

# Leadership Profile

Chief Strategy Officer



The power  
of community

Seattle, WA

## **Opportunity**

The Community Health Plan of Washington (CHPW) seeks a visionary Chief Strategy Officer to join this unique, mission-driven health plan, and spearhead collaborative efforts to better serve the needs of communities across Washington State. The new Chief Strategy Officer (CSO) will partner with CHPW's CEO and other senior leaders to identify and cultivate innovative ventures that benefit Washington's network of community health centers (Community Health Network of Washington, CHNW) and the people who receive care there. As one of only five managed care organizations (MCOs) contracted with the Washington State Health Care Authority for Medicaid, and the only not-for-profit, regional based MCO, CHPW takes its privilege and responsibility to the community seriously by embedding the values of health equity and whole-person care in all programming and decision-making. The new CSO will enact these values by leveraging connections to community health centers and other community partners and stakeholders to identify needs and support the creation of programs and initiatives to address them. The new CSO will also take the lead in steering CHPW's approach to Medicaid procurement activities and other business development and innovation opportunities.

## **The Organization**

Community Health Plan of Washington (CHPW) has been providing quality health care to Washington families since 1992. Established three decades ago by a consortium of Washington's federally qualified health centers, also known as community health centers, CHPW emerged as the state's inaugural nonprofit managed care plan. Its founding mission aimed to extend healthcare access to underserved communities while simultaneously channeling surplus back into community health centers to support those communities. In this way, CHPW ensures the provision of accessible, high-quality local healthcare and supports community-based organizations in addressing people's needs. In 2007, CHPW expanded its coverage to include Medicare patients through Medicare Advantage. Since 2021, in conjunction with the network of community health centers that is its parent organization (CHNW), CHPW has been offering affordable individual and family plans known as Cascade Select on the state exchange, catering to the requirements of Washington residents who narrowly miss Medicaid eligibility to qualify for Apple Health (Washington's Medicaid program). In a recent discernment process, CHPW committed to the shared values of community, justice, collaboration, and accountability as they strive to build an inclusive workplace and fulfill their mission.

### **Committed to Washington's Families**

CHPW is dedicated to creating a sense of home for all its members. The concept of home varies from person to person, but at its core lies understanding, respect, and care. Balancing the healthcare needs of a family can be overwhelming, akin to a full-time commitment. CHPW stands by its members, assisting families in accessing a comprehensive array of services, therapies, and solutions for holistic well-being. Most of CHPW's membership face a variety of social and demographic barriers to achieving their best health outcomes and CHPW and its CHC network have a long history of reducing these barriers with the provision of multiple social and culturally competent services. CHPW provides translation services and ensures access to high quality health services for everyone, regardless of financial means. In collaboration with community health centers, CHPW empowers members by offering services that extend beyond conventional healthcare, including assistance with food, housing, and transportation.

### **Committed to Washington's Communities**

CHPW staff actively engage within communities across the state. Through employee-led initiatives, CHPW collaborates with local charities to organize quarterly drives, gathering essentials such as food, toiletries, clothing, books, holiday gifts, and school supplies. CHPW employees also frequently step out of the office to utilize their allotted 40 hours per year of paid volunteer time, contributing to activities like serving meals at food banks or participating in community clean-up efforts. At the organizational level, CHPW intentionally builds relationships with advocacy organizations and community organizations across all communities. It is seen as a trusted partner by immigrant groups, native communities and providers, and those local organizations working to support BIPOC communities.

### **Committed to Washington's Health**

CHPW maintains a strong presence across Washington. The network of the Community Health Plan of Washington encompasses:

- 21 Community Health Centers operating more than 190 clinics
- More than 3,100 primary care providers
- Nearly 15,000 medical specialists
- Nearly 8,000 behavioral health specialists
- Over 100 hospitals
- More than 130 Affiliate Providers at 393 locations

### **Committed to Washington's Future**

CHPW takes proactive steps to enhance the health of Washington for future generations. Through its policy work, Community Health Network of Washington (CHNW) advocates in both state and federal legislatures to safeguard Washington's healthcare system and broaden coverage. Committed to the well-being of its residents, CHPW partners with providers and other coalitions to support healthcare policy to advance health equity and whole person care.

