



**An Invitation to Apply
For the Position of**

**President
Blue Cross Blue Shield Massachusetts (BCBSMA)
Foundation
Boston, Massachusetts**

**The mission of the BCBSMA Foundation is to:
*expand access to health care for low-income and vulnerable residents
of Massachusetts.***

Executive Summary:

The Blue Cross Blue Shield of Massachusetts (BCBSMA) Foundation, an innovative private health access foundation, seeks a highly committed and seasoned health care leader and strategist with a collaborative and entrepreneurial style for the position of President. This is both a particularly interesting and an incredibly important time for the Foundation and its next President because of the transition in the health care delivery system both within the Commonwealth of Massachusetts as well as nationally.

Both the Commonwealth of Massachusetts and the BCBSMA Foundation have played important leadership roles in reforming the Commonwealth's health care delivery system, which now provides health care coverage to over 97% of its residents. Both are now being looked to by national leaders to provide continued innovation and improvements in access to quality health care for all its citizens. It is a particularly important time for both the Commonwealth and the Foundation because, in this period of economic instability, the Foundation's mission of expanding health care for low-income and vulnerable residents becomes a critical cornerstone for the rebuilding of a strong Commonwealth.

The Foundation's new President will provide key leadership in the development and delivery of innovative and evidence-based programs that identify and eliminate barriers

to access beyond health insurance coverage. To achieve this goal, Foundation activities include grants, research, and policy initiatives, leadership programs in Health Coverage Fellowships and Community Health and Partnerships. To be successful, the next President will strive to ensure that the Foundation is viewed as the premier source for policy, research, and innovative ideas and programs to broaden health care and reduce barriers to care.

The successful candidate will be a proven leader with strong communications skills recognized equally for both his/her passion to mission and ability to lead innovative programming. The Foundation prides itself in being a ‘convener’. The new President will be looked to by stakeholders representing the public and private sectors, health care providers and consumers, and the media to provide such leadership and opportunities for creative partnerships which will further the mission of expanding access to health care for low and vulnerable residents of Massachusetts.

The new President will report to the Foundation’s 18-member Board of Directors consisting of leaders from health and human services, business, government, and higher education. S/he will provide the intellectual leadership, management support, and direction for the Foundation’s capable and mission-driven staff. The Foundation’s annual budget is approximately \$7 million and is one of the largest private health philanthropies in New England. In 2007, the Foundation was awarded the Paul Ylisaker Award for Public Policy Engagement by the Council on Foundations.

The Foundation’s Board has appointed a Search Committee to conduct the search and they have retained Kristin Demong, President of GREX, Inc. (d/b/a, Great Expectations), a Boston based management and executive search firm, to assist in the recruiting of the new President for the Foundation. Individuals wishing to apply, nominate a candidate, or inquire about this position are encouraged to contact Kristin Demong directly.

The Foundation – its mission and history:

The Blue Cross Blue Shield of Massachusetts (BCBSMA) Foundation is a private health access foundation that makes grants and commissions policy research related to expanding access to health care. It also runs three programs with the intent of furthering that mission among leaders in health care delivery and advocacy organizations, and journalists who cover health care issues: The Massachusetts Institute for Community Health Leadership, the Health Coverage Fellowship, and The Community Partnerships Leaders Program.

The origins of the Blue Cross Blue Shield of Massachusetts Foundation lie with the

formation of Blue Cross Blue Shield of Massachusetts. Over half a century ago, a group of Boston philanthropists established the private, non-for-profit company Blue Cross Blue Shield of Massachusetts to address a growing social need in Massachusetts: access to affordable health care. In 2000, William C. Van Faasen, who was then Chairman of Blue Cross Blue Shield of Massachusetts, initiated discussion among senior leaders at the insurance company about how to address the growing problem of uninsurance in Massachusetts.

