



JOB PROFILE

Position Title: Vice President, Health Research and
Director, Center for Health Research, Northwest and Hawaii
Location: Portland, Oregon
Supervisor: Northwest Regional President with indirect, consultative relationship to
VP, Kaiser Foundation Research Institute

Vice President, Health Research and Director, Center for Health Research, Northwest and Hawaii

DESCRIPTION OF MARKET AREA/SCOPE

At Kaiser Permanente, creating knowledge and translating it into clinical practice is a core aspect of how we create social benefit. As the largest not-for-profit, integrated health system in the United States with more than \$60B in annual revenue, Kaiser Permanente has over a 50-year history of generating important scientific findings that contribute to the prevention and treatment of a variety of health concerns.

Our research program is on par with those found in major academic research centers around the world. Aided and informed by a massive electronic medical record system, our team of investigators conducts research in a significantly more effective manner, adding to its scale and practical strategic significance.

Acting alone and in collaboration with other research enterprises, we find ourselves uniquely positioned to evaluate the effectiveness and safety of drugs, devices, biologics, and care delivery strategies. Our team members have also contributed to the development of trustworthy clinical practice guidelines, and much more.

Elevating the high quality health care for which Kaiser Permanente is known, the research we conduct is central to our social mission as well as being a strategic asset — generating the knowledge that improves not just our services, but the field of national and international health care.

The Center for Health Research covers two of Kaiser Permanente's seven research centers across Kaiser Permanente nationally. One center is located in Portland, Oregon and the other in Hawaii.

POSITION SUMMARY

In this exciting leadership opportunity, you'll have the ability to lead a 51-year old research center within a health care system focused on solving critical care delivery issues and improving health care outcomes not only for over a half million members of Kaiser Permanente's Northwest Region or the 200,000 members in Hawaii, but for the general public on a local, national, and international level. In doing so, you'll help enhance Kaiser Permanente's reputation as a health care system of choice. You'll also witness the results of your research firsthand as it is translated into ongoing critical breakthroughs that support our evidence-based, high-quality and clinically efficient care.



With a large, stable, and diverse population, tremendous investment in information infrastructure, along with experienced and talented research teams, Kaiser Permanente offers a truly unique environment for research leaders like you. We aspire to become the model of a continuous learning system that translates research into practice while best-addressing questions of effectiveness, safety, quality, affordability, access, and population health. We're currently seeking the right candidate to help us meet these crucial goals.

THE POSITION & REPORTING RELATIONSHIPS:

The Vice President, Health Research & Director, Center for Health Research reports directly to the Northwest Regional President and has an indirect, consultative relationship to the VP of Kaiser Foundation Research Institute, who is located in Oakland, California. The CHR VP also has direct performance accountabilities to the President and Medical Director of the Hawaii Region.

The VP is responsible for all aspects of health research and research policy in the Northwest and Hawaii Regions, and serves as the Director for the Center for Health Research, Northwest and Hawaii.

RESPONSIBILITIES:

The Vice President is accountable for all aspects of health research, policy, and research compliance in the Northwest and Hawaii Regions. As such, the VP is responsible for the intellectual and business success of the research enterprise in both Regions. Additionally, as a business leader he/she provides leadership to ensure:

- Kaiser Permanente is positioned through research to improve the health of our members, the communities we serve, and the general public;
- Kaiser Permanente has the tools, knowledge and expertise to promote evidence-based care, innovation, quality and cost effectiveness;
- Kaiser Permanente's reputation and image are enhanced through its excellence in research and innovation;
- Kaiser Permanente is acknowledged as the health care system of choice today and in the future.

The VP Health Research is an active member of Kaiser Permanente's national research community (National Research Council), and is an acknowledged leader in developing research as a strategic asset for the national Program.

PRINCIPAL ACCOUNTABILITIES:

- a) Create and sustain an internationally recognized center of excellence in health research based in Kaiser Permanente Northwest and Kaiser Permanente Hawaii.
 - a. Provide infrastructure that permits CHR researchers in NW and Hawaii to submit high quality proposals to external agencies such as NIH, CDC, AHRQ, private foundations.
 - b. Develop incentives that encourage and reward a creative work environment in which scientific research can thrive.
 - c. Develop performance measures for CHR researchers that encourage productivity, accountability, and contributions to the national scientific endeavor.



