

## A Position Profile

# Senior Vice President and Chief Financial Officer



**Johns Hopkins HealthCare**  
*Glen Burnie, Maryland*

---

# Table of Contents

## SECTION 1

### *Overview*

|   |    |
|---|----|
| Johns Hopkins HealthCare LLC                | 1  |
| Johns Hopkins Health System                 | 1  |
| Johns Hopkins Employer Health Program (EHP) | 2  |
| Priority Partners                           | 2  |
| Johns Hopkins US Family Health Plan         | 3  |
| Johns Hopkins Advantage MD                  | 3  |
| Johns Hopkins HealthCare Solutions          | 4  |
| Johns Hopkins Office of Population Health   | 4  |
| Johns Hopkins Office of Managed Care        | 4  |
| Mission and Vision                          | 4  |
| Core Values                                 | 5  |
| Strategic Priorities                        | 5  |
| Executive Biographies                       | 6  |
| Organizational Chart                        | 13 |

## SECTION 2

### *Position Description*

|                                      |    |
|--------------------------------------|----|
| Reporting Relationship               | 14 |
| Principal Accountabilities           | 14 |
| Experience and Qualifications        | 16 |
| Personal and Professional Attributes | 17 |
| Leadership Competency Model          | 17 |

## SECTION 3

### *Community Information*

|                           |    |
|---------------------------|----|
| Anne Arundel County       | 20 |
| Metro Baltimore, Maryland | 21 |

## SECTION 4

|                    |    |
|--------------------|----|
| <i>Furst Group</i> | 23 |
|--------------------|----|

---

# *Johns Hopkins HealthCare LLC*



Jointly owned by the Johns Hopkins Health System and the Johns Hopkins University School of Medicine, Johns Hopkins HealthCare (JHHC) develops and manages medical care contracts with organizations, government programs, and healthcare providers for nearly 400,000 plan members, and on behalf of the providers and patients of Johns Hopkins Medicine (JHM). A dedicated advocate for its client employers, patient members, and physician providers, JHHC believes that collaboration between the three creates optimal results for patients and healthy financial outcomes for its providers and employers.

## Johns Hopkins Health System

The Johns Hopkins Health System Corporation (JHHSC) is a legal entity which was created more than 30 years ago in 1986. It was created as a private, non-profit corporation to formulate policy among and provide centralized management services for its affiliates. It was created on the recommendation of The Johns Hopkins Hospital (JHH) President, Dr. Robert M. Heyssel, who believed the JHH Board needed to provide a parent company to oversee the formulation of a vertically integrated health system in anticipation of changing market conditions and changes in healthcare delivery. JHHSC functions as a parent holding company of its wholly owned affiliates, including:

- The Johns Hopkins Hospital, with 1,192 beds
- Johns Hopkins Bayview Medical Center, with 527 beds
- Howard County General Hospital, with 266 beds
- Suburban Hospital, with 236 beds
- Sibley Memorial Hospital, with 318 beds
- Johns Hopkins All Children's Hospital, with 259 beds
- Johns Hopkins Community Physicians, a multispecialty physician organization with over 430 providers
- Johns Hopkins Home Care Group
- Johns Hopkins Healthcare (Employer Health Programs)

JHHSC and its wholly owned subsidiaries are often referred to as the "Health System" in this Position Profile.

## Johns Hopkins HealthCare

Johns Hopkins HealthCare (JHHC), established in 1995 as the health insurance division of Johns Hopkins Medicine, is a critical partner in the Hopkins' tripartite mission of patient care, education, and research.

Through its primary contracts with the Department of Defense, the Maryland Department of Health, the Centers for Medicare and Medicaid Services, and Johns Hopkins entities, JHHC provides a full range of traditional insurance services, including benefit design and administration, customer service, claims processing, plan enrollment, and care/utilization management services, in addition to developing and providing innovative data analytics. Furthermore, JHHC is a leader in corporate wellness and population health solutions that include onsite clinics, chronic disease management programs, and population health analyses. It develops these population health programs and services through its Office of Population Health and markets these solutions through its Health Innovations/Solutions team.

JHHC currently manages healthcare services for nearly 400,000 plan members through four unique health plans: Priority Partners Managed Care Organization (Medicaid), Johns Hopkins Employer Health Programs (Self-Insured Plans), Johns Hopkins US Family Health Plan (Department of Defense), and Hopkins Health Advantage (Medicare Advantage Plan). HealthCare also contracts with third-party payers on behalf of the Johns Hopkins Medicine Entities and helps manage and/or coordinate other Johns Hopkins Medicine third-party arrangements through its Office of Managed Care. It has more than 27,000 providers in its medical network.

## Johns Hopkins Employer Health Programs (EHP)

Established in 1996, Johns Hopkins Employer Health Programs (EHP) is a self-funded health plan serving close to 60,000 Johns Hopkins Medicine and University employee members, as well as other self-funded employers. JHHC works with EHP clients to identify characteristics of their workforce and create customized, flexible, and comprehensive benefits packages for their specific audience. Benefits packages range from full indemnity products to dual-option PPOs to single-option plans. EHP benefits packages include all insurance operation services such as claims administration, customer service, customized care management, health coaching, pharmaceutical services, behavioral health enrollment, utilization management, stop loss, and health quality improvement programs. All packages are governed by the Department of Labor Employee Retirement Income Security Act of 1974 regulations.

## Priority Partners

Priority Partners is the largest of eight managed care organizations authorized by the state of Maryland to provide healthcare services for more than 294,000 participants in Medicaid, Maryland Children's Health Program, and Medical Assistance for Families. Owned by JHHC and the Maryland Community Health System, Priority Partners is a consortium of seven Federally Qualified Health Centers. No-cost benefits include doctors' visits, immunizations, limited dental care for adults (children and pregnant women are covered through the state's Maryland Healthy Smile Program), lab tests, screens, X-rays, and prescription and over-the-counter medications. Priority Partners also offers free programs to help members and their families stay healthy. The Priority Partners Outreach Department assists members with scheduling doctor appointments and coordinating transportation and interpreter services. Meanwhile, the Community Health Advocate program engages low- to moderate-income residents and community groups interested in learning more about good health practices and creating healthy environments for their families. In addition, the care management program assists members with chronic conditions to better manage their health.

