

A Position Profile

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Chief Operating Officer



PreferredOne
Minneapolis, Minnesota

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PreferredOne



PreferredOne has served its Minnesota and Upper Midwest members for more than 30 years. With more than 330 employees in one location in Golden Valley, Minnesota, PreferredOne administers insurance coverage and third-party administrator (TPA) services to individuals and over 4,885 employer groups with 329,00 members. Its mission is to create customized, trusted health plan solutions to serve a growing membership. PreferredOne manages premium equivalent revenue of \$1.2 billion.

The primary purpose of any health insurance company is to provide peace of mind in case of an accident or illness. PreferredOne serves that purpose through efficient and effective operations, including complete administration of health benefits, clinical services, and health and wellness programs.

PreferredOne is more than just a health insurance company. It is a good corporate and community citizen as well. As a locally owned and operated company, it:

- Was previously named a *StarTribune's* "Top Place to Work" for five consecutive years.
- Supports the local community through generous volunteer efforts of its employees.
- Offers sponsorships for many local events and foundations.

Mission

PreferredOne's mission is why it exists: *To improve the value of healthcare.*

- *Excellent customer service (internally and externally)*
- *Educating our customers so they can make informed decisions*
- *Efficiency in our delivery of services*
- *Providing the greatest value*
- *Embracing change and innovation*

Core Values

These are the values that uniquely define PreferredOne:

- *We are committed to serving our customers through sickness and in health. We walk alongside our customers, providing compassion, fully listening and hearing them, being responsive, and educating and guiding them in their healthcare decisions from prevention through managing complex health conditions.*
- *We make things happen. We are agile and knowledgeable. We collaborate to create customized solutions.*

- *We promote taking good care of ourselves so we can take good care of our customers and our community.*
We are committed to treating each other with respect, bettering ourselves with personal and professional growth and development, and being flexible, yet consistent.
- *We are passionate about supporting our community.*
We support and encourage volunteering for our employees and customers and actively support various community events.
- *We strive to do what's right.*
We are committed to being honest, conscientious, and transparent in everything we do.

Customer Satisfaction

Whether it's from an individual health plan holder or from a benefits administrator at a company employing thousands, PreferredOne is known for its:

- Affordable rates and modest administration fees.
- Competitive provider network discounts.
- Flexible systems and the willingness to customize plans.
- Transparent and straightforward approach.
- A complete suite of products and health and wellness services.
- Uncompromising account and customer service.

Market Segments Served

PreferredOne services multiple markets throughout Minnesota and the upper Midwest providing health benefits administration and insurance products to:

- Large Group Employers
- Small Group Employers
- PPO Networks to TPA/Insurance Companies
- Individuals and Families

History

For over 30 years, PreferredOne has been an innovator in creating new products and services. Its flexible claims processing system and willingness to meet the unique needs of employers and care systems to create new innovative products has set PreferredOne apart in the local market. There's another reason why the number "one" appears in PreferredOne's name. It is constantly looking for ways to improve its products and services.

It was the first to:

- Implement an Accountable Care Organization (ACO) Network in a PPO/TPA commercial environment. Sell an ACA-regulated small group self-insured product.
- Introduce an ACO Network for commercial payers that combines multiple care systems (i.e., Fairview, North Memorial, and HealthEast).
- Offer HRAs and HSAs in consumer-directed plans.
- Provide biometric measurement and rewards within an employer group setting.

- Share provider cost data so members can compare and shop online for medical services.

Ownership

Fairview Health Services

Fairview Health Services is a large, award-winning, non-profit regional healthcare system based in Minneapolis which provides exceptional and coordinated healthcare – from preventing illness and injury to caring for the most complex medical conditions. Fairview owns and operates the University of Minnesota Medical Center and University of Minnesota Masonic Children’s Hospital, as well as many community-based hospitals and clinics.

Fairview has a more than 110-year history of meeting community needs and achieving breakthrough medical advances in care. More than 22,000 employees and over 3,000 credentialed physicians dedicate skills and expertise to providing exceptional clinical care to patients and their families. Fairview serves patients from across the state of Minnesota, the Upper Midwest, and beyond. The system is committed to delivering higher quality, better experience, greater value, and lower cost.

As a market leading community healthcare system, Fairview has had a strategic partnership with the University of Minnesota since 1997, which features a collaborative commitment to nation-leading research and educating tomorrow’s physicians and healthcare professionals. In addition to Fairview’s employed physicians, the organization works closely with the academic physicians at University of Minnesota Physicians and with Fairview Physician Associates, a network of independent physicians. University of Minnesota Physicians is a group practice with more than 800 physicians and 1,600 healthcare professionals and staff, including members of the Medical School’s faculty. University of Minnesota Academic Health Center consists of six schools and colleges that educate and train the next generation of researchers, physicians, and other healthcare professionals.

After the completion of an upcoming strategic acquisition of a local healthcare system, Fairview will increase their market position to be the largest integrated provider system in the Twin Cities.

Fairview at a Glance

- 22,000-plus employees
- 2,500 aligned physicians
- 7 hospitals and medical centers
- 2,530 licensed beds
- 40-plus primary care clinics
- 55-plus specialty clinics
- 54 senior housing locations
- 27-plus retail pharmacies

Volumes

- 6.6 million outpatient encounters
- 1.55 million clinic visits
- 67,682 inpatient admissions

For more information on Fairview Health Services, visit: <http://www.fairview.org/>.

Strategic Alignment and Financial Strength

The strategic acquisition and resolute financial commitment to PreferredOne by Fairview Health Services heightens the importance and value placed upon PreferredOne as a key asset in defining the future path of the integrated organization. PreferredOne has a robust growth strategy that focuses on evolving the organization beyond prior size, scope, and scale. The resulting sole ownership by Fairview Health Services was an intentional decision by the health system following the market impacts of 2014 within the state.