They came up with the plan of forming a public charity focused solely on expanding access to health care among the state's low income and vulnerable populations. With that plan in place, Van Faasen recruited Philip W. Johnston, the former Human Services secretary under former Massachusetts Governor Michael Dukakis and a former regional administrator for the federal Department of Health and Human Services under President Bill Clinton, to chair the board of this new foundation. Johnston, in turn, recruited Andrew Dreyfus, who had been one of Johnston's key aides during his Dukakis years, when both worked on the state's 1988 universal health reform law. At the time, Dreyfus was the Executive Vice President of the Massachusetts Hospital Association. The Foundation's initial endowment of \$55 million was funded by Blue Cross Blue Shield of Massachusetts.

The focus of the Foundation's early years was devoted to assembling a clearer picture of who the uninsured were. The Foundation issued a report in 2001 that acted as a primer on the uninsured for policymakers, lawmakers, advocates, and other health care access leaders. The Foundation also established five grant program areas with clearly defined missions: The Innovation Fund for the Uninsured, Connecting Consumers with Care, Strengthening the Voice of Access, Pathways to Culturally Competent Care, and Building Bridges in Children's Mental Health. The Foundation also began administering the insurance company's newly formed Catalyst Fund, a mini-grant program funded entirely with donations from employees of Blue Cross Blue Shield of Massachusetts.

From the beginning, data from policy research has been used to inform decisions made about grant funding, and vice versa. The Foundation's signature achievement in this regard was the Roadmap to Coverage initiative, which provided the framework for the discussion, advocacy, and policymaking that eventually lead to Chapter 58, the state's landmark health reform law. Today, the Foundation's primary policy initiative is Care Beyond Coverage, which focuses on identifying barriers to access beyond health insurance coverage, and suggesting evidence-based policy solutions. The Pathways to Culturally Competent Care and Building Bridges in Children's Mental Health grant program areas are now closed. The Foundation created the Closing the Gap on Health Care Disparities program area in 2005, and is currently working on a new program area to be closely aligned with the Care Beyond Coverage policy initiative.

Position Summary:

The President of the Blue Cross Blue Shield of Massachusetts Foundation is responsible for leading the daily operation and overall performance of the Foundation. S/he will work with the Board to set strategic direction and shape policy for the Foundation, and will work closely with staff on program, administrative, and financial matters and with BCBSMA corporate leadership. S/he will be responsible for the development and nurturing of the diverse range of partnerships and relationships that will enable the Foundation to expand its programs and realize its goals. Please see the attached appendix for the 2009 Goals and Objectives for the President.

The President's Primary Challenges and Responsibilities:

The next President will have the opportunity – and responsibility – to use this transition period to work closely with the Board of Directors to set and clarify the Foundation's future direction and focus. The Foundation's core founding mission to '*expand access to health care for low-income and vulnerable residents of Massachusetts*' is unquestioned; however, what needs to be reaffirmed is *how* and *what role* the Foundation takes on in order to achieve a meaningful impact on this mission. Given the current conversations that are taking place both in the Commonwealth and in Washington, DC, it is the opportune moment for the Foundation to, once again, play a leadership role to ensure that all stakeholders are advancing access and improving the quality of care for all our citizens.

To be successful, the next President will need to:

1. ***Refine, articulate, and implement the strategic vision for the Foundation and ensure that the Foundation's programs are fully aligned with its core mission of expanding access to health care for low-income and vulnerable residents of Massachusetts.*** Working in concert with the Board of Directors, staff and other stakeholders, the President will also develop short-term and long-range organizational goals and a system of accountability to ensure that the Foundation's resources and activities are being maximized;
2. ***Position the Foundation as 'the convener' for conversations about health care policy options, at both the macro public policy and retail levels.*** From the Foundation's early days when it published 'Roadmap to Coverage', it has played a critical role in facilitating conversations among leaders representing business, consumers, academia, foundations, and government. The next President must ensure the Foundation's research and policy capability continues to excel and be viewed as an outstanding source for high quality unbiased information about the state of health care, as well as a source of innovative policy options to improve access for the most

vulnerable of our citizens. In order to be successful in this task the Foundation must facilitate meaningful partnerships among all the interested stakeholders.