## Johns Hopkins US Family Health Plan

Johns Hopkins US Family Health Plan (USFHP) is a Department of Defense designated provider of TRICARE Prime benefits to eligible military beneficiaries living in and around Maryland, Washington, DC, Delaware, Pennsylvania, Virginia, and West Virginia. USFHP delivers all TRICARE Prime benefits from routine doctor visits and diagnostics to specialty care and hospitalization. Currently, USFHP has more than 48,000 members.

USFHP's primary care groups in Maryland include hundreds of contracted network providers, including Johns Hopkins Community Physicians (JHCP), which has more than 30 healthcare locations. All JHCP medical practices provide the full range of primary care services, including internal medicine and/or family practice. Some of the larger centers offer Ob/Gyn, pediatrics, ophthalmology, and optometry services plus on-site Rite Aid pharmacies, labs, and radiology services. The Delaware network includes all Bayhealth Medical Group primary care doctors, offering care at locations in New Castle, Sussex, and Kent counties. In Pennsylvania, the network includes all primary care doctors, specialty physicians, and facilities in the WellSpan Medical Group and WellSpan Health. Active-duty military family members and retirees eligible for TRICARE Prime also have a new option in Northern Virginia. The plan provides access to a wide array of primary care and specialist physicians at convenient locations throughout Northern Virginia through its primary provider partner, Signature Partners.

USFHP benefits include medical dental, vision, prescription drug coverage, care management, and health coaching. Additionally, the Johns Hopkins US Family Health Plan is part of a larger alliance of national US Family Health Plans, which allows the staff overseeing this plan to leverage additional insights from and experiences of peer plans as well as create political movement on shared initiatives.

## Johns Hopkins Advantage MD

Johns Hopkins Advantage MD was launched in October 2015 to market Medicare Advantage products to Maryland's 940,000 Medicare eligible beneficiaries. Authorized by CMS, this plan offers two PPO options in 11 counties in Maryland: Anne Arundel, Baltimore, Baltimore City, Calvert, Carroll, Howard, Montgomery, Somerset, Washington, Wicomico, and Worcester. Both of Johns Hopkins Advantage MD's PPO options deliver medical, diagnostic dental, hearing services, and prescription drug coverage. The Plus plan, however, also offers hearing aid care and a fitness membership through Silver&Fit®. For benefit year 2018, Advantage MD will also be offering an HMO product and will expand services into Frederick County.

In addition to individual plans, Johns Hopkins Advantage MD also offers an Employer Group Waiver Plan (Advantage MD Group). This plan is a Medicare Advantage benefit option provided exclusively through employer group relationships to their eligible retirees.

As of January 2018, there are 12,000 members enrolled in Advantage MD, which is the fastest-growing Medicare Advantage plan in its market, in a state that has only a 11 percent penetration rate. In addition to Johns Hopkins, six other Maryland-based healthcare systems have equity interests in this Medicare Advantage offering.

## Johns Hopkins HealthCare Solutions

Johns Hopkins HealthCare Solutions is a business team within Johns Hopkins HealthCare that connects the marketplace to the innovative, research-based products and services derived from the work of the medical, public health and nursing faculty, clinicians, staff and students within Johns Hopkins Medicine. Johns Hopkins HealthCare Solutions provides services founded on evidence-based research, clinical experience, and the management and delivery of health plans for populations— combining the expertise of the Johns Hopkins University, the Johns Hopkins Hospital, and Johns Hopkins HealthCare.

## Johns Hopkins Office of Population Health

Johns Hopkins HealthCare's Office of Population Health coordinates and integrates the healthcare delivery system, public health activities, and social and environmental determinants of health to achieve desired health outcomes in a defined population. The office provides population health analytics and evaluation; program administration and management; strategic consulting; data sharing and research; and also helps to deliver/implement its population health interventions/services with the clients it serves.

## Johns Hopkins Office of Managed Care

The Johns Hopkins Office of Managed Care drives strategies to optimize managed care payer relations and reimbursements on behalf of all Johns Hopkins Medicine providers, hospitals, and healthcare providers. It does this through successful payer relations management, provider contracting, bundled rate contracting, single case contracting, and focusing on strategic growth.

## Mission of Johns Hopkins HealthCare LLC

*To optimize the health of individuals, populations, and communities through innovations and science-based solutions that advance the mission of Johns Hopkins Medicine.*

## Vision of Johns Hopkins HealthCare LLC

*Establish Johns Hopkins HealthCare as the leader in the translation of evidence-based solutions into population health programs and products that drive proven results and empower individuals and communities to achieve good health.*

## FY19 Strategic Imperatives

- 1. Maintain financial sustainability through expense reduction and revenue enhancement*
- 2. Strengthen relationships with communities, constituents, and stakeholders through collaboration and engagement*
- 3. Remove barriers in order to improve quality of care*
- 4. Embrace data and analytics that drive evidence-based strategies and planning*
- 5. Change the culture to establish a high-quality, collaborative, and purposeful workforce*

## Core Values

Johns Hopkins HealthCare's core values are essential to upholding its Mission and Vision.

- *Excellence & Discovery*  
Be the best. Commit to exceptional quality and service by encouraging curiosity, seeking information, and creating innovative solutions.
- *Leadership & Integrity*  
Be a role model. Inspire others to achieve their best and have the courage to do the right thing.
- *Diversity & Inclusion*  
Be open. Embrace and value different backgrounds, opinions, and experiences.
- *Respect & Collegiality*  
Be kind. Listen to understand and embrace others' unique skills and knowledge.

It is the expectation that every member of the Johns Hopkins community embodies and demonstrates these values in their daily activities.

## Strategic Priorities (Shared with JHM)

- *People*  
Attract, engage, develop, and retain the world's best people.
- *Biomedical Discovery*  
Become the exemplary model for biomedical research by advancing and integrating discovery, innovation, translation, and dissemination.
- *Patient- and Family-Centered Care*  
Be the national leader in the safety, science, teaching, and provision of patient- and family-centered care.
- *Education*  
Lead the world in the education and training of physicians and biomedical scientists.
- *Integration*  
Become the model for an academically-based integrated healthcare delivery and financing system.
- *Performance*  
Create sustainable financial success and implement continuous performance improvement.

