Position Profile
President & CEO, National Home Infusion Association
Alexandria, VA

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This profile provides information about the National Home Infusion Association, and the position requirements for the President & CEO. The profile is designed to guide the identification and evaluation of prospective candidates and to assist individuals in assessing their interest in and qualifications for the position.

Methodology
This profile for the position of President & CEO was developed from organizational materials, survey research across key stakeholder groups, and interviews conducted with NHIA Staff and key leaders. Information collected and outcomes from key discussions have informed the priorities for skills, knowledge, experience, qualifications and qualities required and desired in the candidate seeking to succeed in the position.

The search for the President & CEO of the National Home Infusion Association (NHIA) is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to Association Strategies, Inc., at: www.assnstrategies.com/current_searches.php. To learn more about NHIA, visit www.nhia.org. Applications will be accepted until March 16, 2015.

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About the National Home Infusion Association

NHIA is a trade association that represents and advances the interests of organizations that provide infusion and specialty pharmacy products and services to the entire spectrum of home-based patients. Infusion therapy providers coordinate the care through highly skilled professionals in a team that will often include the infusion pharmacist, infusion nurses, physician, and dietician to help ensure the patient is receiving the best care possible. Headquartered in Alexandria, Virginia, NHIA has a $3.7 million budget and 13 staff.

Until the 1980s, patients receiving infusion therapy had to remain in the inpatient setting for the duration of their therapy. Heightened emphasis on cost-containment in health care, as well as developments in the clinical administration of the therapy, led to strategies to administer infusion therapy in alternate settings. For individuals requiring long-term therapy, inpatient care is not only tremendously expensive but also prevents the individual from resuming normal lifestyle and work activities.

Home infusion has been proven to be a safe and effective alternative to inpatient care for many disease states and therapies. For many patients, receiving treatment at home or in an outpatient infusion suite setting is preferable to inpatient care.

An infusion therapy provider is most normally a “closed-door”, state-licensed pharmacy that specializes in provision of infusion therapies to patients in their homes or other alternate-sites—called a home infusion therapy pharmacy. The infusion therapy always originates with a prescription order from a qualified physician who is overseeing the care of the patient.

NHIA is governed by a 13-member Board of Directors comprised of infusion therapy providers and medical professionals who provide leadership and direction to the organization. In addition, another key group of stakeholders, the NHIA Future of Infusion Advisory Council (FIAC) brings together outstanding manufacturing and service companies who have pledged leadership, policy, and financial support to the NHIA. The Council works closely with the NHIA Board, leadership staff, and provider members to address the most critical issues, opportunities and challenges facing the home and specialty infusion industry.

Key Programs, Resources and Services
Like any dynamic healthcare organization, NHIA consistently looks for new ways to enhance and strengthen member benefits and continuing education, while informing members about policy and regulatory changes that will impact the home infusion industry. Some of NHIA’s signature initiatives include:
• Successful and growing NHIA Annual Conference & Exposition: Attracts more than 1,300 infusion professionals by offering top quality education on relevant topics such as updates on current regulatory requirements, patient care considerations, or how to overcome reimbursement challenges and much more. Highly regarded as one of the best conferences in the industry.

• Legislation, Regulation and Advocacy, including NHIA’s top priority, the Medicare Home Infusion Site of Care Act. This legislation will bring a meaningful coverage benefit to Medicare patients when they find themselves in need of home infusion therapy. NHIA’s active advocacy agenda also includes a focus on clinical and business best-practices that may be subject to legislation, regulation, accreditation, practices of health plans/third party payers, and more. Efforts range from communicating with national accrediting agencies to reaching out to private-sector health plans to providing tools to the entire infusion community of providers and payers.

• Industry-Wide Data Initiative: NHIA is leading the industry in collecting data that demonstrates the cost effectiveness and quality of home infusion therapy. Data about the size and scope of the home infusion therapy field provides a foundation for advocacy, and for demonstrating the value of home infusion in the larger health care picture.

• Continuing Education and Resource Centers: NHIA provides relevant and up-to-date continuing education through its Home Infusion Therapy Module Program, CE Infusion Articles, Audio Conferences, as well as resource centers on a variety of critical topics of interest to members.

• Infusion Magazine: NHIA’s official journal is the nation’s leading publication covering topics of interest to everyone connected to the field of alternate site infusion therapy, published six times a year.