PreferredOne Insurance Company was one of five carriers certified in 2013 to participate in Minnesota's state-based exchange known as "MNsure" for 2014 – for PreferredOne's qualified health plan (QHP) products offered in the individual market and its QHP products offered in the small group market. During 2014, PreferredOne received approximately 60 percent of the total individual QHP enrollment through MNsure, while the other four carriers shared the remaining 40 percent of total individual QHP enrollment. PreferredOne also enrolled a significant number of individuals on a direct basis (outside of MNsure).

The significant volume of PreferredOne individual enrollment and associated risk was unsustainable. When the State of Minnesota closed the Minnesota Comprehensive Health Association plan (MCHA), a plan for individuals previously turned down for coverage, members were required to purchase coverage on MNsure. Given attractive rates and an open access network, a large portion of MCHA members selected PreferredOne plans and incurred expenses that exceeded premium levels. Price increases and provider network changes were implemented in 2015 to stabilize the individual product and overall financials of the organization. PreferredOne Insurance Company also provided notice to MNsure in September 2014 that it would not seek re-certification of its products for 2015. Although PreferredOne does not offer products through MNsure after 2015, PreferredOne continues to offer self-funded and small group products through brokers and direct distribution channels.

PreferredOne is strongly supported and on a growth trajectory, which has put the plan in the best market position they have experienced in more than three decades.

Strategic Principles

- Strengthen the Foundation – Focus on core competencies and maximize performance in all aspects of work.
- Grow and Diversify – Expand products and services integral to success, while continually seeking new opportunities aligned with PreferredOne's mission.
- Innovate for Value – Create new market solutions that harness the power of data analytics and, in partnership with high value providers, drive quality improvement, cost effectiveness, and best-in-class member and patient experience.

Products

PreferredOne Preferred Provider Organization (PPO).

Introduced in 1984, PreferredOne holds the distinction of being one of the largest Preferred Provider Organizations (PPOs) in the Upper Midwest. The PPO provides network access and claims re-pricing services to regional/national insurance carriers and third party administrators. The PPO serves Minnesota, western Wisconsin, northern Iowa, North and South Dakota, the Billings, Montana community, and the upper peninsula of Michigan.

PreferredOne Community Health Plan (PCHP).

Introduced in 1995, the PreferredOne Community Health Plan offers a variety of fully-insured HMO products for both large and small employer groups. PCHP serves the Twin Cities metropolitan area and outstate Minnesota. Originally licensed as a Community Integrated Service Network (CISN), PCHP now operates as a health maintenance organization (HMO) serving 64 Minnesota counties. PCHP is a non-profit corporation that has consumer members participating on the Board of Directors.

PreferredOne Administrative Services (PAS).

Introduced in 1997, (PAS) was launched as a Third Party Administrator (TPA). PAS manages group benefits and provides claims processing and other administrative services for employers who self-insure their medical and/or dental benefits and require customized approaches to their health benefit offering (including HRA, HSA-qualified plans, FSA, and COBRA). PAS is licensed for employers in Minnesota, Wisconsin, Iowa, North and South Dakota, with nationwide coverage and networks, and intends to be licensed in all 50 states by 2020.

PreferredOne Insurance Company (PIC).

Introduced in 2004, PreferredOne Insurance Company provides employer stop loss reinsurance to self-funded employer groups, as well as group and individual health plans. As of 2014, PIC provides ACA-compliant group products. PIC serves the Twin Cities metropolitan area and outstate Minnesota.

PreferredHealth.

PreferredOne has teamed up with Fairview, HealthEast Care System, and North Memorial Health Care to offer PreferredHealth, which has become the largest ACO in the regional market, totaling more than 50,000 members. PreferredHealth offers the largest accountable care network in Minnesota with over 5,000 primary care doctors and specialists, 625 clinics, and 13 hospitals. PreferredOne and the care systems work together to keep members healthier. Employees and their families receive the coordinated focus on the right care at the right time. Individual's needs are identified early and connected into the care system where most effective and appropriate interventions exist.

Enrollment

PreferredOne offers products to over 4,800 employer groups and 45 insurance companies/TPAs.

PreferredOne National Network

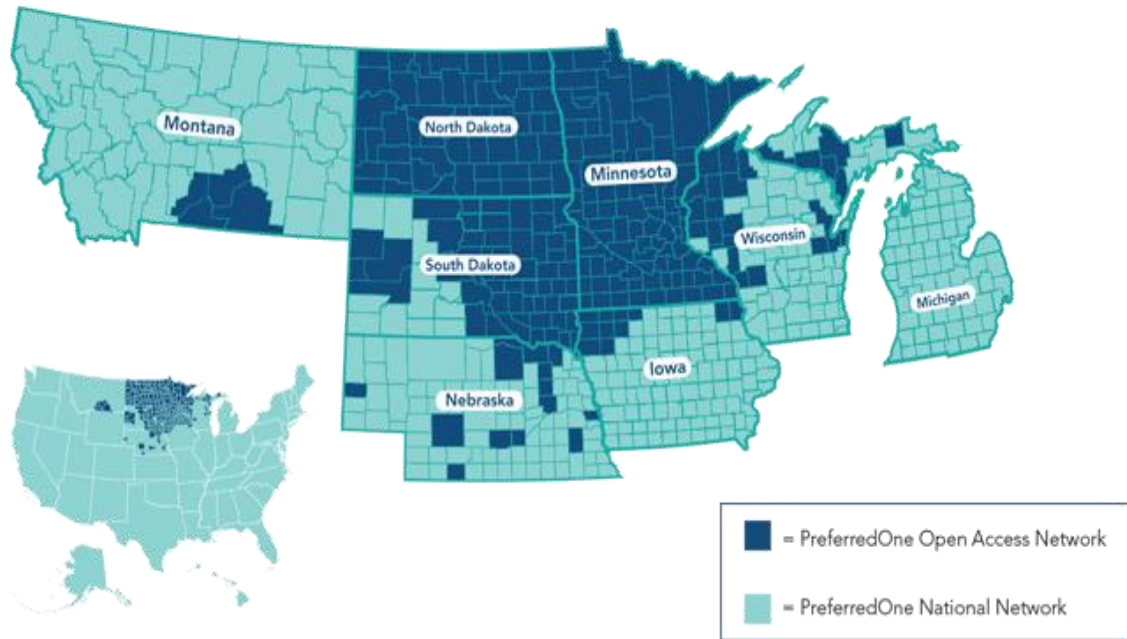
PreferredOne has created and administered PPO networks to insurers and administrators for over 35 years. PreferredOne was founded as a PPO and over the past 20 years has extended its products and services to include self-insured administration plans, stop loss insurance through PreferredOne Insurance Company, and fully insured products to employers.