## Executive Biographies

*Patricia M.C. Brown, Esquire*

*Senior Vice President, Managed Care & Population Health (JHM)*

*President (JHHC)*

Patricia M.C. Brown, Esquire, is the Senior Vice President of Managed Care and Population Health for Johns Hopkins Medicine, the President of Johns Hopkins HealthCare LLC, a managed care and population health organization owned by Johns Hopkins Health System and the Johns Hopkins University School of Medicine, and Senior Counsel for the Johns Hopkins Health System. In these roles, Ms. Brown is responsible for directing the Johns Hopkins Medicine population health strategies, to include care coordination, community care, and healthcare reform preparation; integrating and coordinating managed care contracting and payer and market strategies; administering and growing all Johns Hopkins health plan products for approximately 400,000 individuals enrolled in self-funded employer, Medicaid, Medicare, and Department of Defense health plans; facilitating the development and dissemination of healthcare solutions to drive quality and cost-effective healthcare; and otherwise championing Johns Hopkins Medicine's aspiration to be the model for an academically-based integrated delivery and financing system. Ms. Brown also is currently Chairperson of the Board of Chesapeake Regional Information System for Our Patients, a consortium of healthcare systems and others committed to developing a healthcare information exchange in the region.

Ms. Brown is a Phi Beta Kappa graduate of the University of Richmond and has a Juris Doctorate degree from the University of Baltimore. Prior to joining Hopkins in 1994, Ms. Brown was an Assistant Attorney General with the Maryland Office of the Attorney General, Department of Health and Mental Hygiene, was an adjunct professor teaching Health Care Law at the University of Baltimore, and a past Chairperson of the Health Law Section of the Maryland State Bar Association.

Actively involved in community activities, Ms. Brown served on the Board of Directors of the United Way of Central Maryland and was its Board Chair from 2013 to 2015. Ms. Brown also serves on the Board of Directors of Catholic Charities, Listening Hearts Ministries, and The Lab School of Washington, DC, and is a past trustee of the Notre Dame of Maryland University, the Maryvale Preparatory School, the Community Foundation of Anne Arundel Community, and the Linstead Community Association.

Ms. Brown has received many community honors, including being inducted into the Maryland Chamber of Commerce Hall of Fame in 2016, and receiving the *Baltimore Business Journal* Outstanding Directors Award in 2015, the Girl Scouts of Central Maryland Distinguished Women's Award in 2007, and the Top 100 Women and Circle of Excellence awards by the *Daily Record*, Baltimore, Maryland in 2001, 2010, and 2016. Ms. Brown is married to Joseph P. Gill, Deputy Director of the Environment for Prince George's County, and has two step-children. In 2016, she and her husband were named Philanthropists of the Year by the United Way of Central Maryland.



*Ronald Werthman*  
*Senior Vice President and Chief Financial Officer, JHM*

Ronald Werthman is the Senior Vice President and Chief Financial Officer for Johns Hopkins Medicine. In his role, he directs and oversees finance activities for all of Johns Hopkins Medicine.

A 42-year veteran of the healthcare and higher education fields, Mr. Werthman previously served as Senior Vice President of Finance and Treasurer/Chief Financial Officer for the Johns Hopkins Health System and The Johns Hopkins Hospital. Under his leadership, Johns Hopkins has achieved the highest operating margins in its history. He consolidated the health system's and affiliates' finance division under his direction and worked closely with the management team that developed and implemented a budget process that incorporates both the health system and the school of medicine.

Before joining Johns Hopkins in 1993, Mr. Werthman was Vice President/Chief Financial Officer/Treasurer of Hahnemann University in Philadelphia. He also held similar positions at St. Francis Regional Medical Center in Wichita, Kansas; Mary Imogene Bassett Hospital in Cooperstown, New York; and Allegheny General Hospital in Pittsburgh.

Mr. Werthman earned his Bachelor's degree in Accounting from Duquesne University in 1973 and his Master's degree from Robert Morris University in 1980. He is a member of a number of local boards and committees.

*Michael L. Larson*  
*Senior Vice President, Finance and Chief Financial Officer, JHHS*

Michael L. Larson oversees the finance activities of the health system, helping to ensure it achieves its budget each year by increasing revenues and improving operating efficiencies, and furthering Johns Hopkins Medicine's efforts in achieving its performance improvement goals.

In his 23-year career with Johns Hopkins, Mr. Larson's accomplishments include integrating accounting, tax, and the finance related service centers across all health system entities, working with the senior management team at Johns Hopkins HealthCare to improve the financial results of the organization, and ensuring the financial results of the organization are accurate, timely, and understandable. He also improved staff development and customer service delivery, and designed policies and procedures to streamline financial processes and enhance internal controls.

Mr. Larson earned his Bachelor's degree from Pennsylvania State University and his Master of Business Administration, with a focus on financial management, from Drexel University. Mr. Larson also is a Certified Public Accountant.

*Mark Hingtgen*  
*Vice President, JHM*  
*Chief Financial Officer, Johns Hopkins University School of Medicine*

As Vice President for Johns Hopkins Medicine and Chief Financial Officer for the Johns Hopkins University School of Medicine, Mark Hingtgen oversees the strategic financial direction of the school of medicine, and develops and executes a financial model that anticipates and responds to the opportunities and challenges inherent in the academic environment.

Before coming to Johns Hopkins, Mr. Hingtgen served as the Assistant Vice President for finance at the University of Iowa Health Care. In that position, he was a key member of the senior financial team, with oversight of strategic financial planning, accounting, budgeting and capital investment planning. Mr. Hingtgen has also worked at the Washington University School of Medicine as Senior Departmental Accountant and manager of administrative services in the Department of Neurology.

Mr. Hingtgen earned his Bachelor's degree from Iowa State University and a Master's degree in Public Policy Administration from the University of Missouri-St. Louis.

*Mary Cooke*  
*Vice President, Strategic Military Alliances, USFHP*

Mary Cooke is responsible for developing and leading strategic partnerships with the Military Health System. Ms. Cooke serves as co-director of Johns Hopkins Individualized Health, a strategic JHM research and clinical initiative designed to define, measure, and communicate each person's unique health state and trajectory with increasing precision; and develop these discoveries into methods and tools that can be utilized to inform shared decision-making in clinical practice.

