

POSITION PROFILE

Kaiser Foundation Health Plan of Ohio
and Ohio Permanente Medical Group

INTERNAL CONSULTANT OF STRATEGIC PLANNING
AND INTEGRATION
Cleveland, Ohio

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Section 1

Overview On behalf of our client, **Kaiser Permanente**, Furst Group is identifying and evaluating candidates for the position of **Internal Consultant of Strategic Planning and Integration** for the Ohio Permanente Medical Group in Cleveland, Ohio. This key executive will work directly with the President and Medical Director of the Permanente Medical Group to build on existing strength and further develop its strategic planning and performance management processes. The Internal Consultant of Strategic Planning and Integration will manage the strategic planning and performance management processes by interfacing with senior leadership of both the Ohio Permanente Medical Group and Health Plan areas of the organization.

Kaiser Permanente

Kaiser Permanente is America's leading integrated health care organization. Founded in 1945, it is a nonprofit, group-practice health maintenance organization with headquarters in Oakland, California. With approximately \$28 billion in revenues, Kaiser Permanente serves the health care needs of more than 8 million members in nine states and the District of Columbia. Today it encompasses Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals, and the Permanente Medical Groups, as well as affiliation with Group Health Cooperative based in Seattle, Washington. Kaiser Permanente aspires to be the world leader in improving health through high-quality, affordable, integrated health care. It is distinguished by its strong social purpose, physician responsibility for clinical care, and an enduring partnership between its health plan and medical groups. The company electronically connects approximately 35 medical centers and 400 medical offices and clinics with 12,000 Permanente physician providers nationwide. Kaiser offers its members preventive care, pre-natal care, hospital and medical services, and pharmacy services.

Kaiser Permanente, in the Regions Outside California (ROC), serves more than 2 million members throughout six major regions (Colorado, Georgia, Hawaii, Mid-Atlantic, Northwest and Ohio). ROC has approximately 25,000 Kaiser Foundation Health Plan and Hospital employees, and the Permanente Medical Groups within ROC employ more than 3,000 physicians. The ROC business unit also has more than 5,000 physicians in the network through its affiliations and contracts with key partners, and more than 30 relationships with the affiliated hospitals that provide patient care to its members throughout ROC.

Kaiser Permanente Promise

The Kaiser Permanente Promise is the program-wide rededication to the company's mission of providing affordable, quality, health care services that improve the health of the members and the communities it serves. The organization delivers on the Kaiser Permanente Promise by providing the effective business systems its staff and physicians need to do their jobs.

When Kaiser Permanente delivers on its Promise, it improves the health and well being of its members and distinguishes itself from other health care organizations.

Diversity Agenda

The mission of Kaiser's National Diversity Council is to lead the organization in effectively managing the diverse human resources to achieve optimum market performance as a culturally competent health care delivery system. The council was established to promote, support and assist in coordinating key elements of the program's diversity strategy to:

- Grow Kaiser's membership through effective market segmentation approaches, which target specific populations that are the fastest-growing segments of our society.
- Provide culturally competent medical care and culturally appropriate services to improve the health and satisfaction of Kaiser's increasingly diverse membership.
- Enhance the diversity, cultural competence, skill and performance of Kaiser's work force.

National Diversity Program

The National Diversity Program is Kaiser Permanente's combined program-wide effort to advance the National Diversity Agenda. The development of Diversity Program initiatives is the shared responsibility of the National Diversity Council, the National Diversity Department, regional and local diversity councils and departments, and regional and local multicultural staff associations.

A Quality Leader

The power of Kaiser Permanente's integrated health system lies in its potential to create an environment that supports innovation and quality improvement. This integrated structure puts people and systems together in ways that result in better quality health care than in a fragmented system. Leading quality monitoring and reporting organizations frequently recognize Kaiser Permanente's high quality.