PreferredOne offers health plan options through Minnesota and the Upper Midwest. In addition, a new strategic national network with Aetna Signature Administrators is also available for employers with over 100 employees that have out-of-state operations throughout the United States. PreferredOne is actively increasing self-funded membership through the inclusion of this contract with Aetna's national network. Aetna's Signature Administrators' PPO national network provides access to more than 1.1 million providers, 8,000 hospitals, and 600 centers of excellence. Previously, such members could only access Minnesota healthcare providers.

The partnership with Aetna better positions PreferredOne to compete against rivals by boosting PreferredOne's ability to pitch its health plans and attract Minnesota companies that have a national presence.

Service Area

Open Access Network



PreferredOne Partnership with Aetna as a National Network Provider

Aetna National Network

Market Leading Local & National Discounts

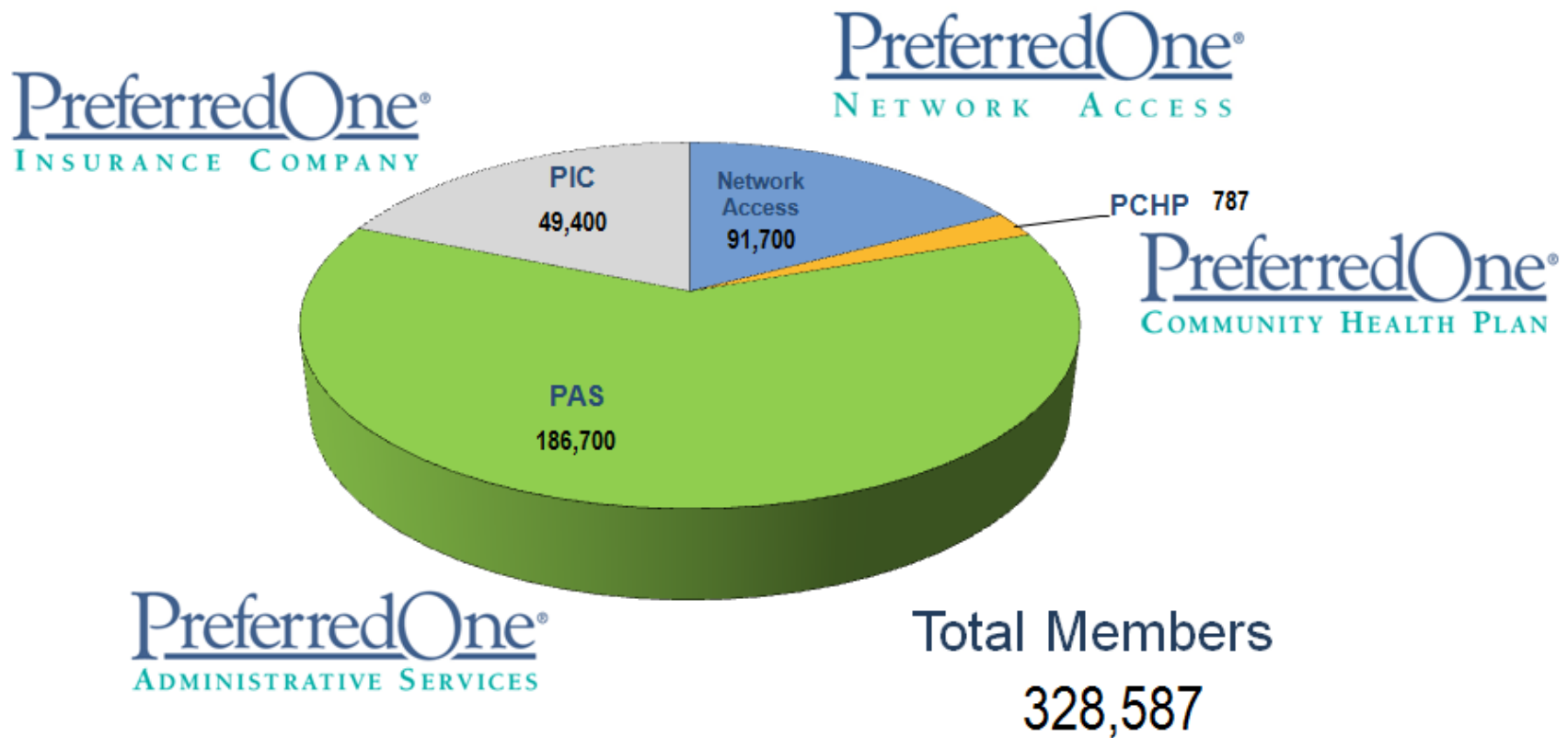
For self insured groups over 100 employees