Challenges and Opportunities

NHIA’s current menu of products and services provides a firm foundation on which to build, with member services and continuing education described as being executed effectively and relevant to meeting member needs. However, a strong desire exists to see more visibility for the value of home infusion services, even deeper collaboration with professional organizations and patient groups in order to broaden industry recognition, and stronger relationships with CMS and other government entities. In addition, enhanced statistical industry analytics will continue to be an urgent and ongoing issue. Finally and most critical, a large number of mergers and acquisitions are taking place within the home infusion industry. To maintain a positive fiscal picture, pressure to create new revenue streams to offset this trend will be a significant challenge for the future.
Stakeholders cite the following areas where services or activities could be strengthened or receive more robust attention. Representative comments included:

- Creating an online collaborative community to enhance the online resource center
- Building stronger relationships with pharmacy and health care professional/trade associations
- More collaboration with Pharma, Biotechnology, and Device Manufacturers
- Increased membership development, building visibility, e-marketing
- Desire to further advance the Data Initiative
- Advance Consumer Communications

**Organizational Culture**
Survey responses and in-person discussions reflect a collaborative and hard-working culture with a committed and mission-driven staff. Many staff have been touched by home infusion in their personal lives, but also bring strong expertise to their respective areas of the operations; staff take pride in their work, and support each other. A strong partnership exists between the volunteer leaders and staff, with volunteers being described as passionate and visionary.

**President & CEO Position**

*Responsibilities:* The NHIA President is responsible for maintaining the overall financial health and leadership position of the organization by overseeing and shaping the association’s legislative and advocacy agenda, menu of programs and operational priorities. In concert with a professional staff and Board of Directors, the President guides strategic direction, provides organization oversight and acts as the spokesperson and strategic leader for NHIA across the health care community and beyond. The President & CEO is also the chief point of contact with NHIA’s external partners and is responsible for growing the relationships with those partners—other national healthcare organizations, legislators, CMS, home care and patient-focused organizations, industry leaders, members and business partners, to name a few.

The ability to influence health care policy with limited resources, leveraging data collected from the home infusion industry, and raising awareness for the value and benefits of home infusion are all priorities that contribute to the strategic goals of NHIA. Chief among the goals of the NHIA’s next leader are also creating new sources of revenue, strengthening the quality and relevance of education and building membership.

*Education/Experience:* A Bachelor’s degree is required for the position with an advanced degree preferred, preferably in business or organization development. Candidate must have a minimum of 10 years of experience— with at least 15 years preferred—in a management
position. Direct executive/management experience in a nonprofit health care or medical society is essential. Previous experience as a CEO is preferred, but not essential.

**Skills/Abilities:** The following skills are critical to the success of the next President and CEO of NHIA.

1. Visionary leadership combined with experience in strategic planning, implementation and evaluation
2. Deep understanding of advocacy/public policy and legislative processes
3. Experience with nonprofit governance issues and structures
4. Track record of enhancing the profile, visibility and influence of an organization
5. Establishing relationships and partnerships with related organizations
6. Business acumen and ideas for growing revenue/maintaining organizational and financial stability
7. Understanding of the role CMS and other federal agencies and regulators play in the health care arena

**Personal Traits/Characteristics:** These personal traits and characteristics are considered important to success in the position:

1. Passionate leader with both charisma and political acumen—engaging members and partners at all levels
2. Reflective listener with a constructive approach to dealing with adversity and human development
3. Strategic planning focus balanced with business skill sets
4. Positive attitude with a demonstrated commitment to the vision and to field
5. Collaborator and consensus builder with determination and confidence
6. Strong verbal and written communication skills, networking abilities

**Key Interactions:** In addition to working closely with the Board of Directors and members, the President & CEO represents the industry and the association’s interests by interacting with a wide range of entities, including:

- Congress and the Administration, as well as regulatory agencies at both the federal and state levels, including CMS
- Other national healthcare associations and nonprofits, such as ASHP, ASPEN, NCPA as well as medical and nursing organizations
- Pharmaceutical manufacturers and other pharmacy organizations
- Industry vendors and payors
- Home Care and Hospice Organizations
Measures of Success After the first year, the success of the new President & CEO will be measured by demonstrated progress in the following areas:

- Passage of the Medicare Home Infusion Site of Care Act
- Purposeful efforts to get to know the Board, NHIA staff team and key partners
- Progress on expanding reimbursement from CMS
- Increasing membership participation in more NHIA activities
- Clear strategic and operating plan, focused legislative strategy
- Continued organizational stability with both people and finances
- Positive acceptance from colleagues and leaders within the home infusion industry
- Continued momentum of core NHIA initiatives
- Articulating a strong vision and also a specific road map to achieve it

Within the first three to five years, the President & CEO of NHIA will be measured by success in the following areas:

- Visionary leadership that fulfills the strategic plan’s goals and moves the organization to the next level.
- Further diversifying funding streams by attainment of key grants for the National Home Infusion Foundation to drive strategically focused industry research
- Strong financial position and stable staff
- Membership growth and increased attendance at the annual meeting
- Increased amount of proposed legislation passed and in effect
- Ability to increase number of business firm members and create a value proposition that encourages infusion organizations to join NHIA
- Ability to develop and communicate initiatives that create awareness for the HIT industry with healthcare partners, government stakeholders and consumers
- Raising the public profile and stature of the organization

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