- The National Committee for Quality Assurance (NCQA) has awarded its highest accreditation status of "Excellent" to Kaiser Permanente plans in Colorado, Georgia, Hawaii, Northern California, the Northwest and Ohio for their commercial HMO products. The NCQA also awarded "Excellent" status to Colorado, Georgia, Hawaii, Northwest Ohio and Northern California for their Medicare products. The remaining Kaiser Permanente plans earned the second-highest rating, "Commendable."
- The Joint Commission on the Accreditation of Health Care Organizations (JCAHO) has awarded accreditation to all 28 of the hospitals Kaiser Permanente operates, one-fourth of which have received the prestigious "accreditation with commendation." Only 12 percent of all hospitals nationally earn this designation.
- In 2000, The Pacific Business Group on Health (PBGH) awarded three "Blue Ribbons" to Kaiser Permanente in California. The Kaiser Foundation Health Plan was named in the Health Plan category, and both The Permanente Medical Group (Northern California) and the Southern California Permanente Medical group were selected in the Medical Group category.
- In 2000, Kaiser Permanente Northern California was the highest-scoring health plan in California, according to the most recent customer satisfaction survey required by the National Committee for Quality Assurance.
- Nine of Kaiser's health plans received the highest four-star rating in *U.S. News & World Report's* 1998 national survey of health plans.
- Kaiser Permanente earned four of the top 10 slots in *Consumer Reports'* 1999 Survey of 54 HMOs nationwide, according to the Associated Press. *Consumer Reports'* ratings are based on consumer surveys.

An e-Health Leader

By harnessing the power of information technology, Kaiser Permanente is further strengthening its integrated system of health care delivery and helping members become active partners in their own health care. Kaiser Permanente's members-only Website provides interactive health care services and information to members online. Members can research health conditions and medications, get advice from an online advice nurse or pharmacist, request non-urgent appointments, refill prescriptions, learn about upcoming health education classes, receive information on Kaiser

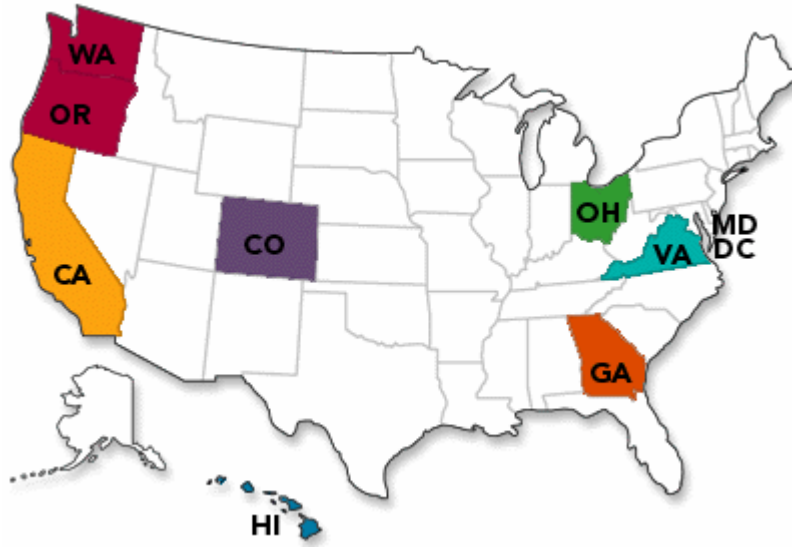
Permanente providers and facilities, link to recommended medical and health Websites and join online discussion groups.

Kaiser Permanente HealthConnect is a highly-sophisticated information management and care delivery system designed to enhance the quality of patient care. KP HealthConnect integrates the electronic medical record with appointments, registration and billing. The system will also link KP facilities across the nation and provide members, physicians and other authorized health care providers with online access to clinical information 24/7. Building on innovations in technology, Kaiser Permanente launched its Clinical Information System (KP-CIS) in various geographic areas in late 2001. KP-CIS is much more than an electronic version of today's paper-based patient medical record. It is a comprehensive repository of clinical information that supports physicians and all members of the health care team.

With the help of KP HealthConnect, Kaiser will be better equipped to:

- Ensure patient safety and quality care by providing access to comprehensive patient information and the latest best practice research all in one place.
- Coordinate patient care at every step of the way – between the physician's office, the hospital, radiology, the laboratory, and the pharmacy.
- Access accurate and complete patient information 24/7.
- Give physicians and health teams the full picture of a patient's history and medical condition by providing comprehensive information at the point of care.
- Eliminate the pitfalls of incomplete, missing, or unreadable charts.
- Protect the privacy and security of the patients' health information.
- Help make health care more convenient and efficient for patients by allowing them to get the right care, when they need it.