Ms. Cooke has held progressive leadership positions in the healthcare industry for more than 25 years with expertise in emergency and trauma care, quality and risk management, healthcare delivery, and federal health plan financing and administration. She holds a Master of Health Administration and a Doctor of Health Policy and Administration.

*Dan Dunkers*  
*Vice President, Information Technology, JHHC*

Dan Dunkers oversees JHHC's support systems, business intelligence, application development and services, and IT project management. He is currently helping to firm up JHHC's infrastructure for growth and resiliency, and establish an open, honest culture where healthy contention fosters better results.

Mr. Dunkers joined JHHC in 2017, bringing with him more than 13 years of executive leadership within IT Healthcare and more than 26 years of progressive IT management and business thought leadership. His areas of expertise include strategic and tactical planning, computer network and telephony infrastructures, project and portfolio management, disaster recovery, vendor negotiations, and on-shore and off-shore managed services. He earned his Master of Business Administration from Johns Hopkins University Carey Business School.

*Linda Dunbar, PhD, RN*  
*Vice President, Population Health, JHHC*

Linda Dunbar directs staff in the divisions of Population Health Management, Behavioral Health, and Research and Development. Since 1997, Dr. Dunbar has led the department of Population Health to create, deliver, and evaluate innovative population health management strategies in the areas of single and multiple chronic diseases, behavioral conditions, and substance use disorder. Dr. Dunbar serves as the Executive Director of the Community Health Partnership of Baltimore, a partnership of six hospitals which coordinates care for Baltimore City residents who are frequent users of emergency and inpatient services. Dr. Dunbar holds an adjunct faculty appointment at the JHU School of Nursing and Bloomberg School of Public Health. She published widely in peer-reviewed journals, serves as the executive leader of J-CHiP (John Hopkins Community Health Partnership), and serves as consultant in the Population Health Industry. She speaks and consults nationally and internationally about risk-adjustment and population health strategies.

She received a Bachelor of Science in Nursing from Towson University and a Master and PhD in Nursing and Health Policy from the University of Maryland. Her doctoral research explored the use of predictive models in populations of children with special healthcare needs. She was Director of Nursing at a pediatric hospital in Baltimore for eight years prior to coming to Johns Hopkins HealthCare.

*Karen Eskridge*  
*Chief Operating Officer, JHHC*

Karen Eskridge is the Chief Operating Officer for Johns Hopkins HealthCare, LLC. Ms. Eskridge is responsible for the operations, information systems, network, and quality of the plans. A strategic planner, her skill in strengthening operations and improving overall performance enables JHHC to focus on aligning business operations and offerings to compete in this new era of healthcare reform.

Ms. Eskridge is an accomplished health insurance executive with experience managing large-scale business operations. Over the course of her career, she has successfully directed claims, customer service, enrollment, information technology, network operations, and provider and benefit configuration for commercial and Medicare plans. In her 25 years with Independence Blue Cross (Pennsylvania), she served in increasingly responsible positions, rising to Vice President of Claims Operations. Prior to joining JHHC, she served as Chief Operating Officer for Lovelace Health Plan in New Mexico.

Ms. Eskridge received a Bachelor of Science in Business Administration from Widener University and a Master of Jurisprudence in Health Law from Widener Law School.

*Mark Fracasso, MD, MBA, FACPE, FACOG*  
*Chief Medical Officer, JHHC*

Mark Fracasso is responsible for all Health Services functions at JHHC, working in tandem with the CEO and COO to ensure that provisions of healthcare services to plan membership are compliant with medical policies. Dr. Fracasso is also responsible for developing and maintaining partnerships with JHM and JHSC, and has accountability for Pharmacy, Utilization Management, Care Management, Quality Improvement and Appeals, supervision of the Medical Directors, and oversight of day-to-day Health Services management.

Previously, Dr. Fracasso held several positions at AmeriHealth Caritas Family of Companies, including the Corporate Medical Director for Clinical Outcomes and Quality. Dr. Fracasso has also served as the Chief Medical Officer at Mary's Center (a Federally Qualified Health Center in Washington, DC, providing primary care and social services to underinsured and uninsured immigrants).

Clinically, Dr. Fracasso practiced Ob/Gyn care, and was awarded the 2011 Distinguished Caregiver Award from Mary's Center. A graduate from Fordham University and Georgetown University School of Medicine, Dr. Fracasso completed his residency in Obstetrics and Gynecology from MedStar Washington Hospital Center in Washington, DC. He received his Master of Business Administration with honors from the University of Miami.

### *Victoria Fretwell*

#### *Vice President, Business Development and Chief of Staff, JHHC*

Vicki Fretwell is responsible for creating a strategic approach for identifying, developing, and launching new and expanded business opportunities to ensure a robust portfolio of programs that are aligned around Johns Hopkins Medicine's goals. In collaboration with Johns Hopkins HealthCare's business leaders, Ms. Fretwell ensures an integrated approach in determining the best options for growth that also meet the needs of key regional business and government stakeholders. As Chief of Staff, she also has responsibility for fostering strategic collaboration between all JHHC's products, and drives JHHC's strategic planning and employee engagement initiatives.

Prior to joining JHHC in 2006, Ms. Fretwell spent 25 years in government communications with the Maryland Senate President, Secretary of State, and Anne Arundel County Executive. She also has substantial public relations experience with Anne Arundel Medical Center, several local arts organizations, and a national veterans association. She served for eight years on the Board of Trustees of Anne Arundel Community College. Ms. Fretwell received her Bachelor of Science degree from the University of Dayton (Ohio) and a graduate certificate in Public Relations from George Washington University.

### *Paul A. Gillan*

#### *Practice Group Leader & Chief Legal Counsel, Managed Care & Population Health, JHHC*

Paul A. Gillan is responsible for providing legal support to the managed care and population health efforts of Johns Hopkins Medicine, including providing primary support to Johns Hopkins HealthCare and the health plans it manages.