- Market Leading Local & National Discounts
- For self insured groups over 100 employees
- Access to Aetna's well-recognized & broad national network
- 1,100,000 doctors
- 8,000 hospitals
- 600 Centers of Excellence
- Optimal Discounts. Combines Aetna with PreferredOne's regional networks in MN, WI, SD, ND
- PreferredOne administration and Customer Service
- Stop loss underwritten by Aetna
- 10 groups and 10,500 members

**Aetna Signature
Administrators® PPO**
By **aetna**

PreferredOne®

PreferredOne Membership Chart



PreferredOne Portfolio

| PLAN FUNDING TYPES | PROVIDER NETWORKS | BENEFITS & TOOLS | HEALTH & WELLNESS | ADMINISTRATIVE SERVICES |
|---|---|---|--|--|
| <ul style="list-style-type: none"> • Fully Insured • Self Insurance • Accountable Care • Defined Contribution • High Deductible Health Plans • Qualified Health Plans • Large Group • Small Group • Individual | <ul style="list-style-type: none"> • Open Access • High Performance • Tiered • Accountable Care • Custom • National • Virtual Online • Convenience Care • Pharmacy Benefit Management • Centers of Excellence | <ul style="list-style-type: none"> • Care and Cost Management • Customized Benefit Designs • My Account (Online Member Portal) • Medical Cost Tools • Mobile Member Website • Complex Case Management • Nurse Line • Quality Management • Medical Policy | <ul style="list-style-type: none"> • Health Club Rewards • Healthy Mom & Baby Program • Low Back Pain Program • Health Risk Assessment • Worksite Wellness Programs • Biometric Screenings • Rewards and Incentives • Smoking Cessation • HealthWise Knowledgebase • Interactive Lifestyle Management Programs • Get in Gear Running Event Discounts • Health Member Discounts | <ul style="list-style-type: none"> • Analytics & Reporting • Cost & Quality Measurement • Implementation Specialist • Account Management • Customer Service Call Center • HRA and HSA Administration • FLEX and COBRA Administration • Contract/SPD Development • Summary of Benefits and Coverage (SBCs) |

Key Vendor Relationships

PreferredOne has developed many of its administrative products and services internally in order to reduce long-term cost and meet its exact specifications. In certain situations, it outsources or contracts for services to assure customers are getting the best product at competitive rates/discounts or to meet client requests. Notable outsourced services include:

- *Claims System* — Unlike some competitors who use legacy systems, PreferredOne utilizes the Facets system by TriZetto. Facets is a fully integrated, n-tier architecture system that offers PreferredOne the flexibility and speed to set up innovative benefit designs, update new applications, and meet complex customer requirements.
- *Stop Loss Carriers* — PreferredOne offers reinsurance to 40 percent of its self-insured clients. It also arranges stop loss through other carriers, including Aetna, Optum, International Specialty Underwriters, Voya, HCC, and seven other carriers.
- *Pharmacy Benefit Management* — PreferredOne uses Fairview-owned ClearScript™ for its fully insured business, and it offers ClearScript, Navitus, Express Scripts®, Magellan and Optum™ for self-insured accounts.
- *Transplant Management* — Through LifeTrac® and Optum.
- *Clinical Analytics* — PreferredOne uses OptumInsight Impact Pro® and Impact Intelligence predictive modeling to identify members for condition management/ACO onboarding.

PreferredOne has also utilized the expertise of Huron Consulting, KPMG, Evolent Health, Denison Group, Milliman, and others.