Kaiser Permanente Locations



Ohio Permanente Medical Group

Today, the Ohio Region serves approximately 150,000 members whose care is largely provided by the Ohio Permanente Medical Group (OPMG). OPMG, made up of approximately 180 physicians and 70 allied health professionals, provides and arranges medical care exclusively for health plan members. OPMG began extending its delivery system in 1996 by contracting with more than 1,500 affiliated, community-based physicians in Cuyahoga, Lorain, Summit, Portage, Medina, Lake and Stark counties.

In Metro Cleveland and Akron, Kaiser Permanente operates 10 medical facilities and is affiliated with eight hospitals in northeast Ohio, including The Cleveland Clinic Foundation.

Kaiser Permanente began operating in Ohio in 1964 when a community-sponsored group practice prepayment plan called the Community Health Foundation (CHF) was established. CHF merged with Kaiser Permanente on January 1, 1969, and was renamed Kaiser Community Health Foundation (KCHF).

In the 1970s, the Region operated five medical facilities serving members in western Cuyahoga, Medina and Lorain counties. The addition of four more medical offices expanded services into eastern Cuyahoga, Lake and Geauga counties. In 1986, the Ohio Region began offering services in Akron, a community approximately 35 miles south of Cleveland, thereby expanding the service area to include Portage, Stark, Summit and Wayne counties.

A new Member Service Center, completed in July 1996, supported a major initiative to enhance the service provided to members by using state-of-the-art technology and allowing for more efficient handling of appointments, medical advice and customer service calls.

In January 1999, the Ohio Region opened its first brand new medical center in more than 13 years. The modern Cleveland Heights Medical Center, which replaced two older eastside facilities, offers both primary and specialty care services.

Products

Kaiser Permanente of Ohio offers three plans for members to access the health care they need and deserve: Traditional HMO, AddedChoiceSM, KP's POS plan, and Medicare Plus.

Traditional HMO – Kaiser's traditional HMO plan provides comprehensive, high quality care at a reasonable price. Traditional HMO members receive the following benefits:

- Care is delivered and coordinated by Kaiser Permanente physicians or its affiliated community-based physicians, which includes the MetroHealth System.
- One-stop health care with radiology, laboratory and pharmacy all under one roof.

- Access to world-class hospitals.
- Wellness and preventive care services.
- Low co-payments for office visits, with many services covered 100 percent.

AddedChoiceSM – *AddedChoiceSM* allows members to choose from three levels of coverage each time they need care.

- Tier I: Kaiser Permanente HMO – Members enjoy the same benefits and services as members covered under its traditional HMO product. Members using this level of coverage receive their care from Kaiser Permanente physicians or affiliated community-based physicians.
- Tier II: Preferred Provider Network – Members receive care for covered services from a network of more than 6,000 specialists and 3,700 Primary Care Physicians. Also at this level, members have annual deductibles, coinsurance requirements and precertification requirements for certain services.
- Tier III: Out-of-Network – Members may receive care for covered services from any doctor or hospital but will have higher annual deductibles, higher coinsurance requirements and precertification requirements for certain services.

Medicare Plus – Kaiser Permanente offers the Medicare Plus Choice plan. The Medicare plan offers benefits over and above the Medicare-required basic benefit set with no deductibles and minimal co-payments. Additional benefits include outpatient prescription drug coverage and discounted eyewear.

Quality

Kaiser Permanente is committed to the highest standards for quality medical care in northeast Ohio. In its member surveys and independent reviews, Kaiser is consistently one of the most highly rated health care organizations in Ohio.

Here are just a few examples of the quality awards and honors it has earned:

Federally Qualified HMO – Kaiser Permanente has been a Federally Qualified HMO since 1977. Kaiser is subject to the rules of the Federal HMO Act that requires it to have certain types of benefits packages, meet certain financial standards and have a quality assurance program in place.

National Committee for Quality Assurance (NCQA) – Kaiser Permanente of Ohio has been awarded Excellent accreditation for its commercial HMO product and Medicare HMO product from NCQA. Excellent accreditation is granted only to those health plans that demonstrate levels of service and clinical quality that meet or exceed NCQA's rigorous requirements for consumer protection and quality improvement. Commendable status is awarded to plans in which services and clinical quality levels meet or exceed NCQA's standards.