- d. Attract visiting scholars and internationally renowned scientists who seek out association with CHR because of its reputation for excellence;
 - e. Expand research capacity at CHR (NW and Hawaii) to leverage Kaiser Permanente advantages: behavioral change research, health economics, dental research, translational and implementation research, use of large databases (including genetic information), integrated systems.
- b) Ensure the sustainable financial health of CHR in order to achieve strategic goals and the long-term financial health of CHR and the NW and Hawaii Regions.
 - a. Lead and endorse the development and implementation of financial performance measures that support CHR's research mission while contributing to the reputation and image, membership growth and retention, and quality improvement in Kaiser Permanente.
 - b. Ensure that CHR's annual operating budgets are balanced and that capital budgets are adequate to sustain CHR's operations and innovation as a leader in research.
 - c. Ensure that CHR has ongoing financial oversight to manage the financial performance of the Center to reach financial goals.
 - d. Ensure that CHR's unique operational and financial model is understood by Kaiser Permanente NW and Hawaii regional leaders, especially regional Presidents and CFOs.
 - e. Ensure that CHR staff, especially CHR scientists, understand their role in the financial success of the Center.
 - f. Ensure that all CHR staff have ready access to the current financial performance of CHR so that each employee can play his/her respective role in meeting the Center's financial objectives.
- c) Align health research with Kaiser Permanente's overall mission and national and regional business strategy.
 - a. Collaborate with leaders across the Program to identify high priority issues for research and program evaluation.
 - b. Participate in the design and development of key Program initiatives that would benefit from research and program evaluation, including new benefits, HealthConnect (Kaiser Permanente's EMR), system redesign, patient safety and clinical care.
 - c. Guide and direct Kaiser Permanente's scientists to contribute to the evidence-base for care delivery and innovation through externally and internally funded research.
 - d. Identify and influence capacity to conduct health care demonstrations, practical clinical trials, and pragmatic practice-based interventions that are high priority for regional operational leaders and have high scientific merit.
 - e. Promote research as part of a 'learning organization' that is valued by Kaiser Permanente leadership and by the health care industry at large.
 - f. Demonstrate Kaiser Permanente's community benefit through research on vulnerable populations and its capabilities in evidence-based care and health policy.
- d) Create competitive advantage for Kaiser Permanente.
 - a. Maximize the utility of extraordinary Kaiser Permanente data resources in ways that will create competitive advantages for Kaiser Permanente.



- b. Lead the development of a Program-wide position on research collaboration with external investigators that includes:
 - 1. Acknowledgement of the potential importance of Kaiser Permanente's data assets as a national resource;
 - 2. Identification of opportunities to develop and acknowledge expertise within Kaiser Permanente;
 - 3. Enhance the public's knowledge about health and wellness, prevention and treatment of disease.
 - 4. Give presentations to brokers, employers, and the media describing leading-edge contributions of Kaiser Permanente research in science and technology.
 - 5. Establish and promote Kaiser Permanente research as a method to grow Kaiser Permanente's reputation and image in the local and national community.
 - 6. Provide Kaiser Permanente clinicians, members, and the public with scientifically credible knowledge and methods that will improve health and well-being.
 - 7. Evaluate and articulate the economic value of research for Kaiser Permanente, including reputation and image, membership growth and retention, quality improvement, economic value emanating from the translation of research into policy and practice, extent of community benefit.
- e) Provide program-wide research vision and strategy to sustain our role as one of the largest non-academically based health research organizations in the world.
 - a. Establish and promote research as one of Kaiser Permanente Northwest's and Hawaii's key business functions.
 - b. Establish and promote research as a core business function for the national Kaiser Permanente program.
 - c. Expand and support infrastructure that enhances the ability of Kaiser Permanente researchers to submit high quality proposals to external agencies such as NIH, CDC, AHRQ, and private foundations.
 - d. Expand key partnerships with academic, Veterans Administration, and other research partners, including other health care organizations and trade organizations (e.g., National Business Group on Health).
 - e. Develop performance measures for researchers and research organizations across Kaiser Permanente so that productivity, accountability, and contributions to the national scientific endeavor can be ensured, recognized, and rewarded.
 - f. Create a culture within Kaiser Permanente where research is acknowledged as a key strategy function and competency.
 - g. Expand research capacity to leverage Kaiser Permanente advantages: behavioral change research, translational and implementation research, use of large databases (including genetic information), integrated systems.
- f) Lead and support organizational change in all four of Kaiser Permanente Northwest's businesses: medical, dental, health plan, and research.