Awards and Recognition

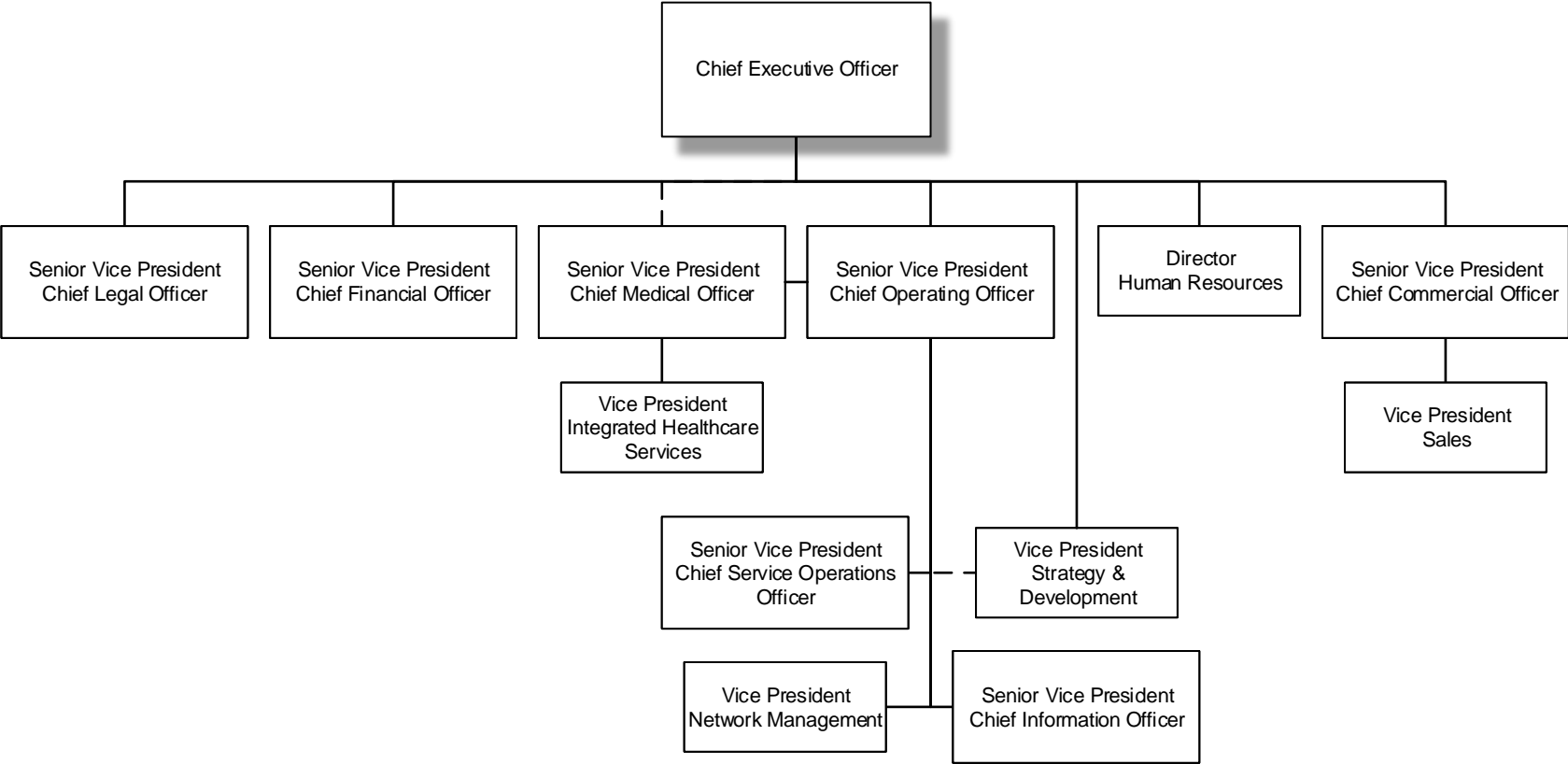
American Heart Association Fit-Friendly Worksite. PreferredOne received the Gold Award as a part of the 2015 Fit-Friendly Worksites Recognition program. This award is given by the American Heart Association's initiative, My Heart. My Life.

Wellness by Design Award 2012, 2013, and 2016. Wellness by Design Awards recognizes employers who made employee health a priority and acknowledge their creative and effective wellness policies and programs. PreferredOne was awarded the Gold Level by Design designation.

Top Healthcare Insurers. PreferredOne has been recognized as one of the leading health care insurers by *Minneapolis/St. Paul Business Journal*.

NCQA Commendable Accreditation Status. PreferredOne Community Health Plan® has been awarded an Accreditation status of Commendable from the National Committee for Quality Assurance (NCQA), an independent, non-profit organization that assesses and reports on the quality of the nations managed care plans. It is only awarded to those plans that both meet or exceed NCQA's rigorous requirements for consumer protection and quality improvement and have HEDIS® results in the highest range of national performance.

Organizational Chart



Executive Biographies

David Crosby

President and Chief Executive Officer

David Crosby has served as President and Chief Executive Officer role for PreferredOne since August 2015. Prior to joining PreferredOne, he served as Executive Vice President for Commercial Business with MVP Health Care, a health plan serving upstate New York and Vermont, where he was responsible for the performance of the commercial business as well as the individual market strategy and Medicaid enrollment. Mr. Crosby has been in the health insurance industry for over 30 years. He has worked in non-profit, for-profit publicly traded, and integrated health plan environments. His experience spans both employer-based health plans as well as government programs (Medicare and Medicaid). He has served in the Chief Executive/President roles for UHealthSolutions, an affiliate of UMass Medical School, the Eastern Region of HealthAmerica in Pennsylvania, and HealthPlus of Michigan. Earlier in his career, he held various sales and marketing management roles at organizations, including Kaiser Permanente in Cleveland, Ohio, and Blue Cross and Blue Shield of Western New York in Buffalo. Mr. Crosby holds an MBA with a concentration in Healthcare Management from the State University of New York at Buffalo and an undergraduate degree from Canisius College in Buffalo. He has joined the Minnesota Council of Health Plans as Chair. Most recently, he has served on the Board of the Finger Lakes Health Systems Agency, the Rochester Business Alliance Health Care Planning Team, and as a mentor in the AHIP Executive Leadership Mentor Program.

Paul D. Geiwitz

Senior Vice President and Chief Commercial Officer

Paul D. Geiwitz has served in multiple roles for PreferredOne since joining the organization in 1994, including acting as PreferredOne's interim President and Chief Executive Officer in 2015. He serves as Senior Vice President and Chief Marketing and Commercial Officer, with responsibility for all marketing, sales, customer and account service, product design, and product development for PreferredOne companies. From 1994 to 2001, he served as Senior Vice President of Marketing and Product Development and Vice President of Strategic Development. Prior to his employment with PreferredOne, Mr. Geiwitz was Senior Director of Actuarial Services and Underwriting at HealthPartners from 1992 to 1994. At Aetna-MedCenters, Mr. Geiwitz was the Manager/Director of Revenue and Reimbursement from 1984 to 1992. Previous to that, he held various financial and accounting positions at several local firms. He holds a Bachelor of Arts degree in Economics from St. Cloud State University. Mr. Geiwitz currently serves on the St. Cloud State University Foundation Board and is a past board member of the Life Science Alley.