General Motors' Benchmark Plan – Kaiser Permanente has successfully met a set of demanding quality and cost effective standards, such as NCQA accreditation status, HEDIS results, member satisfaction and benefit design. General Motors offers more than 120 plans nationally. Of those offered, only 12 achieved benchmark status – nine of which are Kaiser Permanente health plans.

Kaiser Permanente combines three keys to quality to create a system of coordinated and integrated care for its members:

- Its excellent physicians
- Its unique approach to medical care
- Its superior outcomes

In Ohio, Kaiser has a staff of more than 180 highly skilled doctors who meet the highest credentialing and review standards in the industry.

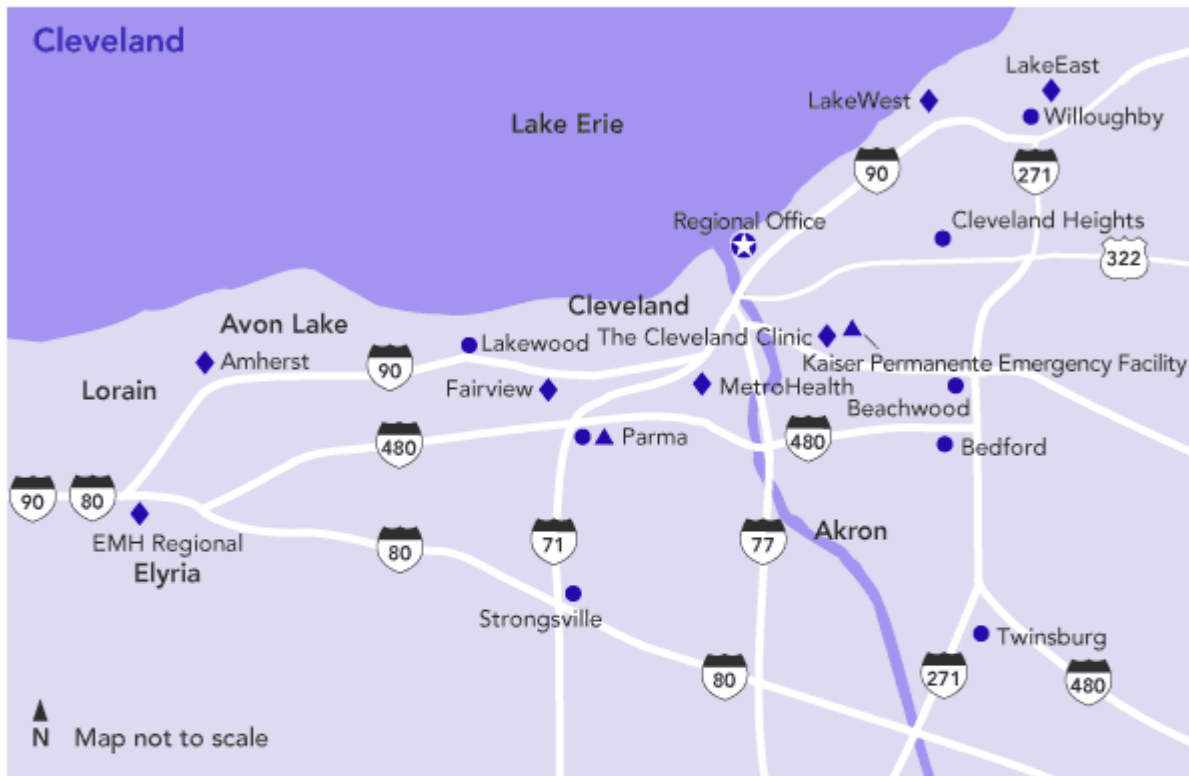
- More than 97 percent of its Primary Care Physicians are board certified, compared to the national average of 71 percent.
- Kaiser's physicians go through rigorous peer reviews, annual performance reviews and medical director quality reviews and must undergo re-credentialing every two years.
- Permanente physicians practice medicine in a team environment, collaborating on many aspects of patient health and well being.

