KAISER FOUNDATION HEALTH PLAN  
JOB PROFILE

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<th>Position Title:</th>
<th>East Coast Director, HealthWorks &amp; Workforce Health</th>
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<td>Division</td>
<td>Marketing, Program Offices</td>
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<tr>
<td>Date</td>
<td>September, 2013</td>
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<td>Reports to</td>
<td>Senior Director of HealthWorks</td>
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COMPANY PROFILE

At approximately $50 billion in revenues, Kaiser Foundation Health Plan and Hospitals (KFHP/H) is America’s largest not-for-profit health maintenance organization. Named after Henry Kaiser, the company has grown from a 12-bed hospital into an integrated health delivery system serving 8.7+ million members in nine states and the District of Columbia.

Kaiser Permanente operates in eight regions covering Northern California, Southern California, Colorado, Georgia, Hawaii, Ohio, Northwest (Oregon and Washington), and Mid-Atlantic States (Maryland, Virginia, and the District of Columbia). Care to Kaiser Permanente health plan members is provided primarily through Kaiser owned and operated hospitals (37), medical clinics, and over 15,000 physicians who are partners or employees of the Permanente Medical Groups. There are some 168,000 employees nationwide. Kaiser Permanente is nationally and internationally recognized for providing innovative, high quality, coordinated, evidence-based health care. A significant volume of services in several regions is also provided through contracted networks of community hospitals, physicians, and other providers.

Kaiser Permanente’s eight regions are made up of separate, but closely cooperating organizations. These organizations are:

- Kaiser Foundation Health Plans (KFHP): A non-profit, public-benefit corporation that contracts with individuals and groups to provide HMO and other health benefit plans. KFHP contracts with Kaiser Foundation Hospitals and medical groups to provide services.

- Kaiser Foundation Hospitals (KFH): A non-profit, public-benefit corporation that owns and operates hospitals in California, Oregon, and Hawaii; owns outpatient facilities in all states where they do business; provides or arranges hospital services; and sponsors charitable, educational, and research activities.

- Permanente Medical Groups (PMG): Partnerships or professional corporations of physicians – one in each Kaiser Permanente region. The full responsibility for providing and arranging necessary medical care is assumed in each Region by the Permanente Medical Groups.
Kaiser Permanente has a long-standing and strong commitment to its employees and to organized labor. The Labor Management Partnership (LMP) involves KP’s collaboration with over 30 local and eight international unions representing approximately 90,000 KP employees. The LMP is the largest labor management partnership in the U.S. and involves commitments to the collective pursuit of employment security, quality care and service, and organizational performance.

**PURPOSE OF POSITION**

By operating and owning its own hospitals and medical facilities and employing its physicians and medical care staff directly, Kaiser Permanente can deliver a distinct value proposition to its member patient and customers that other health plans and/or hospital organizations cannot. This value can best be summarized in Kaiser Permanente brand: Thrive; in which the delivery focus of the entire organization – both health plan design and care delivery – can be measured through the total health and productivity of its member patients and the contributions they make back to their workforce, the communities in which they live and their own social groups.

Improving health and workforce productivity is at the core of KP’s value proposition. The purpose of this position reflects the importance of developing the messages, tools and offerings to position KP to better tell its value story to current and prospective employer customers.

In collaboration and partnership with Senior Executives in the Health Plan, Hospital and PMG, this Director position will be leading a team responsible for bringing to market a “Total Health and Productivity” approach and product portfolio. The outcome will be a positioning of KP in the market as the trusted partner that improves the health and wellness of our customers in a measurable way. This position will be accountable for setting and executing the workforce health strategy in the Mid-Atlantic States (MAS) and Georgia (GA) Regions of KP, aligning with key internal stakeholders, and managing HealthWorks market facing teams.

The Director will:

- Provide oversight for all elements of the market facing workforce health programs and accountable for the Regional HealthWorks teams to grow workforce health market strategies essential to KP’s revenue, membership and margin goals.
- Partner with Sales & Account Management in each region to advance the workforce health strategy. Provide direct customer facing consultation around workforce health to key customers. Provide analytical/strategic-thinking and leadership skills that enable teams to: 1) isolate customer business issues; 2) design and execute analytics for studying business issues; 3) bring content expertise (Wellness Programs) to customers and sales and account management; 4) vet findings and make formal recommendations to senior levels of KP leadership; 5) review/approve/implement strategic recommendations.
- Manage market facing HealthWorks Consultants in both regions whose work includes goals around customer engagement, strategies to achieve membership and or customer satisfaction, and competitive intelligence insights. Select, develop, onboard, evaluate,
coach, and advise HealthWorks personnel in each region, including those with dotted line relationships.

