President and Chief Executive Officer



October 2018

## CONFIDENTIAL POSITION SPECIFICATION

| Position | President and Chief Executive Officer |
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| Company | Healthix |
| Location | New York, New York |
| Reporting Relationship | The President and Chief Executive Officer will report to the Healthix Board of Directors |
| Website | http://healthix.org |

## ORGANIZATION BACKGROUND

Healthix is the largest public health information exchange (HIE) in the nation, maintaining health records of over 16 million people and serving a comprehensive range of healthcare organizations across New York City and Long Island. Participant organizations include hospitals and health systems, provider practices, behavioral health organizations, long-term and sub-acute care organizations, health plans, other public HIEs, and private HIEs (Members). Healthix is one of 8 public HIEs in the Statewide Health Information Network for NY (SHIN-NY), connecting hundreds of organizations that operate more than 1,500 facilities. Healthix is a not-for-profit HIE regulated and funded by the New York State Department of Health (NYS DOH) and is a key component of the SHIN-NY, which is managed by the New York eHealth Collaborative (NYeC), the state-designated entity for HIE. The organization has approximately 60 FTEs with an operating budget of $18 million.

With patient consent, Healthix delivers actionable patient information, in real time, at the point of care. By using Healthix, clinicians and care coordinators from different organizations can easily and securely collaborate on patient care using Healthix tools and services. Healthix supports healthcare providers, health plans, and public health departments in analyzing and improving population health across the region. The result: Healthix delivers New York's most complete patient data at the point of care and for population management.

One of Healthix's primary focus areas is to continuously increase the breadth, depth and quality of data it receives from its Members to enable more comprehensive support for treatment, care management, population health and analytics in value-based payment programs, including the Delivery System Reform Incentive Payment (DSRIP) program for beneficiaries in NYS Medicaid. This is a high priority of NYS DOH, which establishes annual performance metrics as a condition of funding Healthix and the other HIEs in the SHIN-NY.

**Mission**
Healthix facilitates the coordination of care and secure exchange of patient information among disparate providers to improve clinical outcomes, promote efficiency and reduce healthcare costs, while operating as a Qualified Entity of the SHIN-NY.

**Services**
The broad scope of Healthix services helps participant organizations improve the patient experience and manage population health while realizing greater efficiency and improving care. Healthix provides the following services:

- **Data Exchange**:  Healthix data is updated with each patient encounter, providing a more complete picture of a patient's health.  Data is further enhanced as practitioners and Participating Organizations contribute more and more data.  Healthix currently collects and exchanges information on over thirty key data elements, including demographics, allergies, medications, lab results, etc.

- **Patient Record Search**:  Healthix is a gateway to the relevant, real-time patient data, whether in an emergency or as part of a value-based payment program for care coordination. Healthix offers a variety of solutions for integration with and connection to disparate systems – from utilizing the most current HIE standards to simple flat file integration.  Members can access data through the Healthix portal, by seamless integration with their EHRs, and by importing CCD or C-CDA documents from Healthix into their EHR, analytics, and care management systems.

- **Clinical Alert Notifications**:  Healthix provides real-time, automated alerts for a wide range of clinical events, including hospital and skilled nursing facility admissions and discharges, incarceration and release from incarceration, changes in clinical conditions and more.  This enables providers and care managers to intervene at key points in the patient's healthcare.

- **Direct Messaging**:  Healthix provides secure, HIPAA-compliant messaging that enables clinicians to communicate directly through the Healthix Clinical Message Center.

- **Predictive Analytics**:  Healthix provides predictive analytics that use a sophisticated algorithm applied across all data sources in the HIE to predict which patients are at risk of becoming ill.  In addition to helping improve clinical outcomes, Healthix utilizes predictive analytics and applies it to the entire Healthix database to identify health trends, promote population health and target specific conditions to protect those most vulnerable.

- **Research Support**:  Healthix works with respected leaders of the healthcare community to support research in medical informatics, population and public health and clinical domains.  Healthix leverages data in the HIE to advance research aimed at improving health.

- **Supporting Features**:  Healthix gives Members the tools to effectively administer patient care from a range of data sources.  Healthix is an expert at integrating diverse clinical information systems, commonly used EHRs, and care management systems to streamline the user experience so that Member organizations can improve patient care while realizing greater efficiency.

- **Public and Population Health Support**:  Healthix is working closely with several organizations across the state, including the NYS DOH, to facilitate information exchange that leads to improved patient care. Healthix transforms patient data into actionable intelligence that can help Healthix Members anticipate and mitigate chronic health problems within the communities they serve.

- **EHR Hub Model Integration**:  Healthix works closely with many EHR vendors through hosted exchange platforms or "Hubs". This model enables Healthix to connect to the EHR's Hub to easily exchange data with multiple practices and healthcare organizations that use that EHR. This dramatically reduces the time, cost and effort for a practice to connect to Healthix.