Hospitals

Ohio Permanente Medical Group is affiliated with the following hospitals for specific services:

- Children's Hospital Medical Center of Akron
- The Cleveland Clinic Foundation
- Fairview General Hospital (obstetrics only)
- Lake Hospital System
- Marymount Hospital (Cleveland Clinic Health System)
- Parma Community General Hospital
- Summa Health System

- ◆ Medical centers (hospitals) ● Medical offices ▲ Other facilities
- ★ Regional administrative offices



Section 2

Position Description The Internal Consultant of Strategic Planning and Integration assists the President and Medical Director in his responsibility for the management of regional strategic planning and performance management processes. This executive builds on existing strengths and develops new opportunities to enhance organizational performance as a collaborative process between Health Plan and OPMG. The Internal Consultant collaborates with other Senior Leadership Team members to develop and articulate strategic objectives. As an outcome, this individual identifies and evaluates opportunities for attainment of organizational imperatives and/or identifies potential gaps and threats. This individual monitors business performance against agreed-upon targets and provides consulting services to improve attainment of performance objectives. He/she provides project management to the President and Medical Director for key strategic initiatives. The Internal Consultant of Strategic Planning and Integration actively participates in the internal and external communication efforts of the Medical Group that support image, brand and reputation. This individual acts as a liaison between the Medical Director, SET and the Health Plan Communications Department to support the alignment of the messages. This executive assists the Medical Director in communicating the initiatives and strategies of the organization to the Medical Group

Reporting Relationship

The Internal Consultant of Strategic Planning and Integration reports to the President and Medical Director of Ohio Permanente Medical Group.

Principal Accountabilities

- **Project Management** – Provides project management for key strategic initiatives or efforts of significant importance to the Medical Group. Includes designing project plans that define major tasks and milestones, based on scope, resources, budget and staffing. Responsible for assuring effective interfaces between OPMG Senior Executive Leadership in support of common projects to assure effective design and timely implementation. Works closely with the President and Medical Director to resolve priority conflicts and assure consistency with the strategic and business priorities of the Medical Group. Leverages and interfaces with analytic support to assure quality decision making on projects. This responsibility includes complete life-cycle project management from design through to implementation.

- **Performance Management** – Provides overall leadership of the performance management process. Ensures that appropriate information is developed for key initiatives and other key regional performance elements. Advises Medical Director when areas are “off track.” Works with appropriate parties to develop databases to measure progress against business goals. Develops effective reporting systems/balanced scorecard for physicians and administrators for clinical, operating, financial and business trends. Monitors business performance against agreed-upon objectives and works with the SET to attain the performance objectives. In collaboration with the SET, develops initiatives and activities to address performance measures that are not on track. Maintains focus on key indicator measures to ensure alignment with key business strategies.
- **Strategic Planning** – Responsible for managing, identifying and setting timelines and requirements for the strategic planning process. Works with the Medical Director to set accountabilities and obtain resource support from interdisciplinary groups (including Finance, Operations, OPMG, etc.) to assess opportunities. At the table during all strategic discussions with local and national leadership including Senior Executive Team meetings. Provides feedback and recommendations on achievability of strategic plans and performance targets. Ensures that all key decisions impacting future planning are made with perspectives from external industry, market factors and customer service. Guides the development and execution of the regional business strategy consistent with the mission, vision and values of the organization. Actively participates in the annual rate-setting business case development and coordinates associated processes.
- **Communication Liaison** – Actively participates in the internal and external communication efforts of the Medical Group that support image, brand and reputation. Acts as a liaison with the OPMG SET and Health Plan Communications Department to support the alignment of the two organizations’ messages both internally and externally. Works with Health Plan Communications Department in areas of interest to the Medical Group to manage crisis communication and support the situation management team. Assists the President and Medical Director in communicating the initiatives and strategies of the organization to the Medical Group.

Experience and Qualifications

- The qualified candidate will have a bachelor’s degree in business administration, health care administration or related field.
- A master’s degree is preferred.
- A minimum of seven to 10 years of management experience in several of the following areas: new business development, executive management consulting, health care operations, marketing and strategic planning.
- Strategic planning and direction experience (organizational response, market analysis, product and pricing).
- Project management, team-oriented, change agent.
- Must have excellent strategy formulation, analytic problem solving, oral and written communication, interpersonal and leadership skills.

- Ability to build effective partnerships and influence other leaders.
- Familiarity with governmental programs in the health care field that will affect the financial operations of the business.

Section 3

Community Information The Internal Consultant of Strategic Planning and Integration position will be in the organization’s Cleveland, Ohio, location. As you will read, Cleveland offers activities that every family member is sure to enjoy.

