



Search for the Vice President for Business Development Network for Excellence in Health Innovation (NEHI) Boston, Massachusetts

THE SEARCH

The Network for Excellence in Health Innovation (NEHI) seeks an experienced, entrepreneurial Vice President for Business Development (VP) to lead the organization's member outreach, program growth, external communications, and marketing functions.

Working in partnership with a new, energetic, and determined CEO, the VP will have the chance to define NEHI's next chapter and, concretely, to develop a plan to grow and differentiate the organization. NEHI is at a crossroad of opportunities and challenges. Shifts in its members' needs and recent leadership and staffing changes pose challenges. On the other hand, the continued acceleration of innovations in the market, together with the market's focus on access and cost challenges, provide an ideal landscape for NEHI's work.

Founded in 2002 as the New England Healthcare Institute by major leaders in the healthcare industry, NEHI transitioned in 2011 to become an organization with national reach. Throughout, it has retained its core mission: working to advance innovations that improve health, enhance healthcare quality, and achieve greater value for the money spent. NEHI consults with its broad membership, conducts independent, objective research, and hosts convenings, all with the goal of accelerating these innovations and bringing about changes within health care and in public policy.

This leadership role presents the opportunity to bring together organizational leaders from all sectors of the health and healthcare space in the United States to formulate solutions to some of health care's most challenging problems. The VP will expand NEHI's membership base and ensure that NEHI's projects address membership concerns. The VP will provide critical support to the organization in managing initiatives with the ability to coordinate multiple complex projects with different deliverables, deadlines, and target audiences. It will be the VP's responsibility to ensure that initiatives are adequately funded and well-executed, and that their impact is communicated clearly to members and funders. In addition, the role will require creative and entrepreneurial skills. The VP will need to help formulate strategic options for growth, including the commercialization of NEHI's work and the development of partnerships that expand NEHI's influence and impact.

Because NEHI currently has a total staff of fewer than ten, the organization needs a VP who is excited about and effective in working in a start-up environment, while driving rapidly

toward growth. Because of the complexity of the environment in which NEHI operates, the VP will need experience with the health care system as well as familiarity with policy and regulatory issues affecting the delivery of care. Although the staff is small, senior leadership in the organization—and on the board—have extensive health care experience. The ability to engage with both will require a solid health care background, as well as a commitment to intellectual rigor and a willingness to tackle complex health care problems as part of a team.

NEHI has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which remain confidential, should be directed to the search firm as indicated at the end of this document.

BACKGROUND

History

The founders of NEHI were a group of influential healthcare leaders whose goal was to create a forum where leaders from all healthcare sectors could identify, debate, and seek solutions to common healthcare issues and then create policy change. The catalysts for this enterprise were representatives from health-related stakeholders like Genzyme, Harvard Medical School, Partners HealthCare, Pfizer, and Harvard Pilgrim Health Care. Throughout its first decade of existence, NEHI broadened its scope outside of the New England region and, in 2011, the NEHI acronym became the organization's official name. In 2014, the NEHI name was expanded into the Network for Excellence in Health Innovation to reflect an increasingly national identity that the organization maintains today. The organization's headquarters in Boston reflect both its history and the city's continued importance in the American health innovation landscape.

NEHI Today

NEHI is a membership organization made up of nearly 100 premier health care organizations, including patient groups, health plans, providers, employers, universities, hospitals, business organizations, and the pharmaceutical, biotechnology, and medical device industries. The diverse roster includes most of the major players in the MA healthcare ecosystem, as well as America's Health Insurance Plans (AHIP), American Cancer Society, Biotechnology Industry Organization (BIO), Cedars-Sinai Health System, Goodyear Tire & Rubber Company, Johnson & Johnson, Kaiser Permanente, Merck, National Association of Chain Drug Stores Foundation, and PhRMA.

The Board of Directors is a strong, engaged group of leaders from NEHI's member organizations and beyond. In addition to providing strategic oversight and direction, the Board also works to connect NEHI staff with new project opportunities and potential member organizations from different healthcare sectors. The current Board is especially strong in the area of bio-innovation and is expected to grow in terms of membership and diversity throughout 2020.

NEHI's research and recommendations on financing innovation, payment and delivery system reform, health information technology, and patient engagement have been cited in Congressional testimony, published in influential journals including the New England Journal of Medicine and the Journal of the American Medical Association, and cited in mainstream and social media.

The organization's convening power brings together stakeholders from across sectors of health and health care, enabling the organization to build consensus on pressing issues such as paying for biopharmaceuticals, gathering data to support health improvement, and fostering the use of innovative technologies in health care delivery.

NEHI educates policymakers and health care thought leaders and has influenced legislative and regulatory policy on meaningful use of health information technology, the Congressional Budget Office's estimates on the cost and savings impact of medication adherence, and use of community health workers.

NEHI's current projects have been designed to stimulate, leverage, and pilot scalable interdisciplinary solutions to the challenges facing the contemporary American healthcare landscape. This includes work on next generation therapies and value-based arrangements (VBAs) as well as a suite of projects relating to bio-pharmaceutical innovation. In the pipeline are initiatives to advance digital technologies for diagnosis and treatment of behavioral health conditions, and work to develop pilots to reduce administrative waste.

Leadership

Wendy Warring, J.D., became President and CEO of NEHI in January 2020. She is focused on strengthening NEHI's role in advancing innovative care models and technologies that improve effective health care, especially by lowering individuals' health care costs and removing access barriers.