## THE OPPORTUNITY

The President and Chief Executive Officer (CEO) will provide the day-to-day operational and strategic leadership of Healthix. With full P&L accountability of the $18 million budget, the CEO will be charged with ensuring the organization creates meaningful and sustainable value to its Members, patients, state, and payers, such that Healthix becomes an indispensable part of delivering healthcare in New York.  This also includes delivering against the revenue and expense targets set in the annual plan, increasing Membership and overall connectivity, and understanding current and potential future revenue sources for long-term sustainability.

The new leader is expected to bring strategic vision, market expertise, and new perspectives to Healthix.  S/he will formulate practical strategies and programs and stay focused on delivering meaningful results to the Members of Healthix.

The CEO will lead an organization of approximately 60 employees.  Building on the foundation that has already been created for the technology, infrastructure, and connectivity, s/he will be charged with creating increased and measurable value for all Members as well as the NYS DOH.  Ultimately, the CEO will be expected to drive the growth and ensure long-term sustainability of Healthix.

The CEO will be expected to work very closely with executive leadership of Members to understand their strategic priorities and foster an awareness and increased utilization of Healthix's current capabilities to support those goals and to facilitate the design and deployment of new solutions to meet the needs of its Members and stakeholders. A highly visible role both internally and externally, the CEO will communicate regularly with all key stakeholders.  This includes but is not limited to: Members of the Board of Directors; senior executives in Member organizations; the SHIN-NY; the NYS DOH; the NYeC; and the Health Departments of New York City and Nassau and Suffolk Counties.

## KEY RESPONSIBILITIES

The CEO will have a broad set of responsibilities that includes organizational leadership and management of the entire organization and its 60+ full time staff to accomplish the goals of Healthix. This includes not only focusing on the near-term goals of successful achievement of performance goals established under Healthix's funding contract with NYS DOH and administered by NYeC, but also establishing a vision for long-term sustainability.

Reporting directly to the Board of Directors, the CEO is responsible for collaborating with and being responsive to the Board's direction and leadership in executing the strategic priorities for Healthix. The CEO works closely with Board leaders on key issues impacting the organization and its Members, including response to federal/regulatory changes and key relationships with all key stakeholders. Responsibilities supporting these goals include the following:

**Strategy and Vision:**

- Establish a clear vision aligned with organization values and mission; set specific challenging yet achievable objectives and action plans; motivate others to balance Member and stakeholder needs, budgets, and business success; challenge self and others to look to the future to create quality services and solutions.

- Work toward increased adoption of Healthix services and platform, continuing to grow well beyond the exchange of basic information.

- Develop a campaign to increase adoption and overall utilization to drive value creation, increased usability, and overall sustainability.

- Develop, communicate, and execute strategic and operational strategy and performance.

**Financial:**

- Work with Board and leadership to develop a plan to consistently meet necessary goals for state funding.

- Build a roadmap for long-term sustainability that takes into the account the possibility of diminishing state funding in future years:
  - Increase efforts to become independently financially viable/sustainable and generate revenue for Healthix in new and creative ways within the constraints of the HIE framework.
  - Bring awareness of the present legal structure but be prepared and ready to advocate for change as needed and appropriate.

**Stakeholder Management:**

- Cultivate and maintain strong relationships with many different stakeholders, sometimes with conflicting priorities. These include, but are not limited to Board, Members, potential future Members, payers/plans, patients, physicians, other RHIOs, NYS DOH, and SHIN-NY.

- Expand and incorporate additional and non-traditional stakeholders to work toward increasing usable information and closing gaps of care (e.g., social services, behavioral health).

- Drive cross-functional support and lead work required to achieve business results. This leader is a key contributor to strategy, growth, culture, and execution.

- Drive Healthix involvement and representation at Executive meetings and Industry conferences. This includes meetings of the Board of Directors and its subcommittees and other meetings and events, as applicable.

- Establish relationships with executives and business liaisons at Member organizations to understand their strategic priorities and their resulting needs for health information exchange.

- Strategize with Member executives on how best to leverage Healthix services for their engagement in DSRIP and other value-based programs.

- Represent Member organizations with the product development teams at Healthix and with technology partners to influence product development and resource allocation.

- Recommend work processes within Member organizations that are both effective and ensure compliance with Healthix policy, including patient consent, user authorization and training, security controls, etc.

- Drive process for regular communications to stakeholders and other interested parties. Communications efforts include but are not limited to posting information on *Healthix.org*; attending appropriate community events; and targeted email campaigns in the form of press releases and newsletters, social media, member notifications and authorized user communications.

- Outreach to legislators and regulators as needed.

**Member and Patient Engagement and Expansion:**

- Ensure Healthix has a strategy and plan to outreach to patients and consumers to engage them in the value of Healthix and encourage them to provide consent to their providers and health plans; grow vision and mission with both a patient- and provider-centered approach.

- Ensure Healthix has a strategy and vision for outreach to healthcare providers of all types, IPAs/ACOs, health plans, public health authorities, community-based organizations, and other organizations eligible to participate in Healthix:

    o Recruit new prospects to become Healthix Members and define the level of integration and services they will receive.

    o Establish targets for the number and types of organizations to recruit to Healthix each year and report those metrics on behalf of Healthix.

    o Execute contract Agreements with at least the number of organizations specified in the annual targets.

    o Drive participation in incentive programs (Data Exchange Incentive Program) on behalf of the NYS DOH and its agent, the New York eHealth Collaborative.

    o Partner with professional associations in support of Members.