Cleveland, Ohio

Cleveland, Ohio, is often cited as a model for urban rebirth and named one of the top 10 international visitor hotspots by *Travel and Leisure* magazine. Located on the shores of Lake Erie, Cleveland has truly lived up to its image as “The New American City.” Cleveland’s success story today is fueled by an ongoing commitment to growth and a global vision for the future. In fact, *Fortune* magazine ranked Greater Cleveland as one of the 10 best cities for business in North America; *Places Rated Almanac* named the city the nation’s #2 destination for recreation; and *Partners for Livable Communities* named Cleveland one of four “most livable cities” in the United States.

Northeastern Ohio is in the center of the nation’s largest concentration of industrial and consumer markets. More than 10 million people live within 150 miles. Forty-two major cities are within 500 miles, creating a potential market of 111 million people. The region’s proximity to the Great Lakes ensures an ample water supply for unlimited needs. Greater Cleveland spans 100 miles along the Lake Erie shoreline.

Professional Sector

Cleveland is often described as one of the nation’s best-kept secrets. A growing center for high-tech industries and cutting-edge services, the city offers outstanding opportunities for professionals at all stages of their careers.

Cleveland’s booming professional services sector boasts the major offices of two of the world’s largest law firms – Jones, Day, Reavis & Pogue, and Squire, Sanders & Dempsey – and regional offices of the nation’s big accounting firms. In addition, Cleveland is a major financial center, hosting the headquarters of KeyCorp and National City Corporation, among the country’s largest banking institutions, as well as a branch of the Federal Reserve Bank. The city also is home to IMG, inventor of and global leader in sports management and marketing.

Much of the area's most dynamic growth has been in its biomedicine, biotechnology and polymer-related industries. These high-tech businesses, along with Cleveland's traditional manufacturing sector, are able to tap a wealth of area resources, including the research powerhouse at the NASA Lewis Research Center, the only NASA facility north of the Mason-Dixon line, as well as hundreds of other industry R&D labs. Other resources include three of Ohio's Edison Technology Centers – CAMP (Cleveland Advanced Manufacturing Program), Edison Polymer Innovation Corporation, and Edison BioTechnology Center – all named for Ohio native Thomas Alva Edison and developed to help local companies compete in the global marketplace.

One of the world's leading medical centers, Greater Cleveland is home to 50 hospitals, many of which are enriched by their connection to area medical schools. Several are considered to be among the nation's finest, including The Cleveland Clinic Foundation and University Hospitals of Cleveland. Amid this wealth of health care expertise, Clevelanders enjoy medical costs that are lower than those of many comparable metropolitan areas.

Transportation

Cleveland's transportation infrastructure also abets business growth. More than 1,200 miles of interstates and state highways connect Greater Cleveland to the nation, and Cleveland Hopkins International Airport – the Midwest hub for Continental Airlines – offers more than 300 flights daily to cities throughout the world. In addition, the region has 26 smaller public airports, including Burke Lakefront, a facility for commuter and corporate jets just a few blocks from the downtown business district, and the Akron-Canton Regional Airport, 60 miles to the south.

Standard of Living and Housing

Offering a comfortable, stable, and affordable area, Cleveland is an appealing choice of residence for families and individuals. Cleveland offers a quality standard of living and cost of living much lower than such metropolitan areas as New York, Boston, Washington D.C., San Diego, Philadelphia, Los Angeles and Chicago.

Residents in Greater Cleveland spend 40 to 60 percent less for housing than do residents in comparable metropolitan areas. Housing costs in Cleveland – based on average annual property taxes and mortgage payments – are lower than those of comparable areas.

Area residents enjoy a wide variety of housing options, from downtown condominiums to country estates. In addition, three out of four Clevelanders live within 30 minutes of work.

Demographic Information

Greater Cleveland is home to some 80 ethnic groups, speaking more than 60 languages. Many are concentrated in Cleveland's historic ethnic neighborhoods, such as Little Italy or Slavic Village, replete with their own distinctive churches, restaurants and shops. There are also several thriving Amish communities only a short drive from the city.