Mr. Gillan is a graduate of Princeton University and a cum laude graduate of the University of Baltimore School of Law. He has practiced health law exclusively since 1996 and has dealt extensively and in-depth with both payer and provider legal issues. His experience includes representing hospitals, health systems, and other healthcare providers during his 13 years in private practice, in addition to eight years in-house at a nationally ranked regional health plan.

*Ed Kumian*  
*CEO, Priority Partners*

Ed Kumian has the responsibility for oversight of more than 290,000 Medicaid members across all counties within Maryland. While Mr. Kumian has been with Johns Hopkins HealthCare primarily in the capacity as CFO of Priority Partners for 15 years, he has recently been promoted to the role of CEO. In the capacity as CEO, Mr. Kumian has led the organization through a strategic planning process and helped start the Maryland Medicaid Managed Care Association, which pulls together all eight of the Maryland Medicaid MCOs for purposes of working with the Maryland Department of Health on rate and operational issues.

Prior to joining Johns Hopkins Health Care, Mr. Kumian worked as a consultant with KPMG and PwC where he provided consulting services to Priority Partners and helped set up its original provider contracts. Mr. Kumian received his Bachelor's degree in Mathematics from the University of Delaware.

*Lisa Lattal Ogorzalek*  
*Vice President, Managed Care, JHM*

Lisa Lattal Ogorzalek is responsible for managed care strategy, contracting, and operations for the physicians, hospitals, and ancillary services that are part of Johns Hopkins Medicine. She has been an employee of Johns Hopkins Medicine for the past 30 years. Prior to her role in the Office of Managed Care, Ms. Ogorzalek held various financial, administrative, and operational positions at the Johns Hopkins Sidney Kimmel Cancer Center. She has also held various previous healthcare administrative positions in ambulatory care operations.

Ms. Ogorzalek earned a Bachelor of Arts degree from Bucknell University in Chemistry and Biology. She also holds a Master of Health Administration degree from Duke University, and a Juris Doctor with Honors from the University of Maryland School of Law. Ms. Ogorzalek is admitted to the Bar in Maryland and the District of Columbia. She is a Fellow of the American College of HealthCare Executives.

*Craig A. Williams, PhD*  
*Vice President, Health Care Innovation and Management Solutions and  
Special Advisor to the President of Johns Hopkins University for Regional  
Economic Development*

As Vice President of Health Care Innovation and Management Solutions, Craig A. Williams is responsible for building and leading a business unit that brings together Johns Hopkins HealthCare Solutions, Population Health, and Ventures businesses to form a single platform that partners with Johns Hopkins faculty to advance applied solutions to meet healthcare challenges in the marketplace. As Special Advisor to the President of Johns Hopkins University, Mr. Williams supports President Ron Daniels in his vision for the University's role in the economic transformation of Baltimore and Maryland.

Prior to joining Johns Hopkins, Mr. Williams focused on healthcare policy and financing at the federal and state levels through multiple roles in the public sector. Mr. Williams has also worked for Amgen, Inc., and served as Director of Policy in U.S. government affairs from early 2007 through late 2014.

Mr. Williams earned his Bachelor of Arts (English & Political Science) from Bethany College. He earned his Master of Arts and PhD at University of Oklahoma (Political Science).

*Marja L. Wilson, MHA, MBA*

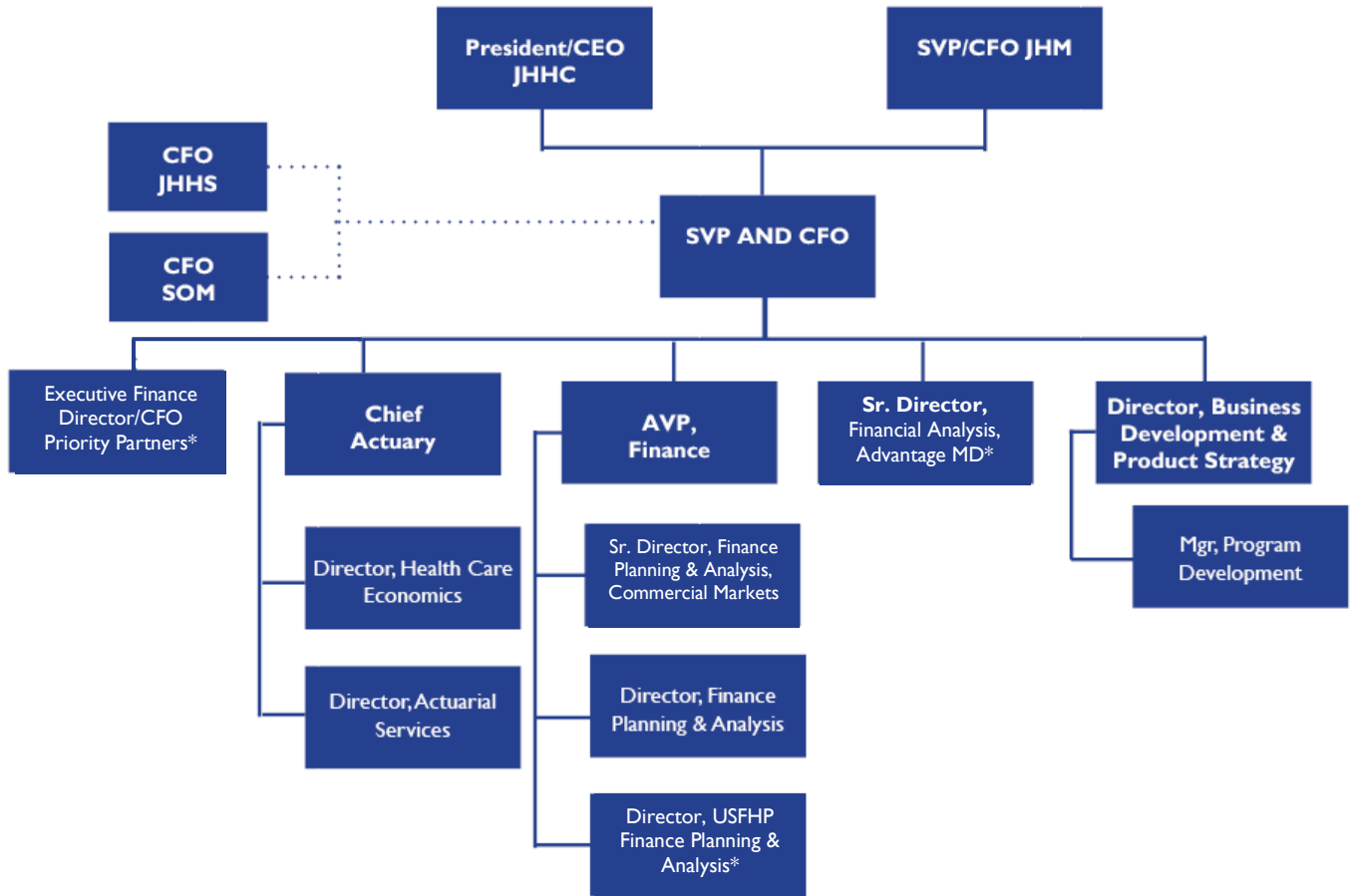
*Vice President, Medicare Advantage Hopkins Health Advantage, JHHC*