- Ensure both MAS and GA Regions have a strong infrastructure to support the go to market strategies. This includes deploying nationally developed HealthWorks programs and products and the ability to customize an offering to meet a customer’s need.
- Create, implement, and manage a process for implementation of large, complex account specific programs. Programs will likely include both standard and non-standard products and services.
- Create and implement with Account Management a robust book of business review and targeting process.
- Create and implement tracking and measurement of program impacts, including use of case studies.
- Collaborate with Senior Leadership in each Region to identify future needs in the Total Health and Productivity space and proactively deliver market based product solutions that meet or exceed marketplace demands.
- Lead a team comprised of cross-functional health plan and medical group professionals that defines the thinking around the approach to this work, sponsors, initiates and acts as the “sponsor group” for cross-functional program and product introductions in the MAS and GA Regions.
- Partner with the regional medical groups to redefine roles of Health Educators and Physician Ambassadors in their consultation and support around workforce health.
- Drive change through influence, to lead cross-functional implementation teams, to identify emerging market opportunities before they have emerged and to position KP to succeed in those market opportunities as they are emerging.
- Keep up to date with the latest industry trends on workforce health, value-based benefits, and other trends in this area to help advance the national HealthWorks strategy.

FREEDOM TO ACT AND/OR PROBLEM SOLVING RESPONSIBILITY

The Leader drives the long-range strategy and the day-to-day change agenda for the Healthworks and Product Innovation Consulting & Customer Support for the Mid-Atlantic States and Georgia regions of KP. He or she makes daily decisions regarding customer priorities. He or she builds and leads teams to enact HealthWorks and Wellness strategy. He or she also represents HealthWorks & Product Innovation to internal MAS / GA organizations, including: Sales & Account Management, Health Education, Marketing, Information Technology, Permanente Medical Group, Finance, Underwriting, Vendors / Suppliers, and Human Resources.

He or she provides expert guidance to Sr. Leadership regarding major project and transformation initiatives. The incumbent in this position makes recommendations to Sr. Leadership to coordinate or consolidate similar projects and budgets, and to discontinue unaligned projects. The Leader holds accountability for assuring that all key initiatives remain aligned and on schedule. To do so, he or she must routinely address complex organizational problems and provide solutions that move the change agenda forward within the context of the organization’s strategy, resources and culture.

POSITION SUMMARY
Market Facing Consultation for wellness and market facing team leadership

- Works to develop scope of work for team, sequencing, defining Health Works value proposition, setting strategic and business direction, context & priorities for the team.
- Provides oversight, coaching & guidance to market facing staff
- Directly consults with customers in the market to help advise and develop wellness approaches, including carrying a set amount of clients personally
- Accountable for the entire book of business of Healthworks customers (includes carrying personal client load as well as providing oversight to the Healthworks consultants)
- Arranges for key stakeholders to interact with customers as appropriate (PMG, Health Ed, clinical staff)
- Partners with Regional and National Health Plan Leadership, Sales and Account Management, Marketing and Products to interpret, analyze and address key business issues and questions.
- Provide operational management: accountable for the budget and resource viability of area of responsibility.
- Recommend organization/business performance metrics and act when needed.
- Review and recommend policies to achieve customer and KP goals.
- Review and recommend direction on continuous quality improvement programs.
- Oversight into how the investment fund dollars are allocated

Employer Wellness strategy and infrastructure

- Influence Marketing, Sales, and Business Development (MSBD) executive leaders and line of business directors to develop strategic product plans that enable membership growth and retention while managing risk.
- Lead Health Plan and Permanente groups to “bring the voice of the market” into the strategic decision making process. May engage in market facing, customer engagement meetings to discern whether a given market opportunity fits with Kaiser Permanente’s strategic direction.
- Maintains and deploys program and product work deployed from program office, working to ensure minimal customization of standard products and collateral
- Maintains and manages results of wellness efforts with clients

Contribute to National Healthworks development

- Provide Regional input into product development and promotions collateral

Other duties as assigned

- Based on needs of the Regional and National goals, lead additional work to contribute to regional strategy.

REQUIREMENTS

Education and Experience

- Bachelor’s degree required; Master’s in Business Administration, Organizational Sciences or related degree preferred.
Minimum: Ten (10) - twelve (12) years of content/functional experience and three (3) - five (5) years of management experience OR Master's degree and five (5) plus years of experience

Preferred: at least ten (10) years of content/functional experience, and five (5) years of management experience