Michael S. Umland

Senior Vice President and Chief Financial Officer

Michael S. Umland currently serves as the Senior Vice President and Chief Financial Officer of PreferredOne. Previously, Mr. Umland was the Vice President of Finance and Chief Financial Officer since 1994. He was employed at Fairview Health Services in the corporate treasury department from 1990 to 1994, providing financial planning and analysis. From 1980 to 1990, he held financial positions at a local CPA firm and a local real estate services

firm. Mr. Umland received his Bachelor of Arts degree in Accounting and Mathematics from Gustavus Adolphus College and his CPA designation in 1982. He became a Certified Managed Care Executive in 1996, and is a member of the Minnesota Society of CPAs, American Institute of CPAs, and Financial Executives International (FEI). He also serves on the Finance Committee of the Board of Minnesota Comprehensive Health Association (MCHA).

Debra J. R. Shoemaker

Senior Vice President, General Counsel and Chief Legal Officer

Debra J. R. Shoemaker is PreferredOne's Senior Vice President, General Counsel and Chief Legal Officer. Previously, Mr. Shoemaker served as Vice President and General Counsel since June 2008, and was Senior Assistant General Counsel and Senior ERISA Counsel from 2000 to 2008. She was in the Office of the General Counsel at UnitedHealth Group from 1991 to 2000; before that, she was in private practice at a large Minneapolis law firm, and was a tax and benefits consultant at a national accounting firm. Ms. Shoemaker is the Chief Legal Officer and corporate secretary of PreferredOne companies and leads PreferredOne's ongoing compliance effort with respect to the Affordable Care Act and other laws. She is responsible for PreferredOne's corporate governance, privacy, compliance risk, and licensing activities, and also advises on public policy matters affecting PreferredOne companies. She has more than 25 years of experience in developing compliant products for health insurers, administrators, and employers, including health, dental, cafeteria plan, disability, wellness, fringe benefits, and qualified and non-qualified retirement and compensation plans, and advising on federal laws such as the ACA, Internal Revenue Code, ERISA, HIPAA, COBRA, ADA, as well as insurance, third party administrator, provider, and privacy laws of the states in which PreferredOne does business. Ms. Shoemaker currently is the President of the Minnesota Council of Health Plans. She holds a law degree from Hamline School of Law and a Bachelor of Arts degree from Hamline University.

Howard R. Epstein, MD

Senior Vice President and Chief Medical Officer

Dr. Howard R. Epstein joined PreferredOne in 2014. He currently serves as Senior Vice President and Chief Medical Officer. Dr. Epstein received his BA and MD degrees from Washington University in Saint Louis. After completing his residency in internal medicine at the University of Minnesota, he spent the majority of his clinical career at Regions Hospital as a hospitalist, and was Medical Director of Care Management and Palliative Care. He then moved to BlueCross Blue Shield of Minnesota as Medical Director of Commercial Operations and Clinical Design, and then Quality and Health Management. There, he provided clinical oversight of case and disease management programs for more than 2 million members across the country and worked with multiple care delivery systems in developing Accountable Care and Total Cost of Care contracting models. From January 2012 until coming to PreferredOne, he was Chief Health Systems Officer for the Institute for Clinical Systems Improvement (ICSI), providing community collaboration and leadership in TCOC and affordability improvement efforts, in addition to championing other clinical redesign efforts, such as the DIAMOND Depression Model, HTDI (High Tech Diagnostic Imaging), the RARE (Reducing Avoidable Readmissions Effectively) Campaign, and appropriate use of opioid pain medications in the communities.

Robert J. Gadola

Senior Vice President, Chief Service Operations, and Privacy Officer

Robert J. Gadola was Vice President of Operations at PreferredOne starting in 1997, and was promoted to Senior Vice President, Chief Operations Officer in April 2014. Mr. Gadola now serves as the Senior Vice President, Chief Service Operations, and Privacy Officer. Prior to his employment with PreferredOne, he held several management positions at the national, regional, and local levels with Aetna Health Plans from 1986 to 1997. Mr. Gadola graduated from Winona State University with a Bachelor of Science degree in Accounting and Business Administration.

John M. Hofflander

Senior Vice President, Chief Information Officer and Security Officer

John M. Hofflander currently serves as the Senior Vice President, Chief Information Officer and Security Officer. Previously, Mr. Hofflander was the Senior Vice President of Information Systems and Chief Information Officer. He also served as Vice President of Information Systems from 1996 to 2001. Mr. Hofflander has held IS managerial positions at PreferredOne since the company began in 1984. Previous positions as a Systems Analyst were held at HealthOne Corporation and Metropolitan Medical Center from 1984 to 1985 and 1982 to 1984, respectively. Mr. Hofflander received his Bachelor of Arts degree from Augsburg College.

Position Description



The Chief Operating Officer (COO) will lead and direct overall operations of PreferredOne to include network design and management, provider contracting and relations, medical and quality management, site operations and member services, information systems, and staff management. Working closely with the Chief Executive Officer and the executive leadership team, this individual will understand and commit to the established vision, mission, and strategies of the organization, and will build on these to effectively define, articulate, and address the current and future needs of the plan.

The COO will work cross-functionally with internal teams to coordinate processes that ensure successful delivery, profitability, and success of the products and programs. This key executive will lead team members to align and influence business strategy and drivers, with a focus on systematically improving operational execution to ensure the organization delivers on promises to key stakeholders.

Reporting Relationship

The Chief Operating Officer reports directly to the Chief Executive Officer of PreferredOne and is a member of the senior management team.

Direct reports include the Chief Medical Officer, Vice President of Network Management, Chief Service Operations Officer, and the Chief Information Officer.

Principal Accountabilities

- Develop and implement effective short- and long-term strategies, and establish objectives and plans required for PreferredOne's ongoing growth and success. Provide leadership necessary to ensure the organization's strategic plan is translated into clear, tactical goals and objectives that guarantee consistent and timely progress toward achievement of performance objectives.
- Participate and lead where appropriate with the CEO key strategic discussions around collaboration and initiatives related to population health with Fairview Health Services.
- Develop and foster strong working relationships and communication at all levels of the company to ensure timely implementation of new strategies, and coordinate implementation of corrective strategies to resolve problems or situations that may arise. Problem-solve issues that are barriers to expected results.