Marja L. Wilson leads the Hopkins Health Advantage (HHA) Medicare Advantage program. In this role, she has the responsibility for the program's overall strategy and growth. Ms. Wilson oversees the alignment and delivery of new products, service expansions, P&L performance, operational plan functions, and overall administration of the Medicare advantage program.

Ms. Wilson has served in two large BlueCross BlueShield organizations. As the Vice President of Government Programs for Cambia Health Solutions in Portland, Oregon, she led the development of product strategy and performance oversight of its Medicare programs. Before moving to the Northwest, Ms. Wilson was part of Highmark's executive leadership in Pittsburgh, Pennsylvania.

Outside of the health insurance experience, Ms. Wilson served as a Principal of W2Health. She holds a Bachelor of Arts (Economics, Politics, and Philosophy with a certificate in Russian and East European Studies) from University of Pittsburgh, Pennsylvania; Master of Business Administration from Katz Graduate School of Business; and Master of Health Administration from the Graduate School of Public Health, University of Pittsburgh.

# Organizational Chart



\*These positions also have reporting responsibilities to plan/product administration

---

## Position Description



The Senior Vice President and Chief Financial Officer provides executive leadership, vision, and financial competencies in support of Johns Hopkins HealthCare's vision to become the model for an academically-based integrated financing and delivery system. This position organizes and directs the financial operations of JHHC, a \$2 billion company which operates four health plans' products and directs the managed care and population health activities of Johns Hopkins Medicine (JHM).

This key executive is responsible for coordinating budget, financial analysis, capital acquisition, general accounting, accounts payable, and other financial functions at JHHC, directly and/or in partnership with centralized services offered by JHHS. The successful candidate will have experience in both actuarial and clinical analytics, population health management, care transformation, and the designing of appropriate payment models to drive performance and improve outcomes.

This position will support JHHC's ongoing position as a leader in provider-sponsored health plans, and will drive the alignment, integration, growth, and leveraging of insurance risk and population health management to ensure JHHC's successful strategic position within the regional managed care market. In addition to managing the financial operations and functions, this position will be responsible for business development for new products or programs in emerging markets on behalf of JHHC.

### Reporting Relationship

This position has a matrix reporting relationship. The SVP/CFO reports directly to the President/Chief Executive Officer of JHHC as well as the Senior Vice President and Chief Financial Officer for JHM. In addition, the position has an indirect reporting relationship to the CFOs of the owner entities of JHHC – Johns Hopkins Health System and Johns Hopkins University School of Medicine.

### Principal Accountabilities

Working with key leaders across JHHC and JHM, this individual will effectively define, articulate, and address the current and future financial needs and opportunities of the organization. This key leader will lead in the following critical areas:

- Working broadly across JHHC and JHM, lead the financial analytics necessary to support new product development and strategic business development activities within JHHC, including all potential insurance markets: commercial insurance products, Medicare Advantage programs, Medicaid managed care risk programs, Military health; Employer Direct initiatives; and evidence-based health solutions for all other current and emerging markets, including the local, regional, national, and international marketplace.



- Working closely with the President and the executive leadership team of JHHC, provide leadership for all financial operations of the health plan, including budgeting, long-range and capital planning, financial reporting, revenue management, and data and medical trend analytics, actuarial services, and underwriting.
- Working closely with the Health Plans' Provider Relations team, lead the development and implementation of the strategic finance activities to optimize the financial performance of payer risk contracts to include modeling of bundled payment arrangements, upside and downside risk models, capitation contracts, and shared savings incentives.
- Play a critical role in the continued strategic integration and leveraging of JHHC and the vision of a fully integrated payer/provider system. Share best practices and foster organizational relationships across JHHC, JHM, and other critical partners.
- Develop risk capitation and value-based programs focused on aligned incentives. Assist team in socializing risk models and educating providers to the programs and oversee the reporting of the programs. Assure proper risk and capitation payment to provider. Participate in development and implementation of predictive modeling tools, generating payer report cards, and designing and distributing standard reporting packages.
- Responsible for ongoing market research impacting all product lines. Work collaboratively with health plan leadership on market segmentation, enrollment forecasting, product direction, competitive analysis, and benefit design. Evaluate new product offerings against strategic objectives and create business plans in support of recommendations.
- Play a leadership role in identifying, evaluating, and executing both organic and inorganic opportunities across JHHC's businesses, and take the lead in feasibility analysis for new products, services, sales channels, and market expansion.
- Responsible for identifying and analyzing market needs, market size, and competition. Utilize information gained through rigorous market research activities to develop winning corporate growth strategies.
- Responsible for staffing the departments in the most efficient manner while ensuring the competency of all employees under his/her supervision.
- Provide leadership and direction in the development of internal controls and financial systems to protect the assets of JHHS and its affiliated entities.
- Provide leadership and direction in applying cost avoidance, cost reduction, and revenue enhancement functions of JHHS and its affiliated entities.
- Coordinate activities and integrate services by working closely with other departments in order to provide comprehensive services.
- Assure that sophisticated financial analyses are available to support strategic and business decision making. Such analyses include but are not limited to financial overcasts, predictive models, rate setting estimates, provider payment models, revenue and expense models, and comparative market assessments.