- a. Serve as a respected member of regional executive team so that business and functional leaders understand the value of research as a core business.
 - b. Achieve and maintain close collaboration with the regional medical group so that research can be more readily translated into practice.
- g) Provide national leadership and advocacy for policy and regulation related to scientific research.
 - a. Provide expert testimony and/or scientific expertise to state and national policy makers (e.g. NIH, Presidential commissions, U.S. Congress, state legislatures, trade groups, professional associations);
 - b. Be a recognized national leader in the development and implementation of research regulation and compliance within Kaiser Permanente and for the country as a whole (e.g., HIPAA, informed consent, protection of human subjects, genetics research).
- h) Achieve and maintain a national/international reputation as a scientist and a leader in a scientific field.
 - a. Serve as member and officer of national scientific and health care organizations;
 - b. Deliver invited lectures and keynote addresses on behalf of Kaiser Permanente and the research community;
 - c. Serve as a science leader at the National Institutes of Health;
 - d. Consult with academic Deans, Provosts, university Presidents, and research directors regarding the development of science in the U.S. and abroad;
 - e. Conduct own research program as a senior investigator at CHR, receiving grants, publishing scientific papers, giving scientific presentations, consulting on scientific matters.

MAJOR CHALLENGES:

- Maintaining and growing the flow of external resources into Kaiser Permanente NW and Hawaii from grants and contacts (from \$13 million in 1995 to \$30 million in 2004 to a projected \$48 million in 2017).
- Developing and implementing metrics that monitor performance of research beyond traditional measures of academic accomplishment, including compliance metrics.
- Leveraging opportunities for research in busy medical and dental delivery systems that are inundated with other demands/change.
- Accelerating appropriate community benefit and investments for research that contribute to the health and well-being of the community in challenging funding environment.
- Maintaining robust funding for scientific research in an environment of federal funding shortages and retrenchment.
- Articulating the delicate balance between scientific discovery and personal privacy at the member, state, and federal level.
- Assuring compliance with all organizational, state, and federal regulations regarding research and healthcare.
- Sharing accountability and performance for research across the multiple Kaiser Permanente entities: multiple regions, multiple medical groups, multiple legal entities (health plan, hospitals, medical groups, Kaiser Foundation Research Institute).



- Projecting health care trends and medical innovations 5-10 years into the future so that research can help Kaiser Permanente be ready for those changes.

MINIMUM QUALIFICATIONS:

- Advanced degree (PhD, MD, or other professional degree) in human behavior, medicine, health services, pharmacy, behavioral science, health policy, or related field.
- At least ten years of research experience involving human subjects in such areas as health services research, translational research, program evaluation, epidemiology, preventive services, health policy, clinical trials, and/or other related research areas.
- At least seven years of previous experience in management and leadership positions(s) that include administration, budget oversight, human resources management, liaison activities, and strategic leadership.
- Publications in peer-reviewed journals, including multiple first-authored papers.
- Knowledge of, or experience within, managed care and health care settings more generally.

EXPERIENCE AND PREFERRED QUALIFICATIONS:

- M.D. or Ph.D. and advanced training in research methods, statistics and a health-related field.
- A strong understanding of the business needs of a complex, multi-regional research organization.
- Substantial experience and success leading multidisciplinary groups of scientists.
- Demonstrated experience and understanding of integrated healthcare delivery systems and principles of evidence-based care for populations.
- Reputation and acknowledgement as a productive scientist as evidenced by academic/research credentials, prior funding experience, scientific publications, awards and academic accomplishments.
- Demonstrated ability to communicate with scientific, non-scientific and business professionals via a variety of media formats.
- Prior success in leading a multi-million dollar, multi-site research organization.
- Broad knowledge of grants and contracts administration and the research regulatory environment.
- Ability to work with business executives, medical staff, research professionals, government officials, policy makers, and state and national legislators.
- Proven ability to work with media to explain complex scientific and health information to the general public.
- Proven ability to envision future directions for health and medical care and describe that vision to a broad audience.

To submit your interest, please visit <http://jobs.KP.org> and search for job number 491867.