- Recruit, select, and retain highly qualified professionals. Provide the leadership necessary to transform functional areas into motivated, productive, and cohesive teams through open communication and delegation of responsibilities and authority. Guide and direct subordinates in their personal and professional development. Develop and implement a succession planning process to assure stability and continuity of key personnel.
- As part of the strategic planning process, assist in the development, implementation, and monitoring of strategic plans specific to changes in medical care and trends in provider contracting and medical management. Ensure goals and objectives are developed, implemented, and executed to successfully manage medical and pharmacy costs.
- Provide leadership and direction over coordination of all health services to include behavioral, pharmacy, and other ancillary clinical services.
- Identify and assess emerging trends and conditions to educate the executive leadership team of potential scenarios that could impact the strategies, total cost of care objectives, and overall performance of the company.
- Lead cross functionality across business units to develop and manage provider contracting and management efforts to achieve quality, positive value-based arrangements, and strategic business development objectives for the entire organization.
- Provide oversight of ongoing contract and relationship development that improves both the clinical and quality performance of the network while supporting market expansion into new geographies.
- Establish quality control mechanisms to continuously drive operational efficiency through process redesign and data-driven analysis.
- Assist in strategic oversight of enterprise information systems to support clinical and business operations, and achieve more effective and cost beneficial enterprise-wide IT operations.
- Assigns appropriate resources as necessary and provides strategic direction to operational departments to support the goals of the organization in a streamlined and efficient manner, and ensure that they work collaboratively to make performance improvements on functions that cross departments.
- Responsible for assessing all operational areas, focusing on identifying metrics and dashboards to drive the quality, accuracy, throughput, service levels, and efficiency of all operational processes to ensure scalability of growth to 500,000 members and beyond.
- Other duties as assigned by the Chief Executive Officer.

Experience and Qualifications

The successful candidate will have a Bachelor's degree from an accredited university in Business Administration, Finance, or a related field, with an advanced degree preferred.

This individual will be a seasoned leader with a proven track record of exemplary leadership experience, including senior management experience in a high performing healthcare environment with prior experience in a managed care company.

The Chief Operating Officer must have demonstrated leadership capacity to assume oversight and accountability for the operations of a growing company, and the ability to lead and motivate people to achieve agreed-upon results through organizational change. Moreover, this individual must have a strong strategic thinking capacity, effective communication skills, and a proven track record of building and maintaining multiple effective partnerships.

Specifically, it is important the candidate have experience or thorough knowledge in the following areas:

- At least 10 years of increasingly responsible senior management experience in health plan operations with exposure across different product lines.
- High EQ to lead cross-functional integration of strategies with a total cost of care mindset.
- A thorough understanding for delivering targeted cost outcomes through highly effective medical and network management.
- Leadership experience in a network development/provider contracting/services leadership role within a managed care environment.
- Proven ability to understand IT strategies and previous experience in managing or participating in the leadership of IT initiatives.
- Experience leading or collaborating with support functions (i.e., call and claims centers, billing and enrollment, operations, etc.) while supporting negotiations with strategic partners, both internal and external, to ensure service commitments are set and met.
- Strong leadership skills as evidenced by the ability to effectively direct and lead various multi-functional teams on a variety of strategic initiatives, product offerings, operations, and reimbursement strategies to support execution of the organization's annual and long-term strategic goals.
- Comprehensive knowledge of health plan operations with recent hands-on experience successfully leading two or more functional areas at one time.
- Proven track record of creating accountability, driving strategic and organizational agility, engaging and developing people, and guiding transformational change.
- Prior experience in an integrated delivery system and/or provider-sponsored plan is desirable.

Personal and Professional Attributes

The successful candidate will understand and have a commitment to the philosophy, mission, values, and vision of PreferredOne. This key executive will be able to demonstrate these values with his/her leadership practices. This individual will possess strong analytical and decision-making skills, considerable tact and diplomacy, personal and professional integrity, as well as an excellent professional appearance and presentation.

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

- High level of integrity, character, and trustworthiness. Preparedness and ability to develop to the next level within the organization.
- Demonstrated leadership skills and the proven ability to motivate and organize teams by actively supporting the company's initiatives and positively advocating the company's direction and focus.
- Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system.
- Open leadership style. Actively seeks out and supports collaborative thinking and problem-solving with others in the organization. Does not view collaborative dialogue around decisions as a personal attack on abilities.
- Strong business acumen, intelligence, and capacity. Thinks strategically and implements tactically. Proactive and action-oriented.
- Highly effective and active communicator who works well with people at all levels.
- Strong work ethic; achievement-oriented and motivated beyond personal interests.
- An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
- Ability to establish and maintain positive working relationships to facilitate the accomplishment of work goals.
- Ability to analyze complex policy issues, draw correct conclusions, and clearly articulate policy to wide and diverse audiences. Ability to take a broad-based view of issues and events, and has an understanding of their longer-term impact or wider implications.
- Strong analytical and decision-making skills, along with considerable tact and diplomacy.
- Adapts to changes in the work environment. Changes approach or method to best fit the situation. Able to deal with frequent change, delays, or unexpected events.

Community Information



he Chief Operating Officer will be in the organization's Golden Valley location, in close proximity to Minneapolis, Minnesota. As you will read, the Minneapolis-St. Paul-Bloomington metropolitan area is consistently recognized for a strong economic foundation and is exceptionally rich in culture, arts, sports, and recreational opportunities.