- Work with the President of JHHC, Board of Directors, Senior Administrative Staff, JHM/JHHS Finance Team, and appropriate committees, managers, department heads, and employees in the development of goals, objectives, plans, financial forecasts, and budgets for JHHC. As a member of the executive leadership team, participate in the development of the long- and short-range business plans for JHHC.
- Ensure compliance with internal controls, and state and federal requirements, accuracy of financial reporting, and appropriate levels of risk-based capital and reserves in order to adequately safeguard the assets of the organization.
- Connect risk management programs in population health to contractual performance through analytics and strategic advice to ensure that the impact of investments in JHHC are maximized.
- Evaluate risk contracts to advise JHHC leadership on potential opportunities, negotiations with payers, and management of the risk portions of those contracts. Provide leadership and direction to ensure the development and application of analytics, financial rigor, and insurance risk to all risk-based contracts across all of JHC.
- Review records and reports dealing with the financial operations of the organization. Present this information to the JHHC Board and JHM senior management. Assess the extent to which agreed-upon goals are being met and, when necessary, direct: (a) the introduction of changes in the records and reporting systems, (b) the preparation of special reports and analyses, and/or (c) the taking of corrective actions.

## Experience and Qualifications

- A Bachelor's degree in Finance, Accounting, Business, or a related field is required.
- A Master's degree is preferred but not required.
- Fifteen years of progressively responsible administrative experience in a managed care/healthcare environment is required.
- Knowledge of large, complex financial systems is preferred.
- Managed care reimbursement methodologies knowledge and their impact on the organization is required. In addition, a proven track record of financial reporting and controls for managed care products (i.e., commercial, Medicare, Medicaid) is required.
- Demonstrated experience in collaborating with provider organizations or other external stakeholders in the development of strategic programs, products, or services that result in population health management, and the associated assessment and management of risk.
- Experience leading change across an organization.

## Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within Johns Hopkins HealthCare. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

- Experience analyzing and interpreting complex financial reports.
- Ability to understand and articulate the value of the relationship between JHHC and the provider delivery system connecting payment models to drive the transition to population health management.
- Ability to effectively present information to all levels within the organization and the community.
- Experience working in a complex organization both structurally and politically with matrix reporting relationships and the ability to communicate effectively and articulate all relevant operational perspectives while serving as a member of the executive leadership team.

## Leadership Competency Model

The following competencies make up the Johns Hopkins Medicine and University Leadership Competency Model. Leadership behavior at all levels will be assessed using these competencies. These competencies will be paramount to driving the content of Johns Hopkins' leadership development strategy and align with organizational strategic goals.

### **Establishing Relationships**

Builds effective networks, working relationships, and alliances with a broad range of stakeholders (both internal and external) in order to collaborate effectively within divisions and across boundaries. Can relate to all kinds of people regardless of background; finds topics and common interests that can be used to build rapport with others.

### **Developing Talent**

Provides guidance and feedback to help others strengthen knowledge/skills needed to accomplish tasks, solve problems, and perform effectively. Guides and supports the professional development of individuals so that they can fulfill future job/role responsibilities, define career goals, and establish development plans to achieve them; gives people constructive, developmental feedback and advice. Invests time and resources into building the capabilities of team members.

### **Inspiring and Motivating Others**

Fosters commitment and cohesiveness by motivating, guiding, and facilitating cooperation within the organization toward goal accomplishments. Can persuade others, build consensus, and ensure cooperation from others to gain genuine acceptance for ideas and accomplish "win-win" solutions. Emphasizes the importance of people's contributions; lets staff know why their work is important and how it will benefit themselves and others; ties work activities to people's personal career goals and life interests.

**Emotional Intelligence**

Exercises self-leadership, self-awareness, and self-regulation; manages emotions so that they are expressed appropriately; leads others by showcasing adaptability, empathy, and social skills.

**Acting with Integrity**

Interacts with others in a way that is seen as direct and truthful; ensures confidence in individual and organizational motives and representations. Acts in a way that is consistent with personal and organizational values by keeping confidences, promises, and commitments. Clearly states goals and beliefs; informs people of his/her true intentions; does what he/she says; follows through on commitments.

**Acting Strategically**

Acts as a catalyst for organizational change by building a shared vision with others which ensures alignment of the organization's vision, strategic plan, mission, and values in light of internal and external trends; influences others to translate vision into action; identifies and articulates the strategic goals and direction of the organization, division, or group which support organizational change; aligns day-to-day activities around broader organizational goals and objectives; prioritizes resources based on the strategic objectives of the organization; recognizes and rewards staff based on how their actions support the broader needs of the organization.

**Managing and Championing Change**

Advocates for change initiatives so that all stakeholders understand, appreciate, and support new programs or projects; strongly supports the continual need for change; thinks through potential positive and negative outcomes; supports people in their efforts to try new things; involves those affected by a change in planning and implementation; helps workgroups develop practical implementation steps to improve processes, methods, and services.

**Navigating Organizations**

Understands the capacity, ability, and potential results of internal and external stakeholders as well as politics on organizational functioning and success. Understands the value and ability of internal and external stakeholders, as well as the effect of culture and politics on organizational function. Understands how work gets done in organizations; builds networks that allow him/her to efficiently drive projects through the organizational structure; maximizes productivity while staying within constraints of formal organizational policies and rules.

**Communicating Effectively**

Speaks and writes clearly; conveys information in a concise, organized, and logical manner. Is adept at tailoring the message to fit the interests and needs of the audience. Listens attentively and exercises tact, discretion, and diplomacy when interacting with members of the organization and stakeholders.

**Promoting Diversity and Inclusion**

Treats all people with dignity and respect by being fair and consistent. Demonstrates an open-minded approach to understanding people regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics. Challenges bias and intolerance. Develops all-inclusive groups in the realms of social interaction and communication. Shows respect for the beliefs and traditions of others; encourages and promotes practices that support cultural diversity; discourages behaviors or practices that may be perceived as unfair, biased, or critical toward people with certain backgrounds.

**Holding Self and Others Accountable**

Sets clear performance expectations and objectives for self and others; evaluates work performance and provides feedback to others; recommends proper training and coaching when appropriate; ensures recognition for positive results and takes corrective actions to resolve performance problems as appropriate.