**Operations:**

- Create a culture focused on Members receiving world-class and indispensable service in every phase of their Healthix relationship, from initial implementation to rollout to ongoing use of data and support.

- Constantly strive to improve adoption and usability of Healthix provided data, through defining operational metrics, regular review of metrics, and development of appropriate remediation activity as required. Work to incorporate Healthix data and information seamlessly into standard clinician workflows and established sources of key information (e.g., EHR).

- Balance short-term execution of daily, weekly, and monthly tasks with building the required infrastructure to support future growth. Analyze operational practices for effectiveness and practicality while influencing a culture that is innovative in the approach to solutions.

- Ensure that Healthix, its Members, and all stakeholders comply with all compliance policies established by law and regulation, in particular Healthix Policy (which implements the Policies and Procedures for Privacy and Security of the SHIN-NY, established by NYS DOH); audit Healthix staff and Members for compliance (Patient Consent, User Authorization, etc.).

- Ensure data integrity, data protection, and data governance are key foundations of future plans within Healthix.

- Continue to work toward sharing and processing data in a way that improves analytics capabilities and enables the ability to seamlessly integrate into established workflows. Integrate into future population health and value-based care initiatives.

**People:**

- Develop an organization that attracts, selects, and retains high-caliber, diverse talent that is able to successfully achieve or exceed business goals.

- Build a cohesive team that works well together.
- Drive a culture of proactive customer service and teamwork.
- Create a best-in-class work environment.

## PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The CEO will be a proven healthcare executive with natural leadership abilities. The successful candidate will be an executive-level leader, with the professional experience and competencies to lead an innovative, complex organization in this dynamic healthcare environment. S/he will possess the leadership skills and the financial, strategic, and political acumen to lead an organization of similar scope and complexity.

A strong understanding of the healthcare industry is required, especially on the current trends and the future direction of this rapidly changing industry. The new CEO will bring a passion around the impact healthcare data can have upon clinical workflow, access, and overall quality within the industry.

An understanding of the NY state healthcare market is preferred. The successful candidate's experience may come from a variety of roles and organizations across the healthcare ecosystem. Healthcare technology experience and/or direct experience working with healthcare information/data exchange is ideal. While not required, clinical background would be advantageous. Experience and knowledge base regarding data governance and data privacy policies/issues is desired.

The incoming leader will be a change agent capable of building both a Member-focused and patient-focused culture and an environment of customer excellence. The CEO will be passionate about impacting healthcare as well as exceeding stakeholder expectations. S/he will bring a results orientation and will demonstrate a wide range of experience, skills, and capabilities to move Healthix forward in this changing healthcare landscape.

The successful candidate will bring both a highly strategic and day-to-day operations orientation and must be able to effectively evangelize the vision both internally and externally. This candidate will bring P&L management experience of a company or business unit.

The CEO must be immediately recognizable as a leader, possessing strong communication, presentation, written, and interpersonal skills. S/he will bring strong leadership skills and team-building excellence.

The CEO will be able to develop hands-on insight into Member business and clinical/patient issues and should become sought after by Members as a trusted advisor/business partner. In addition, the CEO will bring the following attributes, skills, and experience:

- A clear track record of success as a leader.
- A clear track record for building and sustaining successful relationships with many different stakeholders, including a focus on Member and stakeholder satisfaction.
- An effective consensus builder; ability to foster a high level of Member engagement while balancing input from a diverse constituency.
- Strategic vision; objective/critical analytical skills.
- A strategic thinker with sound judgment and decision-making capability who has developed broad solution strategies and implemented a significant plan with exceptional execution.

- Strategic leader of an organization with a strong advocacy/government relations role. Familiar with federal regulatory and legislative affairs is a plus.

- A strong ability to multi-task and accomplish differing goals at once with limited resources; creative problem-solving abilities.

- High integrity to make sound business decisions for the organization.

- Open and receptive to appropriate change; possesses the ability to manage and shift priorities as required and to incorporate new approaches in support of changing organizational needs; encompasses the learning agility and flexibility needed to adapt to a dynamic, changing environment.

- A successful track record of implementing a strategic plan that has been forged in collaboration with a Board.

- Strong communications ability, both internally and externally, with a wide variety of individuals to ensure that their needs are being met and the reputation of the organization is enhanced; generates enthusiasm, credibility and commitment; genuine; empathetic; trusting.

- An effective delegator who builds trust and collaborative relationships with their staff while ensuring accountability for results.

- A successful track record for attracting, retaining, and developing a highly effective, empowered staff and leadership team and fostering a collaborative, respectful working environment.

- Working knowledge of health care delivery, financing and policy, information technology, and quality.

- Effective decision maker; open to differing points of view, data-driven, fair, and communicative about rationale for decisions.

- High energy and results-oriented.

## EDUCATION

Bachelor's Degree required; Advanced degree preferred.

## COMPENSATION

An attractive compensation package comprised of base salary, annual performance bonus, full benefits and relocation (if necessary), has been created to attract outstanding candidates.

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