3. ***Ensure that the Foundation's grants and programming measurably broaden health coverage, reduce barriers, and identify sustainable solutions that benefit the most low income and vulnerable families in the Commonwealth.*** The next President must work collaboratively with business, providers, consumer groups, other foundations, and government to identify and support innovations and then to ensure that serious rigor is used to assess the results. Working closely with the staff and Board of Directors, the President will be looked to promote innovations such as the Health Coverage Fellowships and Leadership programs which deepen the understanding of the complexities of health care and to develop the next generation of leaders in order to enhance the delivery of health care. The President will be held accountable by the Board and the Foundation's other stakeholders for being an outstanding programmatic and financial steward of the Foundation's resources.
4. ***Build upon and expand the Foundation's visibility and public presence in order to create more public awareness for and use of the Foundation's resources, and ultimately increase the scope of influence and recognition of its expertise and leadership in the field of health care for the under and uninsured.*** The President will seek opportunities to have the Foundation's research, policy, and programming resources be sought out and viewed critically when stakeholders and the media are discussing the state of health care delivery in the Commonwealth. Through public forums and media outlets, the President will look for opportunities to have the Foundation's work be used to advance the delivery of health care for low income and vulnerable residents. Forge, develop and refine a diverse range of relationships and partnerships with advocates, the public, policymakers, health care providers and professionals, the media and leaders to help the Foundation create more public awareness about its mission and achieve its goals.
5. ***Work effectively and in partnership with the Foundation's Board of Directors and to leverage the relationship with the BCBSMA corporation.*** The Foundation is fortunate to have a very committed Board of Directors. The BCBSMA parent corporation also is totally committed to and supportive of the work of the Foundation. Both groups will look to the President to leverage their knowledge, networks, resources, and skills on behalf of the Foundation. The Board will rely on the President to ensure that the management of the Board's governance process is in adherence with the Foundation's governance 'best practices'. The Board and the Corporation will also look to the President to be accountable for being an outstanding programmatic and financial steward of the Foundation's resources to effect the most positive change possible in expanding access to quality health care for on behalf of the Commonwealth's low-income and vulnerable citizens.

6. ***Mentor and support the capable staff of the Foundation.*** As the Foundation's CEO, the staff look to the President to foster a collaborative, supportive, accountable, and transparent work environment that ensures that all staff are contributing at the highest levels to the Foundation's mission. Through strong leadership and management, the next President will develop and lead staff to continue to build outstanding performance. With the goal of leveraging the Corporation's resources, the President will need to assess the organization's administrative and management systems, staffing, use of technology and systems, and resource allocation to ensure the infrastructure is efficient and effective and supports the organization and its goals.

Qualifications and Attributes of the Ideal Candidate:

The Foundation seeks an exceptional leader who is passionate about the Foundation's mission of expanding access to high quality health care for low-income and vulnerable residents of the Commonwealth. The successful candidate will be a seasoned leader and manager who has a demonstrated experience successfully leading a mission based organization. The successful candidate will possess many or all of the following qualifications and attributes:

- Respected and credible leader with a reputation for his/her vision, passion, and presence who is knowledgeable about, and has a commitment to, the Foundation's mission;
- At least five years of senior level leadership experience, preferably with the Commonwealth's health care system, and including both a significant knowledge of the economics of health care, and substantial experience with health access issues;
- Superb and creative communicator with the ability to expand the Foundation's visibility, influence and impact;
- A wise strategic thinker and proven manager who is able transform ideas into action; strong management, program development, and operations skills;
- A compelling convener and team builder; exceptional at relationship building; able to frame issues in ways that pull people together to work toward solutions;
- Skilled at recognizing and creating opportunities and leveraging resources;

- An accomplished and proven manager who has a substantial and successful track record of leading a mission based organization;
- Able to build momentum around ideas and initiatives;
- Respected and trusted by Foundation partners, sensitive to community concerns, and comfortable working with the Corporation to leverage resources in support of the mission;
- Demonstrated ability to work comfortably and effectively with a high-powered, very engaged Board of Directors, BCBSMA staff, and Foundation partners, and stakeholders;
- Demonstrated capacity to develop the talents and expertise of staff so that they are able to assume expanded responsibilities; proven ability to recruit and retain well-qualified, high performing professionals and the ability to inspire trust and teamwork and motivate staff to work hard and well together; and,
- Strong interpersonal, team-building and negotiation skills; a creative partnership builder.
- An advanced degree, preferably in health care management or public policy or closely related field, is desired.