**Innovation through Creativity**

Challenges the status quo; encourages people to question existing methods, practices, and assumptions; supports people in their efforts to come up with creative, new ways of doing things; effectively manages the creative process of others to produce a wide range of ideas and suggestions; displays good judgment about which creative ideas will work; effectively balances risks and opportunities.

---

## *Community Information*



The Senior Vice President and Chief Financial Officer position will be in the organization's Glen Burnie, Maryland, location. As you will read, Anne Arundel County and the Baltimore metropolitan area offer activities that every family member is sure to enjoy.

### Anne Arundel County



Anne Arundel County is known as the “land of pleasant living.” More than 500,000 residents call the area home. Its county seat is Annapolis, which is also the capital of the state. Superior quality of life on the Chesapeake Bay, the rich heritage, and proximity to Baltimore and Washington, DC, make the County a great place to live, work, and raise a family.

With more than 534 miles of coastline, the County is naturally known for boating and water sports, fishing, crabbing, water skiing, sailing, and swimming. For nature lovers, there are over 100 community and neighborhood parks, and several nature preserves. There are numerous greenways, including the 13-mile Baltimore and Annapolis Trail where walkers, runners, bicyclists, and equestrians pass sunny mornings and afternoons. Birdwatchers can spot everything from geese to swans to heron, egrets, and eagles. There is a wide variety of recreational programs for all ages, from dance to gymnastics to fine arts to fitness and fun camps, not to mention wilderness challenge camps for youth and teens. With Ravens football and Orioles baseball home games a short drive away, you can be part of the action when these championship teams compete.

## Metro Baltimore, Maryland



Baltimore is the largest city in Maryland and the center of a metropolitan area of 1.5 million people. Located on the Chesapeake Bay, the city is a melting pot of cultures and neighborhoods, ranging from metal and glass skyscrapers to brick row houses to the famous Inner Harbor. Baltimore offers cultural opportunities, professional sports, outdoor activities, and much more. If you enjoy the surf and sand, Baltimore is within driving distance of beaches and ocean resorts. Or, if you'd prefer, head to the mountains. Washington, DC, Philadelphia, and New York City are also an easy drive or train ride away.

### Attractions

Baltimore's Inner Harbor is an attraction in itself. But, surrounding this urban waterfront park, you'll discover a number of family-friendly places to visit. The National Aquarium features more than 16,000 animals, from sharks to a giant sea turtle, while the Maryland Science Center's highlights include two-story dinosaurs and interactive exhibits to keep the kids busy. The Port Discovery Children's Museum features more activities for the little ones and, a short ride away, the Maryland Zoo in Baltimore's Druid Hill Park engages the young and young at heart with the giraffe feeding station and much more. And, if it's the unexpected you seek, you'll be talking about the oddities in Ripley's Believe or Not!

### Arts and Culture

Bustling Baltimore greets visitors with its renowned Inner Harbor, its nautical heritage, and popular sports facilities. But it's well worth the effort to venture forth to experience the city's cultural landscape, such as the acclaimed Baltimore Symphony under the baton of Marin Alsop, to an ever-growing theater scene and amazing art museums. From Mount Vernon, the city's cultural hub, to historic Fell's Point and the artsy Station North Arts and Entertainment District, you are sure to find something to delight, excite, thrill, or entertain. And you'll find that not all art is indoors—striking architecture, monuments and statues, and murals enliven Baltimore at every turn.

## Multicultural

Once the second-largest point of entry for United States immigrants, Baltimore's rich history spans many centuries and stories. You'll see cultures from around the world represented in its eclectic food, historical streets, world-class museums and ethnic enclaves, such as Little Italy and Greektown. The Baltimore Museum of Art and the Walters Art Museum contain fantastic collections from nearly every corner of the globe. African-American history is well-documented in several museums. Learn about Jewish influence at the Jewish Museum of Maryland or the Irish experience at the Irish Shrine and Railroad Workers Museum.

## Sports

Peanut butter and jelly, apple pie and ice cream, and Baltimore and sports—some things just go together. Baltimoreans take their sports seriously. Today, sports fans flock to Oriole Park at Camden Yards, the first of the new breed of retro ballparks, to cheer on the Os, or the Birds, as they are known locally. The city's love affair certainly extends to the NFL's Baltimore Ravens—wait until you are in town for a “purple Friday.” You can also catch indoor soccer's Baltimore Blast; wildly popular collegiate lacrosse—you'll find the National Lacrosse Hall of Fame here; the Preakness Stakes, the middle jewel of racing's Triple Crown; collegiate football; and international soccer “friendlies.”

*For additional information about Anne Arundel County and Baltimore, please visit the following websites:*

[www.aacounty.org](http://www.aacounty.org)

<http://www.baltimorecity.gov/>

<http://www.city-data.com/city/Baltimore-Maryland.html>

<http://baltimore.org/>



---

# Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and 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.

We look forward to working with you as a potential candidate for the Senior Vice President and Chief Financial Officer position for Johns Hopkins HealthCare, LLC in Glen Burnie, Maryland.

For additional information on Furst Group, please visit our website at [furstgroup.com](http://furstgroup.com). To learn more about this particular position, please call (800) 642-9940 or contact:

Deanna Banks [dbanks@furstgroup.com](mailto:dbanks@furstgroup.com)

Kevin Morris [kmorris@furstgroup.com](mailto:kmorris@furstgroup.com)

Lynn Strevell [lstrevell@furstgroup.com](mailto:lstrevell@furstgroup.com)

**NOTICE:** The "position profile" information contained in this document has been created by Furst Group based on information submitted and/or approved by its client. As such, the position profile should not be viewed as constituting an all-inclusive description of the subject position's functions and/or responsibilities. Similarly, any information provided in the position profile regarding the community in which the client resides, the client's market, products, and/or services and its environment or culture is provided only as an overview on such matters. In submitting this position profile, Furst Group makes no representations or warranties regarding the completeness and/or accuracy of the duties, functions, environments, etc., that are described. Specific information regarding the position's requirements, compensation, benefits, and other terms and conditions must originate directly from the client (including any resources that the client may make available; e.g., handbook, job descriptions, benefit booklets, etc.). This position profile does not constitute an offer of employment and should not be construed as such.