### **The Position**

Under the direction of the CEO and in collaboration with other senior executives, the new Chief Strategy Officer (CSO) will spearhead and guide strategic endeavors aimed at fostering cross-functional strategic goals, business expansion and innovation. This entails overseeing the development and alignment of CHPW's products, including Medicare, Cascade Select, and other potential ventures, in line with CHPW's strategic plan.

Additionally, in tandem with the CEO and senior executives, the CSO leads the management of external relations and strategic partnerships with key stakeholders, such as delivery systems, community-based organizations, government entities, and other innovative business collaborators. The CSO plays a pivotal role in driving enterprise-wide telehealth strategies and initiatives related to external partnerships that address Health-Related Social Needs, in collaboration with the Clinical Services division leadership.

#### **Direct Reports**

- Vice President, Community Engagement and Growth
- Vice President, Delivery & Health System Innovations and Community Partnerships
- Other Roles TBD (e.g. Strategy and Performance leader)
- Executive Assistant (may be shared)

#### **Responsibilities**

- Provides organizational leadership for CHPW/CHNW as a member of the Executive Leadership Team (ELT) in developing organization direction, strategies, priorities, and policies and in working with leadership and staff throughout the organization.
- Develops and maintains heightened connectedness to healthcare systems/organizations across Washington State, to identify trends and facilitate creative and effective relationships and partnerships that would benefit CHPW/CHNW and foster business development.

- Keeps apprised of trends and changes in the healthcare industry to inform Plan and Network strategies and to further differentiate the Plan from competitors.
- Provides leadership in the implementation of company-wide strategic initiatives and projects, particularly around business development and growth goals, telehealth and Social Drivers of Health partnership opportunities.
- Oversees:
  - Evaluation and implementation of innovation opportunities
  - Evaluation of network composition, credentialing and provider contracting strategies
  - Execution of membership growth plans including marketing, sales, and retention plans
- Actively engages with the Board of Directors to leverage centralized resources to support Community Health Center goals and objectives; serves as key point of contact with core constituents of the Network and community health centers; conducts active outreach and maintains visibility with Network leaders.
- Fosters strong professional working relationships with leadership throughout CHPW/CHNW. Facilitates cross-functional and cross-organizational information sharing and collaboration to generate transformative outcomes that are appropriately resourced and scalable.
- Fosters a culture of equity and actively engages in DEI work as part of the Executive Leadership Team. Promotes an environment that supports all employees, across the organization, which enhances growth, communication, and engagement.
- Provides guidance and stewardship in overseeing the organization through change and growth, while integrating and supporting diverse cultures and viewpoints.
- Working with department leadership ensures day-to-day supervision, effective hiring, appropriate performance management, and staff development, with the goal of developing a cohesive, empowered, and productive team.
- Other duties as assigned.

## **The Candidate**

The ideal candidate will be a seasoned healthcare leader with a record of effectively serving communities that receive Medicaid and Medicare benefits; experience in a managed care organization or similar setting; and alignment with the mission, governance and collaborative processes of Community Health Plan of Washington and the network of community health centers it serves. The role requires a robust understanding of provider financing, healthcare policy and reform, and the skill and emotional intelligence to navigate matrixed environments. We seek a collaborative leader who will be an insightful and strategic partner to CHPW's CEO and other senior leaders, guiding the organization in setting priorities and evaluating new and ongoing initiatives to deliver managed care services to meet the needs of communities, and make managed care participation beneficial to providers.

The ideal candidate will have a minimum of fifteen (15) years of progressive experience within a managed care or related healthcare organization including at least ten (10) years in senior leadership roles. A Bachelor's degree is required; a Master's degree in a healthcare-related discipline is desirable.

## **Knowledge/Skills and Work Experience**

- A record of successful business development, including setting goals and developing plans for business and revenue growth; researching, planning, and implementing new market initiatives; development of prospective business opportunities in a competitive market.

- Strategic orientation, with the ability to think innovatively about complex challenges and a history of success in executing strategic goals.
- An entrepreneurial focus and the ability to recognize opportunity, take initiative, and innovate. A passionate and optimistic approach, and willingness to take risks to achieve goals.
- Ability to prioritize and execute multiple complex initiatives in various areas simultaneously.
- Superb and persuasive presentation and communication skills with an emphasis on inclusivity.
- Excellent judgment, critical thinking, and change management skills, including negotiation and conflict resolution.
- Understanding and appreciation of relevant legal and regulatory environment and appropriate compliance to requirements. Knowledgeable about Washington State and applicable federal public programs.
- Experience working with Federally Qualified Health Centers and health systems in the Washington market.