Inquiries, referrals, and resumes should be sent electronically and in confidence to:

Kristin Demong
Great Expectations
KDemong@GREXinc.com

The Blue Cross Blue Shield of Massachusetts Foundation is committed to hiring individuals who reflect the diversity of the communities it serves.

More information about the BCBSMA Foundation can be found on its website:
<http://bluecrossfoundation.org>

APPENDIX
2009 Goals and Objectives for BCBSMA Foundation President
(goals and objectives developed December 2008)

1. Continue focused efforts to expand access to coverage and care in the Commonwealth through the development and dissemination of policy research and analysis and programmatic initiatives that promote debate and awareness of relevant state-level policies.
 - a. Continue research agenda that reviews and analyzes on-going implementation of Chapter 58, including coverage expansions, ongoing affordability, mandates and assessments on individuals, employers and others, and public opinion; consumers' utilization of care; of individuals and groups still lacking actual or effective coverage even with Chapter 58; and of the financial dimensions of reform, including the pending renewal of the federal waiver.
 - b. With JSI, our research partner, complete literature review and analysis of array of access to care issues, narrowing these matters to a few major types to be considered by Board for inclusion in a "Care Beyond Coverage" agenda.
 - c. Finalize policy agenda for children's mental health in coordination with Deputy Director of Policy, including targeted policy grants in effort to improve quality of and access to mental health service for children.
 - d. Collaborate with MMPI to deepen understanding of Medicaid and other programs under the current reform structure.
 - e. Complete Community Health Index schedule of risks and health outcomes and complete web-based tools to disseminate data.
 - f. Provide data and analysis of Massachusetts health reform to stakeholders in national health reform debate to answer questions and give accurate portrait of the state of health reform in Massachusetts.
2. Implement strategic goals and objectives for Foundation grantmaking, capacity-building and communications with broader Foundation mission to expand access to care and reduce barriers to care.
 - a. With Director of Grantmaking, refine Foundation grant areas including health disparities and redesign of cultural competence grant programs to focus on populations excluded from reform.
 - b. With Director of Capacity Building, review and refine leadership development programs, including MICHL and CoPals, journalism fellowship and ongoing technical assistance programs, and develop additional efforts to enhance support for increasing capacity in health sector.
 - c. With Director of Communications and Interactive Technology, complete Foundation communications plan and implement, including going live with website and upload new content.
3. Develop the Foundation's role as an influential voice in Massachusetts and in national health philanthropy and policy arenas, by serving as a convener on access issues in Massachusetts and as a collaborative partner in advancing access issues for the uninsured and low-income individuals in the Commonwealth.
 - a. Convene key leaders in Massachusetts health policy to increase understanding of health reform and access to care.
 - b. Collaborate with public agencies and participating in public boards and commissions, providing input and analysis of proposed laws, regulations and policies to expand access to care and remove barriers to care.
 - c. Participate in national philanthropic efforts to address issues of access and coverage, including Grantmakers in Health executive committee on access to care.
 - d. Contribute to public debate on improved access to care and reduced barriers to care in Massachusetts and nationally by public speaking, publishing research, writing, and media interviews, together with user-generated content and other Web 2.0 tools on Foundation website.
4. Continue to develop and administer professional skills for managing leading health foundation.
 - a. Complete development of Foundation personnel policies, including annual goals, assessments, and applicable policies and procedures.
 - b. In light of a poor performance of endowment, develop a budget that reduces overall Foundation spending while continuing to support core programs of Foundation activity.
 - c. Engage in comprehensive review of Foundation investment practices, including investment policy, allocation plan, relationship to investment advisor and fund managers in a manner that befits a leading health foundation.
 - d. Review and revise, as appropriate, organizational structure, including staff job descriptions and organizational chart of staff functions.
 - e. Establish regular governance committee meetings and implement governance practices consistent with change in IRS status to a private foundation