**Functional Knowledge and Skills**

- Demonstrated consultative selling skills with external clients through either direct experience or training.
- Demonstrated ability to lead and coach market facing staff in order to deliver best outcomes for the customers and for KP
- Demonstrated leadership in team building, influence, driving for results, communication, conflict resolution and motivational skills. Ability to negotiate, convince and lobby for ideas for the region amidst competing priorities.
- Strong analytical, critical thinking, and execution skills
- Successful experience in the leadership, coordination and management of large initiatives, including the change management capability to deliver a successfully aligned outcome in a large complex matrixed organization (multi-regional or multi-product).
- Knowledge of the U.S. Health Care industry including familiarity with the sale and distribution of health benefit products and programs. A clear understanding of the forces that influence change in the Health Benefits market and the ability to define the business strategy implications of these changes.
- Demonstrated client management skills resulting in high satisfaction levels (both internal and external clients)
- Demonstrated ability to influence and motivate interdisciplinary teams and individuals who do not report directly to the Leader.
  - A positive and optimistic leadership style that is maintained despite tight deadlines and competing priorities.
  - Clear and effectively written and verbal communication skills. Able to clearly and quickly communicate complex subjects and issues to a broad range of audiences and to tailor communications and presentations to meet the audience needs.
- Requires the ability to change the thinking of, or gain acceptance from, others in sensitive situations, without damage to the relationship.
- Requires the persuasion, presentation and/or negotiation of functional strategies, philosophies, policies, and/or opinions in order to substantially impact the function.
- Regularly interacts with management or executive levels on matters concerning functional areas, multiple regions and/or customers.

**Technical Skills**

- Proficient at user level for voice, data and systems technology commonly found in the workplace (MS Office Suite, voicemail, email, web conferencing, etc.)
- Highly proficient in influence, negotiation, building business cases that demonstrate a return and versed in product marketing and change management practices.

**COMPLIANCE & INTEGRITY**
Consistently supports compliance and the Principles of Responsibility (Kaiser Permanente’s Code of Conduct) by maintaining the privacy and confidentiality of information, protecting the assets of the organization, acting with ethics and integrity, reporting non-compliance, and adhering to applicable federal, state and local laws and regulations, accreditation and licensure requirements (if applicable), and Kaiser Permanente’s policies and procedures.

Models and reinforces ethical behavior in self and others in accordance to the Principles of Responsibility; adheres to organizational policies and guidelines; supports compliance initiatives; maintains confidences; admits mistakes; conducts business with honesty; shows consistency in words and actions; follows through on commitments.

All Directors, Managers and Supervisors are accountable for communication, implementation, enforcement, monitoring and oversight of compliance policies and practices in their departments.

**SERVICE & QUALITY**
In addition to defined technical requirements, accountable for consistently demonstrating service behaviors and principles defined by the Kaiser Permanente Service Quality Credo, the KP Mission as well as specific departmental/organizational initiatives. Also accountable for consistently demonstrating the knowledge, skills, abilities, and behaviors necessary to provide superior and culturally sensitive service to each other, to our members, and to purchasers, contracted providers and vendors.

**WORKPLACE SAFETY**
In addition to defined working conditions and physical requirements, employees are accountable for working safely; following established policies & procedures; utilizing all designated protective personal equipment (PPE) and/or safety equipment assigned for task; and reporting all injuries and hazards to their supervisor immediately.

Supervisors and Managers are accountable for ensuring the safety performance of employees; applying consistent practices in compliance with federal, state and local regulations; providing guidance to maintain a safe and healthy work environment.

**DISCLAIMER**
The above statements are intended to describe the general nature and level of work being performed by incumbents assigned to this job. This is not intended to be an exhaustive list of all the responsibilities, duties and skills required. The time devoted to the activities listed may be changed and other duties may be assigned.
ADDENDUM

KEY LEADERSHIP COMPETENCIES:

Exhibits behavior at the functional leader level (Level 4) of the following leadership success factors:

- **Strategic/Systems Thinking**: Uses understanding of complex internal and external variables to formulate work unit strategy (3+ years) in support of organizational strategy.
- **Service Orientation**: Develops long term strategies and balances resources across a market/service area specifically designed to enhance member/customer satisfaction.
- **Decisiveness**: Uses understanding of key business goals and strategies to make decisions that address key business threats and opportunities.
- **Communication**: Tailors communication style to engage audience and convey the rationale for decisions. Translates aspirations and strategy into action steps and creates commitment to the plan.
- **Influence**: Builds organization-wide relationships to move initiatives forward and positions ideas to enhance likelihood for success.
- **Team Focus**: Models collaboration in building plans and strategies to enhance organizational clarity. Adapts management style to enable optimal team performance.
- **Change Leadership**: Sustains long-term change process (3+ years), building commitment by explicitly laying out a clear change road map and monitoring progress.
- **Partnership**: Strategically partners across areas, entities, and functions and with Labor to achieve long-term performance goals and re-allocates resources as needed; works to achieve “win-win” solutions to achieve outcomes; holds others accountable for developing and maintaining partnerships.
- **Results Orientation**: Takes calculated risks after making fact-based decisions to improve organizational performance. Tracks and measures results against external best practices.
- **Confidence/Initiative**: Acts on a 3+ year planning horizon to pursue challenging opportunities that will directly impact market/service area results.
- **Reward/Recognition**: Establishes and maintains a culture that values accomplishment and effort.
- **Cultural Competence**: Strategically builds a diverse employee base and creates services to enhance ability to serve diverse local populations.
- **Develops Others**: Develops a personal coaching/mentoring relationship with future leaders and delegates key initiatives to accelerate their growth.
- **Personal Development**: Actively seeks and accepts challenging opportunities that will help meet identified developmental needs.