### **Critical Success Factors**

Among the criteria used to evaluate the success of the Chief Strategy Officer in the first 12-18 months are:

- Evidence of strong relationships of trust with colleagues throughout CHPW and CHNW.
- A reputation for a wise and collaborative approach to planning.
- Progress toward developing new initiatives to better meet community needs and further differentiate CHPW from competitors.
- Progress toward planning for CHPW's re-procurement process.

### **The Community - Seattle, Washington**

Seattle is a diverse, dynamic, and innovative city that has been growing and rising in national prominence. Surrounded by water and mountains and covered with hills, the city is equipped with a landscape as diverse as the city itself. Seattle enjoys a thriving economy and has been named the nation's "Most Walkable City," the third "Coolest City," and the second "Best City of the Next Decade." As the accolades continue to mount, this 650,000-person city will continue to be experienced as one of the United States' premiere locations.

Seattle boasts one of the most affluent and educated populations in the country, with a strong foundation of public and private options beginning with K-12. Included among the higher education institutions are University of Washington, University of Puget Sound, and Seattle University. Such strong academic credentials, along with an absence of state income taxes, have made Seattle increasingly popular for families.

From Boeing to Microsoft to Starbucks to Amazon, Seattle has always been home to some of the most influential and innovative American companies. In addition to the companies above, Seattle is also the headquarters of Nordstrom, Costco, and Nintendo America. While there are numerous big-name companies in Seattle, it is also a hotbed for start-ups, especially within the green and clean technology sectors. Seattle has continued to strengthen its own commitment to clean technology with an expansion of public transportation, greenhouse gas reduction programs, and a goal of being the first "climate neutral" city in North America.

Seattle is a vibrant center for arts, culture and recreation. The city boasts a number of different arts offerings, including music festivals of all genres and a widespread theatre community. The city is home to a growing "foodie" community as well, recently ranking as the "7th Best City for Foodies" by Travel and Leisure. The Pike Place Market is perhaps the most recognized farmers' market in the United States. Outside of food and arts, Seattle is home to several professional

sports teams, including the Seattle Seahawks of the National Football League and the Seattle Sounders of Major League Soccer, which are known for having some of the most passionate and loudest fans in the country. Finally, Seattle is recognized for its abundance of outdoor activities. Home to leading outdoor gear company, REI, Seattle has become an ideal area for year-round recreation including walking, cycling, hiking, skiing, snowboarding, kayaking, sailing and rock-climbing.

For additional information, visit the following web sites: [www.seattlechamber.com](http://www.seattlechamber.com) / [www.visitseattle.org](http://www.visitseattle.org)

## **Compensation**

The targeted annual compensation for this position is \$375,000-\$425,000, including an annual incentive target based on company, department, and individual performance goals.

The benefits package offered to full and part time employees and their dependents includes:

- Medical, Prescription, Dental, and Vision
- Telehealth app
- Flexible Spending Accounts, Health Savings Accounts
- Basic Life AD&D, Short and Long-Term Disability
- Voluntary Life, Critical Care, and Long-Term Care Insurance
- 401(k) Retirement and generous employer match
- Employee Assistance Program and Mental Fitness app
- Financial Coaching, Identity Theft Protection
- Time off including PTO accrual starting at 24 days per year
- 40 hours Community Service volunteer time
- 10 standard holidays, 2 floating holidays
- Compassion time off, jury duty

## **For More Information**

We welcome and appreciate referrals. To learn more, please contact Lida Junghans, PhD ([LJunghans@ZurickDavis.com](mailto:LJunghans@ZurickDavis.com)) or Myranne Janoff at 781-938-1975. To apply, please send a resume and letter of interest to: [CHPW-CSO-2417@ZurickDavis.com](mailto:CHPW-CSO-2417@ZurickDavis.com). All contact with our office will remain confidential.

*Community Health Plan of Washington is an Equal Opportunity Employer.*