Cleveland's ethnic people celebrate their heritage with gusto – and invite the rest of the city to join them. Interested in attending a Chinese Moon Festival? Intrigued by an exhibition of Hungarian dog breeds? Keen for a neighborhood polka party, a performance of rapid-fire Irish tap dancing, or an evening of African-American storytelling? A typical summer week offers a host of such events.

Clevelanders have a long and illustrious history of working together for the common good. The city's earliest forms of civic involvement changed the face of American philanthropy, and Cleveland's current efforts continue to be a model for the rest of the country. In fact, Cleveland has won five "All-America City" awards from the National Civic League for its ability to address problems through collaborative, citizen-based initiatives.

Education

The Cleveland area is home to 22 colleges and universities, many of which have partnerships with businesses to develop and commercialize technology. These institutions of higher learning also work closely with government and local organizations to apply the newest thinking to quality-of-life issues. Most prominent among these is Case Western Reserve University, a world-renowned research and teaching institution. Also in Cleveland are the Cleveland Institute of Art, the Cleveland Institute of Music, and the Ohio College of Podiatric Medicine.

The Cleveland Municipal School District is the only district in Ohio that is under direct control of the mayor, who appoints a school board. It is the largest K-12 district in the state, with 127 schools, and approximately 69,500 students were enrolled for the 2005-2006 academic year.

<http://www.cmsdnet.net/>

Climate

Cleveland residents are treated to four distinct seasons. Lake Erie's summer winds offset severe seasonal heat while maintaining moderate temperature ranges in early winter. Sunny, crisp autumn weather frequently lasts into November. Winter scenes are white-capped and breathtaking, particularly in the rolling, wooded terrain of the eastern part of the region, affectionately known as the "snow belt."

Cultural Attractions

Cultural amenities are varied, stimulating and accessible. Outstanding professional and community theater, dance, ballet, repertory, music, film and art can be readily enjoyed. Cleveland Playhouse is the oldest regional theater in the country, while Karamu House is the nation's oldest African-American culture and performing arts institute. Four grandly restored theaters make up Playhouse Square. The spectacular Playhouse Square Center is the second-largest performing arts center in the United States, second only to New York's Lincoln Center.

Beautiful University Circle includes the Cleveland Museum of Natural History, Museum of Art, Crawford Auto and Aviation Museum, Western Reserve Historical Society, Music School Settlement, and Severance Hall, which is home of the world renowned Cleveland Orchestra, described by *TIME* magazine as the best band in the land.

Greater Cleveland also boasts the Cleveland Center for Contemporary Art, Spaces, Cleveland Institute of Art and numerous galleries throughout the metropolitan area. The Rock & Roll Hall of Fame & Museum and Great Lakes Science Center overlook Lake Erie in the heart of downtown.

Whether it is setting sail on a sunset cruise on Lake Erie, golfing at one of the area's 300 golf courses, charter boat fishing, or cheering on your favorite team, Greater Cleveland offers spectacular sights and sensational sports for year-round activities and excitement. Sports fans enjoy major-league sports action year-round, including the Cleveland Indians baseball, Cleveland Browns football, Cleveland Cavaliers and Rockers basketball, and Crunch indoor soccer.

Section 4

Furst Group Furst Group provides a “total solution” approach to traditional executive search, as well as an array of consulting products tied to what we refer to as the Human Capital Lifecycle. As one of the top firms specializing in executive health care assignments, Furst Group’s success is built upon a philosophy of partnership: we enhance our clients’ internal resources to develop effective human capital strategies. Our consultative approach has been developed over 20 years, and our clients include managed care organizations, hospitals and health systems, integrated delivery systems, medical group practices, ancillary companies, venture capital- or equity-backed firms, insurance companies and end-of-life care business.

Furst Group recognizes candidates are the cornerstone of our business. In today’s competitive labor environment, having a defined process that provides individuals with clarity and feedback throughout the entire job search is paramount to our business model. We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization
- Are prepared for interviews and conversations
- Have access to interview and travel schedules
- Are provided timely feedback
- Remain in our database for future contact
- Value diversity and the principles and ethics practiced by our client organizations.

As a potential candidate for the Internal Consultant of Strategic Planning and Integration position for **Kaiser Foundation Health Plan of Ohio and Ohio Permanente Medical Group** in Cleveland, Ohio, we look forward to working with you. For additional information on Furst Group, please visit our Website at www.furstgroup.com. To learn more about this particular position, please contact:

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