Warring previously served as Senior Vice President of Network Development and Strategic Partnerships at Boston Children's Hospital. She was responsible for developing strategies and executing operational initiatives to strengthen relationships between Boston Children's and primary care physicians, hospital systems, and other providers locally, regionally, and nationally. She has held positions as Executive Vice President & COO at Connecticut Children's Medical Center and EVP of UMass Memorial Health Care, both positions involving the implementation of strategies to fortify the organizations' ability to deliver accessible and affordable care.

Warring has substantial experience in the public sector. She was the Massachusetts Commissioner of the Division of Medical Assistance where she directed the state's Medicaid program. She also served as General Counsel to the Massachusetts Housing Finance Administration, a quasi-public agency devoted to addressing low-and moderate-income housing needs. She held the role of deputy legal counsel in the Governor's office, where she worked principally on mental health and human services issues. Early in her career she

worked at the National Academy of Sciences and at the U.S. Department of Health and Human Services. Warring received her J.D. from Yale University and her bachelor's degree from Brown University.

THE ROLE

Reporting to the President/CEO, the Vice President for Business Development (VP) is responsible for overseeing NEHI's membership, communications, marketing, and operational functions, at both the strategic and day-to-day levels. This person will oversee a Director of Operations, a Director of Events and Executive Coordinator, and a Manager of Communications and Member Relations. As the organization grows, additional staffing resources may be added to promote project management and grow the marketing and communications functions. The VP will need to collaborate closely with the Vice President of Policy Research so that the operations and membership arms of the organization tie into NEHI's policy-related project portfolio. On the strategic level, the VP will work with the President/CEO to develop plans to increase revenues through membership growth and new program development and to differentiate and communicate NEHI's competitive advantage in the healthcare landscape. NEHI's small size requires the VP to be a collaborative, creative leader ready to provide help and assistance with the most important tasks at hand.

OPPORTUNITIES & CHALLENGES

The new Vice President for Business Development will join NEHI at a critical and exciting juncture in its history. To support the organization's continued growth, the VP will address the following opportunities and challenges:

Identify and secure new partners and build the membership base

With the goal of increasing NEHI's revenue base and market share, the VP will focus on program development with an appreciation of member needs and based upon an understanding of the issues in health care policy that have both relevance and potential impact. This person will identify and secure new partnerships to enable NEHI to expand its scope, both to build NEHI's membership base and to attract new funders and thought leaders for the organization's projects. The VP will be comfortable in an externally-facing role and at ease meeting directly with potential members and funders to make the case for NEHI. This person will build direct relationships with leaders who work at NEHI's member organizations. This will not only create a more constant stream of communications between NEHI and its members around essential services and potential projects but will also ensure that there are champions advocating for continued membership in NEHI over time. Internally, the VP will manage the team to create relevant materials and provide ongoing support to members, creating content aimed at communicating NEHI's value to a wider audience.

Redefine NEHI's value proposition

As it approaches its twentieth anniversary in 2022, NEHI faces an environment in which health care organizations are under pressure to reduce their costs. As a result, NEHI members and potential members are asking NEHI to demonstrate its value to each of them. This request comes at a time when NEHI is joined in the market by similar organizations that highlight several benefits once unique to NEHI. To respond, NEHI must redefine its value proposition as a membership-based, research-focused policy entity, clarifying its expertise with respect to the issues raised and contributions made by innovations in health care. The VP will be a leader in this effort and will work with the President/CEO, the Board, and the Vice President of Policy Research to determine exactly how NEHI can most effectively distinguish itself in a crowded field moving forward. With this redefined value proposition in place, the VP will lead the planning and projects needed to execute NEHI's differentiation.

Provide strong people management in the context of a small organization

The VP will be a critical senior staff member charged with managing a significant portion of the staff. This person will be a bridge between the President/CEO and the rest of the team and will provide ongoing staff support and professional development. The VP will be adept at managing times of workplace transition, experienced at working with staff of all experience levels, and strategic in identifying the roles that need to be added and then hiring appropriately. With a commitment to a positive workplace culture, an open-door policy, and a focus on helping staff develop new skills and expertise, the VP is on the frontlines of optimizing NEHI's valuable human capital.

Build and improve NEHI's project management capabilities

NEHI's portfolio includes a complex array of research, convening, and other policy-based initiatives. The VP will collaborate with other staff to ensure that there are strong systems to track deliverables and deadlines across all sectors and to communicate priorities to appropriate stakeholders. This person will manage up and down to align all parts of the project management enterprise at NEHI and will implement best-in-class procedures for achieving success on externally and internally mandated deliverables. The ideal candidate will bring strong writing and budgeting expertise to the role.

QUALIFICATIONS AND EXPERIENCE

The ideal candidate will bring the following skills, qualities, and experience, which are considered critical to success:

- Informed passion for NEHI's mission and legacy and resonance with its current work
- Sophisticated understanding of health policy from the government, payer, provider, and pharmaceutical perspectives

- Ability to articulate a clear and exciting vision to a broad array of audiences; strong written skills
- A track record of providing strategic, innovative leadership and sound, cost-conscious organizational and project management
- Demonstrated experience building collaborations and partnerships between and among a range of stakeholders
- Strong acumen and judgment in managing financial resources and the ability to develop and implement budgets effectively, aligning resources with strategic priorities
- Significant experience managing organizational change initiatives
- A record of building and supporting a positive work environment and a high functioning team, as well as the ability to mentor, delegate, and encourage initiative and independent thinking
- Demonstrated ability to recruit and retain a diverse and talented staff at all levels
- Excellent strategic and intellectual abilities and analytic skills and a reputation for rigor
- Tenacity, emotional intelligence, energy, patience, flexibility, and good humor

TO APPLY

NEHI has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

Ariannah Mirick, Partner
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Electronic submission of materials is strongly preferred.