Twin Cities



The U.S. Census Bureau defines the Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area as a region of 11 counties in Minnesota and two in neighboring Wisconsin, an area which had a population of over 3 million people in 2010. The area is growing rapidly. Its population is projected to increase to 4 million in 20 years. Bloomington, home of the Mall of America, is the third-largest city in the metro area and the fifth-largest in the state.

Despite the “Twin” moniker, the two cities are independent municipalities with defined borders and are quite distinct from each other. Minneapolis has broad boulevards, an easily navigable grid layout, and modern downtown architecture, while St. Paul sports narrower streets laid out much more irregularly, clannish neighborhoods, and a vast collection of well-preserved late-Victorian architecture. Also of some note are the differing cultural backgrounds of the two cities, with Minneapolis being affected by its early (and still influential) Scandinavian/Lutheran heritage, while St. Paul was touched by its early Irish and German Catholic roots. Often, the area is referred to as simply “The Cities.” Today the two cities directly border each other, and their downtown districts are about nine miles apart.

Twin Cities Rivalry

Minneapolis and St. Paul have competed since they were founded, resulting in duplication of efforts such as building bigger or more extravagantly. Both cities have campuses of the University of Minnesota (though the Minneapolis one is now the primary campus), and after St. Paul completed its elaborate Cathedral in 1915, Minneapolis quickly followed with the equally ostentatious Basilica of St. Mary in 1926. St. Paul completed its elaborate Cathedral in 1915, Minneapolis quickly followed with the equally ostentatious Basilica of St. Mary in 1926.

The cities' mutual antagonism was largely healed by the end of the 1960s, aided by the simultaneous arrival in 1961 of the Minnesota Twins (baseball), explicitly named for both Twin Cities, and the Minnesota Vikings (football), named for the state. Since 1961, it has been common practice for any major sports team based in the Twin Cities to be named for Minnesota as a whole.

In terms of development, the two cities remain distinct in their progress, with Minneapolis absorbing new and avant-garde architecture while St. Paul continues to carefully integrate new buildings into the context of classical and Victorian styles.

Sports

Minneapolis is the only city in America that has representation for all major sports teams (including women's and men's sports).

- Vikings are the NFL team and in 2016 began playing in the new U.S. Bank Stadium.
- Timberwolves are a NBA team that plays their games downtown in the Target Center.
- Lynx are a Women's National Basketball Association team.
- Twins are a Major League Baseball team that plays at Target Field, "The No. 1 Baseball Stadium Experience in North America" - *ESPN*, 2010.
- Minnesota United joined the Major League Soccer league in 2017.
- Minnesota Wild is a NHL professional ice hockey team and plays at the Xcel Energy Center.

Minneapolis will host the Superbowl in 2018 and the NCAA Men's Final Four in 2019. The Twin Cities is also home to the University of Minnesota in the Big 10, and more than a dozen smaller colleges and universities.

Outdoors

Minnesota is known around the world as the "Land of 10,000 Lakes" but actually has 11,842 lakes of 10 acres or more. Most of these amazing lakes are located in Northern Minnesota, which also features the Boundary Waters Canoe Area. With incredible fishing lakes like: Lake of the Woods, Lake Vermilion, Lake Mille Lacs, and Leech Lake, you are sure to catch your limit on these and most Minnesota Lakes. Whether you enjoy fishing or just a quiet boat ride, you will find beautiful Minnesota Lakes in every corner of the state.



The Minneapolis-St. Paul area is incredibly diverse. Visitors will find upscale lodging, dining, and award-winning theater, all in an area with dozens of parks, trails, and green space, including the Mississippi National River and Recreation Area, a national park site that boasts 72 miles of public riverfront.



Minneapolis parks encompass the city's defining lakes and the river banks, and include features of astonishing beauty, historical significance, and ecological wonder, all within a thriving urban setting. Organized recreation includes the North Star Bicycle Festival, the Twin Cities Marathon, and the U.S. Pond Hockey championships. Studies have shown that area residents take advantage of this and are among the most physically fit in the

country. Ice fishing is a major pastime in the winter, as are hunting, snowmobiling, ATV riding, and numerous other outdoor activities.

Then and Now

The metropolitan area has a healthy and diversified business environment, including companies involved in manufacturing super computers, electronics, medical instruments, milling, machine manufacturing, food processing, and graphic arts. These businesses and others have helped to make the area one of the largest commercial centers between the East Coast and West Coast.

The Twin Cities region ranks at the top of MarketWatch's list of best metro areas for business, based on results from a variety of sources. The Twin Cities was at the top of the list of where companies tend to gravitate and create the most jobs. The area has managed to attract enough talent to support Ecolab, Inc., UnitedHealth Group, Inc., 3M Co., Travelers Companies, and Bancorp. It is also home to retail giants Target Corp. and Best Buy Co.

Although the trend across the country is that more and more people are moving to the suburbs, Minneapolis residents are doing the opposite by living right in the heart of their downtown. The Minneapolis Riverfront is the place to be. Over the past several years, more than 3,000 condos and townhouses have been built or converted from existing buildings within the Minneapolis Riverfront District. Uptown is another popular neighborhood with a young, creative populace.

A few blocks south of downtown, along Hennepin Avenue, is the center of this energy. Unique shopping, late-night dining, exciting nightlife, and up-and-coming bands can be found along the streets of uptown throughout the week.

Today, medicine is a major industry in the region and the southeasterly city of Rochester, as the University of Minnesota has joined other colleges and hospitals in doing significant research, and major medical device manufacturers started in the region (the most prominent is Medtronic). Technical innovators have brought important advances in computing, including the Cray line of supercomputers.

Furst Group



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